

FOIA MARKER

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Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: National Service

Series/Staff Member: Eli Segal

Subseries:

OA/ID Number: 1293

FolderID:

Folder Title:

8/11 Boston: Bostonian Club Address and Philadelphia, 8/12 Philadelphia and New York City: Ford Foundation

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Position:

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SCHEDULE FOR ELI J. SEGAL

WEDNESDAY, AUGUST 11, 1993

NOTE: Susan Stroud and Jennifer Reilly will meet you at the airport.

6:30 a.m. Depart 1535 28th Street en route to DCA

7:00 a.m. LV DCA (NW #1850)

8:30 a.m. AR Boston. Proceed to Medford via taxi. Jenny will know where to direct the car.

9:15 a.m. Arrive Tufts SOS site.

11:00 a.m. Depart Tufts en route to Mission Hill. Greg Johnson will pick you up at site

11:25 a.m. Arrive Mission Hill summer program.

NOTE: Lunch begins at the Bostonian Club at 12:00 p.m. Your remarks are scheduled to begin at 12:30 p.m.

12:10 p.m. Depart Mission Hill en route to Bostonian Club. Greg Johnson will drive you.

12:30 p.m. Arrive Bostonian Club at Seasons Restaurant, The Bostonian Hotel. TEL: 617-523-9970

Bostonian Club address

2:00 p.m. Depart Bostonian en route to GAMES

3:00 p.m. Depart GAMES en route to airport

3:30 p.m. Boston to Philadelphia (US Air #537)

4:45 p.m. Arrive Philadelphia. Katie Tierney will greet you at the gate. A driver from the Mayor's office will drive you to the Chamber of Commerce.

5:15 p.m. Arrive Chamber of Commerce, 1234 Market Street. TEL: 215-545-1234

5:15 p.m. Patty Gerrity, ICARE Program Director and Ira Harkavy, Director, Center for Community Partnerships at Univ. of Penn. You will meet them in a private room at the Chamber

5:30-6:15 p.m. Reception with business leaders and university presidents at the Chamber

6:15 p.m. Philadelphia Mayor Ed Randell introduces Eli

6:15-6:30 p.m. EJS speaks

6:30 p.m. Charles Pizzi, President of the Chamber introduces Ira Harkvay, Dir. of the Center for Community Partnerships at Univ. of Penn.

6:35 p.m. Ira Harkvay speaks

6:45-7:00 p.m. Question and Answer Time

7:00 p.m. Depart Chamber with Mike Bailin who will drive you to dinner at the Omni Hotel

7:30 p.m. Dinner with Mike Bailin, Gary Walker, Tom Smith, PPV at the Omni Hotel Azalea Room, 401 Chestnut (Independence Center). Susan will join you.

RON: Omni Hotel, 401 Chestnut TEL: 215-925-0000. Confirmation: #Q42350-1

THURSDAY, AUGUST 12

8:15 a.m. Rocco Gaudio, ACTION Regional Director and Jorina Ahmed, Penn ACTION state director will pick you up at hotel. Depart en route to North Light Community Center

8:40 - 10:00 a.m. VISTA North Light Community Center

9:45 a.m. Depart North Light en route to 30th Street train station.

10:38 a.m. Philadelphia 30th Street station. Metroliner Train #104 to NYC Penn Station

11:55 a.m. Arrive Penn Station. Via taxi, proceed to Ford Foundation, 320 E. 43rd Street
212-573-4730 Allison

12:15 - 2:30 p.m. Ford Foundation Luncheon

2:30 p.m. Depart Ford en route to Newark SOS site. Ray Chambers will meet you there.

3:15 p.m. Arrive Newark SOS site.

4:15 p.m. Depart Rutgers en route to St. James Boys and
Girls Club for meeting with Ray Chambers.

5:00 - 6:00 p.m. Meeting with Ray Chambers

6:00 p.m. Depart Boys & Girls Club en route to Newark
airport.

7:00 p.m. Depart Newark Airport (CO #325)

8:20 p.m. Arrive Washington National

DRAFT - OUTLINE OF PRIVATE SECTOR PLAN

The National and Community Service Trust Act of 1993 (the "Act") requires that certain elements of the federal funding support for national service programs be matched by funds and/or in-kind donations from other sources. The Act also specifically empowers the new Corporation for National Service (the "Corporation") to accept private funds, which will be treated as tax-free donations. Various other provisions of the Act encourage private sector involvement in national service, consistent with reinventing government themes of pooled public/private resources to leverage tax-payer dollars.

The Corporation will have a Private Sector Director (and staff), to inspire and coordinate private sector involvement. This document outlines that involvement.

I. Business Involvement

A. How can businesses assist the national service initiative?

At the local level, businesses can:

1. fund local programs that have been approved for national service participants ("Local Programs");
[This could include contributing toward the Act's 15% stipend match or 25% program support requirement; and/or funding stipends and/or awards for more participants than are approved for federal funding by the Corporation]
2. encourage, allow release time for, or allow leave with pay for company employees to provide management, training and/or other assistance to Local Programs;
[For example, many non-profits need accounting assistance to keep their books and file their tax returns.]
3. provide in-kind donations of products needed by Local Programs (which donations will be included in the 25% program support matching requirement);
[E.g., work-shirts, computers, office space and food]
4. offer employment opportunities for "graduates" of Local Programs.
[E.g., Timberland's hiring of City Year graduates]

At the national level, businesses can:

1. fund programs in a given subject area;
[Eg., Quaker Foods may choose to fund environmental service programs across the country]
2. contribute to a venture capital fund which would provide seed-capital to start-up innovative national service model programs;

Certain corporate involvement has more direct benefit; as an example, Timberland has found service veterans to be model employees. Similarly, corporations with mentoring programs have found that the mentees develop loyalty to the corporation and sometimes become employees themselves.

National service is a cost-effective way for Americans cooperatively to improve their communities. When more Americans can read (or read better); when homelessness is reduced; when streets are safer, business (and businesspeople) directly benefit.

E. What will the Corporation do to assist Local Programs with their fundraising?

The Corporation's Office of Private Sector Liaison will:

1. organize regional training sessions on fundraising for Local Programs and other interested parties;
2. provide a data base and other resources to Local Programs to identify funding opportunities;
3. provide marketing materials (including a video and an annual report in standard business format) about the Corporation and national service, and relating local efforts to the national initiative to local efforts;
4. organize periodic seminars and briefings by Corporation senior executives for business community leaders (regionally and in major metropolitan areas) to encourage their support of local service programs;
5. provide technical fundraising assistance to Local Programs having difficulty meeting their matching requirements;
6. create a National Private Sector Council, involving major leaders with national prominence, to give direction, national panache and assistance to local business support efforts.
7. (in conjunction with the Corporation's Office of Communications), undertake a national promotional effort to increase understanding of the community-changing results of national service; inspire individual involvement; and spotlight business participation at the national and local levels. Promotional activities will include:

- national PSAs and similar pieces placed through the Ad Council;
- press conferences and other informational events spotlighting relevant aspects of the activities of the Corporation and the Local Programs (to the extent possible, these activities will be coordinated with existing business associations);
- special events, including those involving business leaders and celebrities from various fields;
- active outreach with the business and general press to enhance coverage of relevant aspects of the activities of the Corporation and the Local Programs; and
- informational mailers to and through existing business associations.

II. Individual Involvement

A. How can individuals support national service?

1. volunteer with Local Programs;
2. donate (including in-kind donations) to Local Programs;
3. donate to the Corporation (in-kind to the Corporation, cash to the Trust);
4. purchase licensed products where sales proceeds go to the Corporation; [Potential items include school notebooks, back-packs and other materials which tie to the theme of educational opportunity; t-shirts and other visible logo products; work gloves and other items directly used in service; books, calendars and other printed material about or for the benefit of service; etc.]
[Channels of distribution include catalogues, QVC and similar shopping shows; etc.]
5. purchase other specialized items, such as a "national service heroes stamp" with a cost one cent above normal amounts and featuring historic and contemporary service leaders (including ordinary citizens with records of extraordinary service accomplishments).

July 28, 1993

August 10, 1993

Tufts site visit

DATE: August 12, 1993
TIME: 9:30 AM - 11:00 AM
LOCATION: Tufts and West Medford Community Center
FROM: Phil Caplan

I. PURPOSE

You will meet with Marc Saunders, Tufts SOS program director and Pat Barnacle, Marc's boss at the Lincoln Filene Center at Tufts, and then go to the West Medford Community Center for a site visit.

II. BACKGROUND

Tufts has been one of our most problematic sites this summer. Marc Saunders, the program director, is not the most cooperative fellow in the world and has been late with deadlines, reports and updates, and has, in general, been difficult to deal with from the national training forward. However the Tufts participants are very committed and have attempted to salvage the projects at the site level.

One of the aspects of this program that is different from others is that the participants developed the projects from scratch -- they interviewed community leaders, did community assessments and chose the community organizations with which to work. This process of "self determination" has put them behind schedule and impacted the quality of their service projects.

I, and others, thought it was important for you to get a picture of an SOS project that is not going so well. There will not be any media present at this site visit.

Jenny has taken this site on as a personal project to try and ensure that the participants have received a positive experience. She is realistic about the prospects of such success.

You will spend 30 minutes meeting with Marc Saunders and Pat Barnacle at Tufts. You will then drive 15 minutes and visit the West Medford Community Center, a Tufts site. At the site you will spend app. 45 minutes with participants (Saunders will not attend this session).

TUFTS SEA
THIS PROJECT
OUTLINE

SUNS

PROJECT COORDINATOR: Stephen Kramer

TEAM MEMBERS

Lauren McKeone
Suzie Talukdar
Michelle Ng

Maribeth Spencer
Ron Vining
Christine Fichera

William Berry
John Lanzerotta
Jennifer Vogel

These are full-time volunteers at West Medford Community Center.

PROGRAMS/AGENCIES

- A) WEST MEDFORD COMMUNITY CENTER
- 111 Arlington Street
Medford, MA 02155
 - 69 Boston Avenue
Medford, MA 02155
 - . Contact person/supervisor: Mr. Donald Crowe
 - . Transportation: Take 94 Bus to 69 Boston Ave. To get to Arlington St, take left at lights and walk up about 4 or 5 streets (there will be street signs). Take right on Arlington Street.

Program runs from 9:00 - 5:00 Monday - Thursday.

One of the programs is a day care program on 69 Boston Ave. The students will help out with the students and start to devise a new curriculum. This new curriculum is modern and alternative.

Another program is the day camp at the 111 Arlington St. site. Participants will be teaching the students through seminars. Also they will help on field trips and at the site itself.

At the Youth Teen Center, the participants will be cleaning up the basement of the camp to turn it into a teen center. They will try to incorporate the teens in the area to get involved in the center.

Fundraising Brochure: The participants will help put together a brochure about the total center's activities and help gain fundraising.

West Medford Community Center

Participants of Students United for National Service will be taking part in the following activities:

- *Cleaning out a storage basement at the Center in order that the space can be converted into a social area where young people in Medford can go and hang out.

- *Teaching and Mentoring young children who are a part of a summer camp at the Community Center.

- *Helping to design and develop a brochure which will assist the Community Center in its fundraising efforts.

- *Advising the staff of the Center with the development of a new and more modern curriculum for the students in the year round day care program. As well, as continual interaction with the children at the program.

August 10, 1993

Meeting with Greg Johnson, Director, Phillips Brooks House,
Harvard University

DATE: August 11, 1993
TIME: 11:00
LOCATION: Mission Hill
From: Susan Stroud

I. PURPOSE

You will be met by Greg Johnson (and possibly Bob Coles) at 11:00 at the Tufts SOS site.

The purpose of the meeting is to visit a university-based full-time summer community service program. The program is sponsored by Phillips Brooks House and based in a public housing project in Mission Hill. You will meet first with a group of Harvard undergraduates who work in the program, then with a larger group that includes 2 parents of participants and junior counsellors.

At the end of those meetings, you will go with the undergraduates next door to the Wentworth Institute, which loans the program classrooms. There you will visit briefly 3 classrooms where the participants, 7-13 year olds from Mission Hill, are in class. The last stop will be a brief meeting in another classroom with the 11 PBH summer program directors from projects all over Boston.

Press may be available.

See attached information on the project. Greg Johnson and Bob Coles will you in the car on the way to Mission Hill.

II. BACKGROUND

You have met with Greg Johnson previously. We canceled two previous visits to PBH summer programs. Greg's concern is that the Corporation recognize and put a priority on part-time undergraduate service programs.

III. PARTICIPANTS

Greg Johnson
Bob Coles (tentative),
John King, program director (Harvard undergraduate)
Eric Dawson, co-director (Harvard undergraduate)
Aretha Davis, counsellor (Harvard undergraduate)
2 parents from the program
2 junior counselors (former participants, now junior counselors - from the Mission Hill project)
11 Phillips Brooks House summer project directors

IV. REMARKS

None

Program Summary

Program Title:	Mission Hill Summer Program															
Program Site:	Mission Main Housing Development, Roxbury, MA															
Administrative Director:	John B. King, Jr.															
Education Director:	Eric D. Dawson															
Fiscal Agent:	Phillips Brooks House Association, Inc. Greg A. Johnson, Executive Director															
PBH Director of Programs:	Gail Burton															
Address:	Mission Hill Summer Program Phillips Brooks House Association, Inc. Harvard University Cambridge, MA 02138															
Phone Number:	(617) 495-5526															
Dates of Operation:	Staff Training: June 21-July 2, 1993 Camp Operation: July 6-August 27, 1993 Evaluation: August 28-29, 1993															
Number of Campers:	<table><tr><td>Student Participants</td><td>64</td><td>Ages 7-13</td></tr><tr><td>Administrative Director:</td><td>1</td><td>Age 18</td></tr><tr><td>Education Director:</td><td>1</td><td>Age 19</td></tr><tr><td>Senior Counselors</td><td>7</td><td>Ages 18+</td></tr><tr><td>Junior Counselors</td><td>8</td><td>Ages 14-17</td></tr></table>	Student Participants	64	Ages 7-13	Administrative Director:	1	Age 18	Education Director:	1	Age 19	Senior Counselors	7	Ages 18+	Junior Counselors	8	Ages 14-17
Student Participants	64	Ages 7-13														
Administrative Director:	1	Age 18														
Education Director:	1	Age 19														
Senior Counselors	7	Ages 18+														
Junior Counselors	8	Ages 14-17														
Staff Training:	Self-Esteem and Values Clarification Introduction to the Mission Hill Community Working with Families CPR and First Aid Multicultural Education Violence Prevention Curriculum Planning Community Health Issues Defensive Driving Team-Building Junior Counselor Training															
Participant Fee:	\$15 for eight weeks															
Projected Cash Budget:	\$32,622															
Projected In-Kind Donations:	\$44,707															
Cash Cost/Child/Day:	\$12.14															

Our Community

The Mission Main Public Housing development is located in the Mission Hill Section of Roxbury, Massachusetts. According to the 1992 Healthy Boston Proposal, there are 2,695 residents in Mission Main; 51% are Latino and 46% are African-American. Mission Hill is a vibrant community with many strong families and citizens dedicated to improving their neighborhood. However, like many public housing developments across the country, Mission Hill is plagued by problems of teenage pregnancy, drug abuse, crime, and high drop out rates. Racial tensions are also extremely high between Latino and African-American residents, as well as with residents from other Boston neighborhoods. This is the environment in which the sixteen hundred young people of Mission Main grow up. Many of the families in the development do not have access to quality summer programs for their children. Consequently, the children do not have positive alternatives to summer boredom and the dangerous allure of gangs and drug abuse. The children receive little individual attention in school and often are not taught about their rich cultural heritage. As a result, these children develop low self-esteem, which leads to low academic and personal expectations and poses a serious obstacle to high levels of achievement. In addition, for many teenagers in Mission Hill, employment opportunities which foster personal development and responsibility are limited.

In the summer of 1990, students at the Phillips Brooks House Association, Inc. (PBHA), a non-profit public service organization at Harvard University, founded the Mission Hill Summer Program to try to help the children of Mission Hill overcome these obstacles. The Mission Hill Summer Program is an eight-week educational summer camp. The camp serves 64 children and employs eight teenagers from the Mission Hill community as junior counselors. The program was implemented with the guidance of the Tenants Task Force at the request of several parents. It built upon PBHA's six-year involvement in the Mission Hill community through the Mission Hill After-School Program. The After-School Program was established in 1983 at the request of Mayor Flynn's Director of Constituent Resources, and it began operation in 1984 under the auspices of the Mission Main Tenants Task Force. Through academic tutoring and recreational activities, the After-School program has built productive relationships between children and Harvard counselors and thereby has developed a positive foundation for the Summer Program.

Program Structure

The Mission Hill Summer Program will serve sixty-four children between the ages of seven and thirteen. The program will operate for eight weeks, from July 6-August 27, 9:30 A.M. - 4:30 P.M. The children will be divided into eight groups according to age. The youngest groups (ages 7 to 9) will be co-ed and the older groups (groups of 10 and 11 year-olds and groups of 12-13 year-olds) will be single sex. Each group will be led by a senior counselor and a teenage junior counselor from the Mission Hill community. Monday through Thursday mornings will be spent in the classroom, reading and pursuing other educational activities. The groups will pursue activities at the various sites in and around Boston on Tuesday and Thursday afternoons and Fridays. These will include visiting museums and other cultural attractions and exploring various neighborhoods in Greater Boston. Monday and Wednesday afternoon are reserved for recreational activities, such as swimming at Madison Park High School or basketball at McLaughlin Park. The children will be brought home between 4:30 and 5:00 P.M. every day.

Over the course of the summer the participants of each group will work together to develop a final project. Possible project ideas include writing and producing a play about adolescent issues, compiling a "Who's who" guide to famous African-Americans and Latinos, or using art as a means to express concerns about their community. Each of the groups will also perform in a final show at the end of the summer. As mentioned earlier, each group will participate in both PBHA's Operation Together and Magic Me/Boston.

In addition, students will spend time discussing and identifying their roles and responsibilities within the community. Drawing on youth service curricula, like *VYTAL* and *Growing Hope*, the Summer Program will integrate ideas of social action and community service into weekly lessons. This component will introduce the importance of volunteerism to the children and help them identify problems and solutions within their community. The children will then put these ideas into action through service projects throughout the neighborhood. Possible projects might include cleaning up a neighborhood park or a letter writing campaign to help protect our environment.

In addition to the day-to-day activities, there will be several overnight trips. The older groups will go on an overnight camping trip to a state park in New England. The campers in each group will plan the budget, buy supplies, and map out the trip. The younger groups will also go on at least one overnight camping trip. At the end of the summer, the entire camp will take a week-long trip. During the last week of camp, each camper and counselor will write an evaluation of their summer experience.

TUESDAY, AUGUST 10, 1993

**LUNCHEON SPEECH
at the
BOSTONIAN CLUB**

DATE: Wednesday, August 11, 1993
TIME: 12:00 noon
LOCATION: Bostonian Hotel, Fanuel Hall Market
Place
FROM: Thomas P. O'Neill and Pamela G.
McDermott

I. PURPOSE

You will address approximately 150 members and guests. Tom O'Neill and Pamela McDermott or McDermott/O'Neill are the hosts. The remarks will last 20-25 minutes followed by 20 minutes for questions and answers.

II. BACKGROUND

The Bostonian Club is the first business club to open in the downtown area in the last 15 years, with 375 members. Other speakers have included: Senators Ted Kennedy and Paul Tsongas, Matthew Sturin, and Governor William Weld. Mr. Ladislav Brank, General Manager, and Steve Leone of The Bostonian Hotel are the event directors.

III. PARTICIPANTS

The downtown Boston business leaders and their guests. Members are comprised of both established and young leaders of the Boston business community.

IV. REMARKS

Speech attached

McDermott/O'Neill & Associates

July 23, 1993

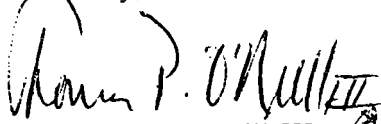
Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal:

Enclosed is a formal letter of confirmation for your participation as the guest speaker at the Bostonian Club. We understand that you have been extremely busy as Congress deliberates on the National and Community Service Trust Act, and we would like to thank you for rescheduling. It should be an enjoyable afternoon.

We look forward to seeing you August 11.

Sincerely,



Thomas P. O'Neill III
Chairman



Pamela G. McDermott
President



The Bostonian Club
At Seasons Restaurant

Advisory Board

Ms. Pamela J. Anderson
Mr. William M. Barber III
Mr. James H. Barnhart
Rev. Fritz J. Cerullo
Mr. James S. Coppersmith
Mr. John E. Drew
Ms. Christine M. Dunn
Ms. Mary A. Fifield
Mr. Wesley E. Finch
Mr. Stephen K. Fogg
Mr. Ronald A. Homer
Mr. Ira A. Jackson
Mr. Hubert E. Jones
Ms. Averil C. Lashley
Ms. Joanna T. Lau
James J. Marcellino, Esq.
Ms. Sheryl R. Marshall
Mr. John E. Marston
Ms. Pamela G. McDermott
Mr. Will McDonough
Mr. Stephen M. Mindich
Mr. Lawrence C. Moulter
Mr. Thomas P. O'Neill, III
Mr. Richard W. Palmer
Mr. Kevin Phelan
Mr. Walter M. Pile, Jr.
Mr. Patrick J. Purcell
Mr. Harold W. Schwartz
Mr. Albert Sherman
Mr. Richard L. Taylor
Mr. Robert H. Temkin
Mr. A. Raymond Tye
Mr. Fletcher Wiley, Esq.
Mr. Jack B. Williams
Ms. Cheryle Wills
Mr. Thomas Winship

July 23, 1993

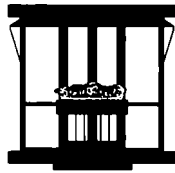
Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal:

I am writing to confirm your participation as the guest speaker at the Bostonian Club. We are pleased that you could reschedule and join us to share your plans for the National Service Corps.

To review the details, the event is scheduled for **Wednesday, August 11, 1993** at 12:00 p.m. A luncheon will be served, followed by the speaking program at 12:30 p.m. I will introduce you and we anticipate that the speaking program will be approximately forty-five minutes, including 20-25 minutes for your remarks and 20 minutes for questions and answers. Approximately 150 Bostonian Club members and guests attend, with the audience generally comprised of young leaders of the Boston business community.

Located in Seasons Restaurant in the Bostonian Hotel, the Bostonian Club is the first downtown business luncheon club to open in the past fifteen years. The Club has met with great success and currently has over 375 members. We have developed the Bostonian Club Forum series, with recent guest speakers including Governor William Weld; Matthew Storin, editor of the Boston Globe; Senator Edward Kennedy; Senator Paul Tsongas; Henri Termeer, President and C.E.O. of Genzyme Corporation; John Silber, President of Boston University; Lou Gorman of the Boston Red Sox; Jean Mayer, Chancellor of Tufts University, and Massachusetts Treasurer Joe Malone.



The Bostonian Club
AT SEASONS RESTAURANT

Should you wish to bring any guests with you, please just let me know.
Feel free to call if you have any additional questions. I can be reached at
617/523-3600.

Sincerely,

Ladislav Brank
General Manager
The Bostonian Hotel

REMARKS OF ELI SEGAL
Bostonian Club -- August 11, 1993

Thank you Ladi. It's good to be home.

My thanks as well to Tommy O'Neil and Pam McDermott.

We are all embarked on new ventures, me with national service and you with the Bostonian Club -- and I can only hope that your success is contagious!

And I feel privileged to spend time with a group that I know has hosted distinguished visitors from General Joseph Hoar to Senator Edward Kennedy. Senator Kennedy was the principal sponsor of our national service legislation in the Senate. More than that, he was an inspired and inspiring floor leader, expertly guiding our Bill to adoption. In an arena of show horses, Senator Kennedy again showed the ability to be a work horse, and for his effort, and for his leadership, all of us from the Bay State should be most proud.

Senator Kennedy and I began working in earnest on this legislation back in February, a month in which you hosted Red Sox General Manager Lou Gorman. Lou Gorman has to make tough decisions, and then is judged on the basis of events he cannot possibly control -- all under the eye of an unforgiving press and thousands of self-anointed experts. If he's going to put up with all that, he might as well be President -- but not in the foreseeable future!

I think both the Red Sox and the Clinton administration have had difficult Springs followed by pretty good summers -- and for both teams, I have high hopes for the Fall. As you know, we were able to pass a landmark budget agreement last week. I think the budget agreement is tremendously important -- not only in finally addressing the deficit but in giving all of us a sense that gridlock is not a permanent part of our political landscape. But I think that landscape will be even more fundamentally changed by the President's National Service initiative, which we hope will receive its final Senate passage right after this August Recess.

Here in Boston, our landscape has always had more dimensions than could be known by our five senses. When John Winthrop, aboard the *Arabella* and bound for the New World, told his fellow emigrants that "we must consider that we shall be a city upon a hill, [for] the eyes of all people are upon us", he was exhorting our forbearers to seize their opportunity to create a new community in the wilderness.

That community was not easily achieved. Carved from the forest and defended repeatedly by force of arms, it was still a place that in Tommy's father's youth sported signs warning that "No Irish Need Apply".

Today, our desire for community is buffeted by problems of which John Winthrop -- or even a young Tip O'Neil -- could never have dreamed: illegal drugs and the crimes that surround their use; homelessness and endemic poverty; an environment so befouled that we can not trust the water we drink or the air we breathe.

And while Tommy's ancestors and yours and mine muscled their way to the common table, today we see chairs at that table being demanded by an astounding new array of immigrants. "If current trends continue," writes demographer Martha Farnsworth Riche, "the United States will become a nation with no racial or ethnic majority" within our children's lifetimes -- indeed, in many of our major cities, this is already the case.

How, then, are we to find common interest amongst such diversity? The day after Martin Luther King was killed, Robert Kennedy warned us what happens when societies fragment: "We learn, at the last, to look at our brothers as aliens, men with whom we share a city, but not a community; men bound to us in common dwelling but not in common effort. We learn to share only a common fear, only a common impulse to meet disagreement with force."

No government, no matter how vigorous or well intentioned, can legislate us into community. And, unlike our grandparents's time, it is no longer sufficient to expect the non-white, non-Western portion of our population to assimilate into a dominant majority. As demographer Riche has written, "in the future, the white Western majority will have to do some assimilating of its own."

Fundamentally, creating community will require the concerted efforts of all of us, allied with a focused and effective government. And therein lies the power of national service, and my message -- in fact, my appeal -- to you today. National service does, it's true, offer a number of benefits. But far more than that, it poses a series of challenges.

To our young people, the challenge is to rise above the false and flip characterization of their generation as uncaring, and to take a lead role in creating their own futures through revitalizing their own communities.

To those in Washington D.C. -- and keep in mind, I have been a taxpayer in Boston far, far longer than I've been a Presidential Assistant in Washington -- to our government, the challenge is to meld the best practices of the private sector with the reach and responsibility of government.

And to you -- and your colleagues in businesses communities around the country, the challenge is to redouble your and your companies' public involvement. Your efforts are critical to your neighborhoods, to your city, and to your country.

The first of these challenges is an echo of the call to public service made by our most famous local son thirty-two years ago. For many of you, as for President Clinton and myself, President Kennedy's call is an indelible part of our personal history. But for our children, the 1961 inaugural speech consists of mere words in a dusty history book. It has been too long since any of us were challenged to serve our country -- but for our children, it has been a lifetime.

President Clinton has now called America's youth to service. In his inaugural address, he mentioned only one government program -- national service -- and said "you too must play your part in our renewal. I challenge a new generation of young Americans to a season of service [and] to act on your idealism."

I am certain that our young will answer this call, as each generation of Americans before them did. We plan to unleash the energy and enthusiasm of our young people on our critical national challenges. Our new Americorps volunteers will:

- ensure that infants are immunized;
- tutor in our grade schools;
- channel teenagers away from gangs and drugs;
- promote recycling and conservation; and
- help make sure that our streets are safe for the elderly.

They will receive the minimum wage while in the program, and an educational benefit of nearly \$5000 after each a year's service.

The second challenge of national service is directed at my office and the organizations running local service programs. We must accept and embrace the radical notion that our efforts have to be as entrepreneurial, efficient, and professional as your daily work.

There is a very simple reason for me to insist upon this approach. I've done two things over the past twenty-five years. In one -- trying to elect Democratic presidential candidates -- I have lost seven times before Bill Clinton's victory. In the other, I've started and run several businesses. Thankfully, for my family's sake, they have been somewhat more successful -- and they've taught me a lesson. National Service will be run like a business.

Our legislation creates a corporation: the Corporation for National Service. This Corporation will operate like a venture capital firm, seeking out and funding initiatives that will maximize returns to the public. For the most part, we will be funding local non-profit organizations, who will compete for funding based on their business plans and track records. To keep decision-making where the rubber meets the road, most applications will first be judged by nonpartisan state Commissions.

Once a program has been funded, it will be rigorously evaluated. We will demand results -- not rhetoric. We will demand good performance -- not good intentions. If a program doesn't work, we will cut our losses. And let me stop there for a minute: When I was in business, we tried many things, and some of them just plain didn't work. I never found that surprising. But for some reason, when it comes to government, the expectation (at least by some elements of the press) is that any failure is attributable to fraud or mismanagement. I hope you can help us communicate to the press that innovation means taking risks -- and that means the risks of missteps, not the prospect of an unbroken series of triumphs.

But when a program does work, we'll help expand it. The new Corporation will be relentless in seeking out the most profitable uses of its scarce resources. We are committed to proving that a federal program can be soft-hearted and hard-headed at the same time.

This new approach will be seen as a burden by some local organizations -- and as an opportunity by others. Competition for resources will force them to think clearly and carefully about their goals and the most efficient way to reach them. Our focus on results will mean that their next year's budget depends upon this year's performance. And any program seeking federal money must first obtain 25% of their program budget -- and 15% of their participants' wages -- from other sources. Let me say that again: no federal money will be spent unless the community has committed its own money to the effort. This will ensure that service programs grow locally instead of being transplanted from Washington.

Perhaps most importantly, this program will be nonpartisan, at all levels. Republican Congressman Steve Gunderson recently praised our program as combining "the idealism of the Democratic Party with the pragmatic realism of the Republican Party." I deeply appreciated those words -- but I hope that our program will eventually escape even those labels. Ultimately, national service must fuse **America's** realism with **America's** idealism.

There's an old joke in Washington about the difference between Democrats and Republicans. Picture a man drowning fifty feet offshore. The Republican would throw him twenty-five feet of rope and tell him to swim the rest because it would be good for his character. The Democrat would throw him a hundred feet of rope and then run off looking for more people to save.

There's a lot of truth in that. President Clinton was elected to steady the pendulum that has swung between federal callousness and federal bossiness. The programs of the 1960s and '70s proved that Washington does not have all the answers. But the last twelve years have proven that even a thousand points of light leave a lot of people in the darkness. We have got to find a third way, one that coordinates the invisible hand of capitalism with the helping hand of community organizations.

Which brings me to the challenge before you. If we are to make our community service programs more business-like, we will need businesspeople to show us how. If we are to demand that programs be community-based, we are going to need community leadership. If we are going to tell our youth that their service will be valued, we will need for the business community to help make good on that promise.

To begin, I ask you to provide financial resources. As I mentioned before, each Massachusetts program that seeks federal money must first obtain private funding. That means you.

But I know from my twenty-five years as a businessman how frequently you are asked for money. So let me be unique, and ask for far more than money. Service requires that you give of yourself.

Boston is the perfect place to make this request. We are only steps away from Faneuil Hall, where a businessman and a lawyer -- John Hancock and Sam Adams -- led the public outcry against the Stamp Act. But those two patriots recognized that leadership consists of much more than protesting taxes. They understood that the city's professionals must take the lead in fostering a sense of community -- here in Boston and throughout the country.

And they knew that their actions would likely end up costing them money -- in fact, commodities trader Hancock probably lost profit from every barrel of tobacco his followers threw into the Bay. From that time on, Massachusetts has been blessed by a private sector that elevates the community's interest above short-term, personal interests.

That tradition is at work within Boston's City Year program -- which is in many ways a model for our national efforts. City Year has shown us all how to recognize and utilize the private sector's community spirit. Lawyers provide pro bono legal assistance. Consultants help with strategic planning. Computer companies have provided equipment. A clothing manufacturer provided uniforms. Banks provide free checking accounts to volunteers. A host of other firms loan out experienced managers to take on leadership roles within the organization. And business sponsorship underwrites the costs of the teams of corpsmembers themselves.

The business community's leadership with City Year makes me certain that Boston will meet the new challenge of our national service program. There will be a host of additional ways to participate. Businesses can help fund local programs, or underwrite additional participants in programs being federally funded. They can encourage service by their employees -- or better yet, allow their employees to use release or paid leave to assist local programs. And every company or firm has expertise that service organizations need; products or equipment that could comprise in-kind contributions; or the ability to offer employment opportunities to graduates of service programs.

Let me close by noting how differently I would have addressed a group like this twenty-five years ago. In 1968, I was deeply involved in the presidential campaign of Eugene McCarthy. I was sure then that I had all the answers, and that what America needed was for me to go to Washington and provide those answers to a waiting nation. Thankfully -- for me and the country -- I have had a long time to rethink my ideas. Those twenty-five years taught me that I did not have all the answers, and neither did anyone else. So when I finally participated in a winning campaign, I was not sure that I wanted to go to Washington after all.

What brought me into the government was the opportunity to be part of President Clinton's national service initiative. This program made sense to me. It fit not only with my idealism, but with the lessons I learned as a businessman, and a father, and a citizen. I no longer believe that government, acting alone, is the answer. I know that together, we are the answer.

The great civil rights worker Fanny Lou Hamer used to tell the story of the wise old man and the two little boys who thought they were very clever. They decided they would fool the old man by catching a small bird and cupping it in one boy's hands. They would then bring it to the old man and say: "old man, we have a bird in our hands. Is it alive or dead?" Their plan was that if he said the bird was dead, they would release it and let it fly away. If he said it was alive they would crush it and show him the dead bird. But when the boys brought the bird to the old man and asked him their question, he answered "it's in your hands."

In many ways, the fate of Massachusetts' part of national service is in each of our hands. Let us celebrate the opportunity in this responsibility, so that this city and this nation finally discharge our debt to our forbearers -- and our promises to our children.

August 10, 1993

Meeting with Patty Gerrity, ICARE Program Director

DATE: August 11, 1993
TIME: 5:15 pm (just before Chamber of Commerce event)
LOCATION: Philadelphia Chamber of Commerce
FROM: Phil Caplan

I. PURPOSE

You will meet with Patty Gerrity, ICARE program director, and Ira Harkavy, Director of the Center for Community Partnerships at University of Pennsylvania. They will brief you on the status of the ICARE program.

II. BACKGROUND

ICARE (Immunizing Children At Risk Early) is a broad partnership among City Department of Health, Philadelphia Higher Education Network and universities such as Penn, Temple, LaSalle and Villanova.

ICARE has six stationary clinics and two mobile units. The clinics have been opened in partnership with local neighborhood groups. ICARE had a goal of immunizing 5,000 kids this summer. They will fall short of that goal **although as of today they are at 1,200 immunizations.** (That is a 400% increase as of 3 weeks ago). The long term goals of the project are being met as well; all of the clinics are staying open for at least another year (without our funding) -- this citywide partnership is working.

As you know, I went to Philadelphia 2 weeks ago to help them boost their short term goals -- i.e, get the numbers up this summer. They are in the midst of neighborhood "blitzes" where they saturate a neighborhood with leaflets, media, etc. and then open a temporary "clinic" in a church. The immunization numbers are up significantly since these blitzes started.

You should know that there have been some political problems with the Dept. of Health. The Commissioner, Dr. Bob Ross, is a friend of Ira's and has been supportive, but he announced his resignation last week. (For example, Ross found the media consultant for ICARE

after my trip there.) The deputy commissioner in his office, Donna O'Donnell, is the wife of Bob O'Donnell, former Speaker of the House and now a likely gubernatorial candidate. Donna has been problematic through the summer and Dr. Robs has not been terribly effective in controlling her. There is nothing we can do about it, but you should know.

III. PARTICIPANTS

Patty Gerrity

Ira Harkavy

IV. Remarks

None

MEMORANDUM

TO: Ethan Zeigler**FROM:** Meg Johnson**RE:** ICARE Corporate Contributors

As we discussed this morning, the following is a list of corporate contributors to the ICARE Summer of Service program. This list is intended to provide Eli Segal with some talking points for the Chamber of Commerce reception scheduled for Wednesday evening in Philadelphia. CEOs of all the ICARE corporate donors have been invited to attend, per Charles Pizzi at the Chamber.

Please note that all donations have been made in kind -- that is, products or services have been provided in lieu of cash.

U.S. Healthcare: t-shirts, balloons, fresh fruit and gift bags for kids

Independence Blue Cross and Pennsylvania Blue Shield: assorted gifts for kids, production of public service announcement

Southeastern Pennsylvania McDonald's restaurants: informational flyers, distribution, Ronald McDonald appearances, refreshments

Philadelphia Electric Company: 10,000 publicity flyers

Philadelphia Daily News: 500 posters

WCAU-TV: production of public service announcement

WUSL-FM Power 99: public service announcements, disc jockey appearances, balloons

Ernst & Young: computers

Ballard, Spahr, Andrews and Ingersoll: computers

IBM: computers

Bell Atlantic Mobile: mobile phones

Telephone Pioneers of America/Liberty Bell Chapter: 24-hour hotline, volunteer phone staffers

Toscani Limited: graphics

Philadelphia Fresh Food Terminal: fresh fruit

In addition to these local/regional sponsors, **Meade Johnson** has provided over 4,000 doses of acetaminophen to the program.

Ethan, if you have any questions about this list (or anything else, for that matter) please give me a call. Thanks.

Kadie
Phil - for talking points

PHILADELPHIA CHAMBER OF COMMERCE EVENT

Date: August 11, 1993

Time: 5:30 - 7:00

Location: The Philadelphia Chamber of Commerce

Contact: Charles Pizzi, President of the Philadelphia Chamber

I. Purpose

You will be meeting with approximately 35-40 business leaders and university presidents from the Philadelphia area. We have intentionally kept the event intimate to allow for an exchange of ideas. This event will be laying the groundwork for possible future partnerships with both the colleges and corporations that will be attending.

III. Background

Few of the attendees will be familiar with the program, so it will be necessary to fully lay out the nuts and bolts of the legislation. Ira Harkavy intends to focus on the specifics of SOS and the potential for involvement by academic community.

IV. Participants

(Please see attached invite list)

V. Remarks

It will be important to stress the bi-partisan aspects of the legislation. Many CEOs expressed their frustration with the recent budget proposal, yet have decided to endorse national service.

* See Attached Speech

THE WHITE HOUSE

WASHINGTON

August 10, 1993

MEMORANDUM TO ELI SEGAL

FROM: RICK ALLEN

RA

SUBJECT: ALEXIS MOORE - AT PHILADELPHIA EVENT

Ethan advises that Alexis Moore may be at your Philadelphia Chamber of Commerce speech. You will recall that she is the Philadelphia Inquirer editorial writer single-handedly responsible for all of their editorial support for us.

Please keep your eyes peeled for her (judging from her voice, I'd guess she is early 30s and black). I would appreciate your passing along my best wishes -- and please let her know we love her and owe her our first-born for all of her help.

CONFIRMED ATTENDEES - PHILADELPHIA EVENT

Fudlin Helen
 Foley, Jim
 Henkels Paul
 Vale, SSJ Sr. Carol Jean
 Lendo Dr. Arthur
 Binswanger, John
 D'Alessio, M. Walter
 Sonnenfeld, Mark
 England, James
 White, James
 Vargas, Ione
 Hoffman, Nancy
 Mattleman, Marcine
 Koch, Linda Ella
 Wendt, Henry
 Claypool, John
 Dunphy, Dr. Linda
 Tierney, Brian
 Pancher, Charles
 Moore, Alexis
 McKenna, Tom
 Iadarola, Dr. Antoinette
 Hill, Kenneth
 Burke, Bro. Jos.
 Panzaleo, Daniel
 Donahue, Frank
 Garrity, Dr. Patricia
 Rausher, Joseph
 Yep, Celcilia
 Milligan, John
 Daroff, Karen
 Callaghan, Meg
 Wade, Jim
 Clay, Kerri
 Doyle, Joe
 Vander Woude, Brian
 Bailin, Michael
 Darof, Karen
 von Seldeneck, Judith
 Lindtner, Jeff
 Hochendoner, Larry
 Hoffman, Janet
 3 Representatives

PNC Bank
 Archdiocese of Phila
 Henkels & McCoy
 Chestnut Hill College
 Peirce Junior College
 The Binswanger Company
 Latimer & Buck
 Morgan Lewis & Bockius
 Temple
 Temple
 Temple
 Temple
 Philadelphia Futures
 Manor Jr. College
 SmithKline
 Phila. First Corp.
 St. Joseph's University
 The Tierney Group
 PNI
 PNI
 Big Brothers, Big Sisters
 Cabrini College
 Sun Company
 LaSalle
 LaSalle
 American Red Cross
 I Care
 AFL CIO
 Phila Chinatown Dvlp. Corp.
 John Milligan, CPA
 Daroff Design, Inc.
 Diversified Search
 Wade Industries, Inc.
 Sun Company
 PALM
 Phila Teacher
 Public/Private Ventures
 Darof Design
 Diversified Search
 CIGNA
 Clinton/Gore Campaign
 PS Service Corps.
 VISTA

**TALKING POINTS
PHILADELPHIA CHAMBER OF COMMERCE EVENT
AUGUST 11, 5:30 P.M.**

I. THANKS

- Mayor Ed Rendell
- President (of Chamber) Charles Pizzi
- Ira Harkavy

II. HOW WE GOT HERE

- Pennsylvania's tradition of service:
 - ** When the founding fathers declared our independence a few blocks from here, they also recognized our mutual **interdependence**. As Philadelphia's Ben Franklin put the case for unity in the face of dangers, "we must indeed all hang together, or we will assuredly hang separately."

- ** Recognizing that principle, Governor Casey set up PENNSERVE, his Office of Citizen Service, headed by John Briscoe [talk about Briscoe's contribution to our work]**
 - ** John's Pennsylvania Corps (6 separate programs) have made an even more direct difference in Phil., including a Library Corps helping to keep the nation's first public library system open this summer.**
- At about the same time that PennServe was beginning, Bill Clinton was advocating national service. Became major theme during campaign.**
- When BC became President, he called national service one of the 4 pillars of his administration.**

- And he turned to one of the true giants of national service, your Senator Harris Wofford, for leadership. As you know, Harris has been advocating NS all of his life; helped form the Peace Corps -- probably the most respected service program in the world; and was the father of PENNSERVE.
- And although many of his Congressional colleagues from both parties played invaluable roles in shepherding the NS bill through Congress, at every turn, Harris Wofford was there. He brought the knowledge and insight of someone who both knew and participated in history to the development of our program; and the skills of a top litigator to the floor debates in Congress. We are forever grateful for his leadership.

- In recognizing Harris' yeoman's work, I would be remiss in not also recognizing the strong support we received from others in Congress, particularly those who put the national interest above partisan politics. Senator Specter was an original co-sponsor of our Bill and supported it in the final Senate vote, for which we are thankful.

- Bi-partisan support is critical; this program will be nonpartisan, at all levels. Republican Congressman Steve Gunderson recently praised our program as combining "the idealism of the Democratic Party with the pragmatic realism of the Republican Party." I deeply appreciated those words -- but I hope that our program will eventually escape even those labels. Ultimately, national service must fuse **America's** realism with **America's** idealism.

III. HERE'S WHAT WE WILL BE DOING

- Our legislation creates a corporation: the Corporation for National Service. This Corporation will operate like a venture capital firm, seeking out and funding initiatives that will maximize returns to the public. For the most part, we will be funding local non-profit organizations, who will compete for funding based on their business plans and track records. To keep decision-making where the rubber meets the road, most applications will first be judged by nonpartisan state Commissions.

-- Once a program has been funded, it will be rigorously evaluated. We will demand results -- not rhetoric. We will demand good performance -- not good intentions. If a program doesn't work, we will cut our losses. And let me stop there for a minute: When I was in business, we tried many things, and some of them just plain didn't work. I never found that surprising. But for some reason, when it comes to government, the expectation (at least by some elements of the press) is that any failure is attributable to fraud or mismanagement. I hope you can help us communicate to the press that innovation means taking risks -- and that means the risks of mis-steps, not the prospect of an unbroken series of triumphs.

- But when a program does work, we'll help expand it. The new Corporation will be relentless in seeking out the most profitable uses of its scarce resources. We are committed to proving that a federal program can be soft-hearted and hard-headed at the same time.

-- We have already learned a great deal about how to do that from the CNCS Summer of Service program. I know that my friend Ira Harkavy will be speaking in detail about the ICARE effort here in Philadelphia, so I will merely applaud his leadership, and that of Patty Gerrity, the Director of the program. [HAVE HER STAND FOR APPLAUSE]. I also want to acknowledge the superb effort of the 150 young people who made up the program. Their work, immunizing your city's young children, not only delivers the promise of a healthy life to the next generation -- it also provides a model for the types of programs we hope to see around the country.

- ICARE is the quintessential cooperative effort: the program involves the Philadelphia Dept. of Health, a consortium of local educational institutions, neighborhood groups, nursing schools and businesses. Many of you in this room have been vital to ICARE's success -- PLEASE STAND SO THAT WE CAN APPLAUD YOUR EFFORTS.
- Clearly, voluntary efforts have been mounted, and will continue to be mounted, without government involvement of any kind. As an example, the Scranton Red Cross joined has with their local business community to fund 100 young people for three weeks of flood relief work in the Midwest. The President's program of national service will allow these locally-based efforts to expand in number and duration -- and therefore, in impact.

-- That, in the final analysis, is the goal of our efforts: We see national service as the traditionally American way to change America. President Clinton was elected to steady the pendulum that has swung between federal callousness and federal bossiness. The programs of the 1960s and '70s proved that Washington does not have all the answers. But the last twelve years have proven that even a thousand points of light leave a lot of people in the darkness. We have got to find a third way, one that coordinates the invisible hand of capitalism with the helping hand of community organizations.

-- And so I return to where I began -- to Pennsylvania's tradition of service and to your role in caring that tradition forward, for the benefit of our nation. The importance of your role is reflected in the story that the great civil rights worker Fanny Lou Hamer used to tell about the wise old man and the two little boys who thought they were very clever. They decided they would fool the old man by catching a small bird and cupping it in one boy's hands. They would then bring it to the old man and say: "old man, we have a bird in our hands. Is it alive or dead?" Their plan was that if he said the bird was dead, they would release it and let it fly away. If he said it was alive they would crush it and show him the dead bird. But when the boys brought the bird to the old man and asked him their question, he answered "it's in your hands."

-- In many ways, the fate of Pennsylvania's part of national service is in each of your hands. Let us celebrate the opportunity in this responsibility, so that this city and this nation finally discharge our debt to our forbearers -- and our promises to our children.

**Public/Private Ventures
The Ford Foundation
Study of the
National and Community Service Act
Revised Budget Request
March 4, 1993 to March 3, 1995**

Description	Current Budget	Requested Budget
Personnel	\$201,100	\$268,100
Travel	67,430	127,000
Printing	10,000	13,000
Consultants	41,250	55,000
Operating Expenses	39,630	52,600
Administrative Overhead	100,590	144,300
TOTAL BUDGET	\$460,000	\$660,000

**Public/Private Ventures
The Ford Foundation
Study of the
National and Community Service Act
Component Cost Summary
March 4, 1993 to March 3, 1995**

Description	State Survey	Dissemi- nation Conference	Add'l Case Studies	Studying Local Activities	Total Budget
Personnel	\$12,030	\$4,770	\$27,560	\$22,640	\$67,000
Travel	2,500	39,400	11,370	6,300	59,570
Printing	3,000				3,000
Consultants	2,000	1,000	6,500	4,250	13,750
Operating Expenses	2,350	940	5,360	4,320	12,970
Administrative Overhead	6,120	12,890	14,210	10,490	43,710
TOTAL BUDGET	\$28,000	\$59,000	\$65,000	\$48,000	\$200,000

February 4, 1993

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E = Executive Committee
F = Finance & Admin. Committee
N = Nominating Committee
P = Program Development Committee
A = At Large

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APPENDIX B

**FORD FOUNDATION GRANTS TO
PUBLIC/PRIVATE VENTURES**

TO DATE

General Support: nine grants, totaling \$5,400,000

1.	\$600,000	(3/22/78 to 3/21/80)
2.	\$125,000	(4/1/80 to 10/31/80)
3.	\$375,000	(11/1/80 to 9/30/83)
4.	\$200,000*	(2/1/84 to 1/31/85)
5.	\$400,000	(4/1/85 to 9/30/86)
6.	\$400,000	(10/1/86 to 9/30/87)
7.	\$1,000,000	(10/1/87 to 9/30/89)
8.	\$1,100,000	(10/1/89 to 9/30/91)
9.	\$1,200,000	(10/1/91 to 9/30/93)

Double Social Utility: three grants, totaling \$42,000

1.	\$12,500	(2/1/79 to 7/31/79)
2.	\$15,000	(10/1/79 to 12/31/79)
3.	\$24,500	(1/15/80 to 4/15/80)

Private Industry Council Study: two grants, totaling \$45,000

1.	\$20,000	(4/1/80 to 3/31/81)
2.	\$25,000	(7/1/81 to 6/30/82)

Women in VICI: two grants, totaling \$610,000

1.	\$350,000	(11/1/81 to 10/31/84)
2.	\$260,000	(3/1/83 to 9/30/85)

Development Training Institute: three grants, totaling \$460,000

1.	\$150,000	(6/1/82 to 9/30/83)
2.	\$160,000	(1/1/82 to 12/31/84)
3.	\$150,000	(3/1/85 to 2/28/86)

California Conservation Corps Evaluation: one grant of \$200,000

1.	\$200,000	(6/1/83 to 5/31/86)
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State Employment Initiative for Youth: one grant of \$500,000

1.	\$500,000	(1/15/83 to 4/15/86)
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*Half this amount was earmarked for STEP.

APPENDIX B (Cont.)

Youth Corps: two grants totaling \$645,000

- | | | |
|----|-----------|---------------------|
| 1. | \$550,000 | (9/1/84 to 9/30/86) |
| 2. | \$ 95,000 | (1/1/87 to 9/30/87) |

Summer Training and Education Program: nine grants, totaling \$7,656,000

- | | | |
|----|-------------|----------------------|
| 1. | \$1,000,000 | (5/1/84 to 9/30/85) |
| 2. | \$ 507,000 | (4/1/85 to 9/30/85) |
| 3. | \$ 565,000 | (5/1/85 to 9/30/85) |
| 4. | \$1,000,000 | (10/1/85 to 9/30/86) |
| 5. | \$1,000,000 | (10/1/86 to 9/30/87) |
| 6. | \$ 250,000 | (10/1/86 to 9/30/87) |
| 7. | \$1,000,000 | (10/1/87 to 9/30/88) |
| 8. | \$1,000,000 | (10/1/88 to 9/30/89) |
| 9. | \$1,334,000 | (10/1/89 to 3/31/93) |

Youth Corps Exchange Program: four grants, totaling \$915,000

- | | | |
|----|--------------|----------------------|
| 1. | \$ 200,000 | (1/1/85 to 12/31/85) |
| 2. | \$ 190,000 | (4/1/86 to 3/31/87) |
| 3. | \$ 175,000 | (4/1/87 to 3/31/88) |
| 4. | \$ 350,000** | (7/1/88 to 3/31/91) |

Life Skills Options: one grant of \$193,000

- | | | |
|----|------------|---------------------|
| 1. | \$ 193,000 | (6/1/88 to 8/31/89) |
|----|------------|---------------------|

Urban Corps Expansion Project: two grants, totaling \$2,000,000

- | | | |
|----|-------------|----------------------|
| 1. | \$ 705,000 | (10/1/89 to 9/30/90) |
| 2. | \$1,295,000 | (10/1/90 to 9/30/93) |

Mentoring "At-risk" Youth: one grant of \$90,000

- | | | |
|----|-----------|-----------------------|
| 1. | \$ 90,000 | (10/1/89 to 10/31/90) |
|----|-----------|-----------------------|

Young Unwed Fathers Project: three grants, totaling \$738,500

- | | | |
|----|------------|-----------------------|
| 1. | \$ 300,000 | (11/1/90 to 10/31/92) |
| 2. | \$ 288,500 | (5/1/91 to 4/30/93) |
| 3. | \$ 150,000 | (10/1/92 to 9/30/93) |

**\$150,000 of this amount is for a study of the California Conservation Corps.

APPENDIX B (Cont.)

Innovations Project: one grant of \$80,000

1. \$ 80,000 (4/1/91 to 11/30/92)

New Directions: one grant of \$470,000

1. \$470,000 (1/1/92 to 12/31/92)

Transportation Study: one grant of \$75,000

1. \$ 75,000 (11/1/92 to 2/28/93)

National and Community Service Act Implementation Study:

one grant of \$460,000

1. \$460,000 (3/1/93 to 2/28/95)

Evaluation of Service Integration Initiatives:

one grant of \$89,000

1. \$ 89,000 (4/1/93 to 6/30/94)

joe/tables/appen.1b

APPENDIX C

PUBLIC/PRIVATE VENTURES
FULL-TIME STAFF BY RACE AND GENDER
JUNE 30, 1993

Professional Staff (46) 100%

Females (25) 54%

Males (21) 46%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(15) 39%	(7) 15%	(17) 37%	(4) 9%

Support Staff (18) 100%

Females (15) 83%

Males (3) 17%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(6) 33%	(9) 50%	0	(3) 17%

BOARD OF DIRECTORS
BY GENDER AND RACE

Board (14) 100%

Females (4) 28%

Males (10) 72%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(2) 14%	(2) 14%	(7) 50%	(3) 22%

Public Private Ventures
399 Market Street
Philadelphia, PA 19106
215-592-3099
Fax 215-592-0069



June 30, 1993

Rex D. Adams
*Chairman
of the Board*

Michael A. Bailin
President

Gary Walker
*Executive
Vice President*

Board of Directors

Rex D. Adams
William R. Anton
Michael A. Bailin
Angela Glover Blackwell
Roy J. Bostock
Alan K. Campbell
Sandra Feldman
Mitchell S. Fromstein
David W. Hornbeck
Harold Howe II
Siobhan Oppenheimer
Nicolau
Marion Pines
John W. Porter
Harold A. Richman
Eddie N. Williams

**Research Advisory
Committee**

Frank Furstenberg
Robinson Hollister
Henry Levin
Frank Levy
Anita Summers
Marta Tienda

**Michael Lipsky
Program Officer
Governance and Public Policy
The Ford Foundation
320 East 43rd Street
New York, NY 10017**

Dear Mike:

I am writing to request an increase of \$200,000 in Grant No. 930-0445, which would bring the total grant amount to \$660,000.

This increase, along with modifications to the overall scope of work which are described below, will permit us to respond effectively to the signal opportunity presented by the impending new national service legislation, the changes in state and local administrative and program activity it will precipitate, and the prospects for a new shape to national service activities it offers.

We propose to modify our scope of work in four ways, discussed more fully below:

- Broaden and intensify our near-term information-gathering at the state level, conducting reconnaissance in a large number of states in order to capture a far wider range of variation in current administrative practice and results than we had earlier planned;
- Participate in a well-timed dissemination conference to share early lessons with practitioners, especially with state-level officials who will have responsibility for implementing the new legislation;
- Increase to eight the number of states in which we conduct intensive case studies; and
- Augment our coverage of local and community effects that are produced as a result of the legislation.

The timing of our request for a grant modification and funding increase stems from introduction and likely passage this summer of the National Service Trust Act of 1993. Besides the major new features it introduces, and the substantial increases in funding levels it proposes, there are also significant changes in the way the new legislation defines the state role--a central concern of our project. Our assessment, informed by our advisory committee for the project (discussed further below), whom we met with on June 16, is that the new Act gives us fresh opportunities to study national service and governance issues, to which we should respond.

The Changing Landscape

We anticipated the possibility of a new legislative initiative when we first proposed our national service study in December 1992, though not, of course, the specifics it might contain. We also anticipated the possible need for modification of the scope of work in response to new legislative emphases. The changes we propose here are intended to refocus our work so that it is consistent with the emerging legislative aims and directions; and also add some specific tasks in response to the opportunities that passage of this new legislation affords, to strengthen the policy impact and value of the overall project.

The basic themes and perspective of our work will remain: the evolution of the state role, the kinds of decisions (and particularly funding decisions) made at that level, and the ways that those choices shape local service activities remains the central question we will address. The new legislation, indeed, offers great opportunity to explore that question, with its call for a new state-level institution with responsibility for planning and administering state level activities.

But the new legislation will change priorities and timetables. States will be looking ahead to the administrative and planning tasks they will have to accomplish. Following passage of the new Act (likely in the summer, with funding levels set then or in the fall) there will be a transition period, when regulations are written, promulgated and reviewed, and when states seek to respond to them programmatically and organizationally. The actual "service" contours of the new Act will not be discernible, in all likelihood, until the spring.

Our challenge is three-fold: 1) to take best advantage of the transitional period that is fairly certain to ensue; and 2) to make what we learn during this period available at policy and practitioner levels in a timely, helpful way; 3) to accommodate new, policy-significant aspects of the coming legislation in our revised workplan. We anticipate fairly rapid movement on the new legislation, and so will have to move on a somewhat accelerated timetable in order to meet the first of these challenges successfully.

Michael Lipsky
June 30, 1993
Page 3

We've of course already commenced work on the project. Preliminary interviews with a number of key observers and policymakers have already taken place. In addition, as planned, we have formed an advisory committee for the project, whose current membership is as follows:

Richard Danzig	Latham and Watkins
Rodger Landrum	Youth Service America
Don Mathis	PennServe
Joe Madison	Massachusetts Youth Service Alliance
Anthony Perez	Milwaukee Youth Service Corps
Kathleen Selz	National Association of Service and Conservation Corps
Ellen Porter Honnet	Independent Consultant

We've already had informal discussions with them one-on-one, and as you know convened the group on June 16. We've found their insights and comments of tremendous help in thinking through how to proceed.

When the current legislative process has reached a steady state, we expect to make two and perhaps three additions to the committee (to add greater diversity, academic presence, and more representation from school-based service programs). But for the present, the current group is in place, and expertly guiding us through the changing landscape.

Proposed Changes in the Scope of Work

We propose to respond to the new features in the landscape by adding the following four tasks to the project's scope of work:

1. State Survey: During the transition period early lessons and insights from states' and local communities' experience with the current legislation, will be of critical value. Though our original plan had been to select and examine in depth a smaller number of states, it now seems useful and timely to survey the states more broadly, and to compile information about the range of approaches, administrative arrangements and programming decisions they have made—even at the expense of studying those decisions in depth.

Systematic collection of this "extensive" information has not been undertaken previously. Produced in a timely way, such data will be exceedingly valuable for short-term policy

and programming deliberations; far more so than work on a more selective case study approach. We thus propose to conduct a phone survey of states during the next 60 days.

The major focus of the survey will be to compile information about three basic topics:

- The range of administrative and organizational arrangements states have already put into place under the current Act;
- The kinds of process, management or programming choices that appear to be working effectively at the state level in promoting wide participation in service activities; and
- The kinds of programming choices states are making under the current Act.

To keep intrusion to a minimum, we have already reached an agreement to conduct much of the state contact work jointly with Youth Service America, working formally under the aegis of the Commission on National and Community Service. This will make it fairly easy for us to collect solid, comprehensive information from the states in a relatively short period of time.

It should be possible to produce informal findings from this work early and quickly enough to feed into the regulation-writing process, and help make the new rules reflect the experiences states and communities already have had.

We would anticipate that the major deliverable from this task would be a state "fact-book," that compiled, in a useful, accessible form, summary information about how each state had organized its efforts under the (current) National and Community Service Act, and that also highlighted "promising practices" that had emerged from this initial experience, though our designation of such practices would of course be preliminary.

2. Dissemination Conference: Timely, effective dissemination of these early findings will be critical if their value is to be fully reflected in the unfolding of new legislation. Thus the second modification we propose is an intensive effort to share our early report with officials who will shape the response of their states to the new legislation.

The establishment of state-level "commissions," now mandated in the 1993 legislation, is likely to be a major issue. A small number of states already have established such entities; it will be critical for them to have an opportunity to share their experience. But there are a range of other "practice" issues that will need to be addressed as the new legislation unfolds: how to attract wide participation in the planning process; reviewing

Michael Lipsky
June 30, 1993
Page 5

and choosing programs; monitoring and grant administration. Assessing and sharing experience under the old legislation, before it is displaced by the new, will help states make sounder decisions, avoid reinventing wheels, and also avoid poor choices.

Thus, we propose a conference of policy advisers and decisionmakers from all 50 states that would explore the early lessons we learn, and how they can guide the planning and administrative choices needed to implement the new legislation. The major purpose of the conference would be to review findings from our work, and also to encourage useful information-sharing on an informal basis among states.

We now anticipate that the appropriate timing for this conference will be in the first three months of 1994. Our major audience would be state-connected policy advisers who have responsibility for implementing the regulations for the new law, i.e., who will be designing the commissions and their administrative support, developing long lists of possible commissioners, and setting early directions for the work of these commissions.

At this conference we would want to share and discuss the "fact-book" information we develop through the state survey; use this information to help states think through new organizational and other choices in light of what has already been done; and provide state representatives opportunities to share and discuss approaches and practices that have seemed effective in the early going.

The funding we request for this task will be directed to conference planning and also to defray travel and related costs for some state-level attendees who might otherwise be prevented from attending by limited state budgets. Our aim in underwriting these latter costs is to go the extra mile in attracting state-level participants, and thus ensuring that the information we compile about current arrangements and practice, as well as the lessons state representatives can share, will benefit the widest number of states possible.

It seems probable that passage of the new legislation may prompt information-sharing conferences or forums by other organizations as well. The current Commission on National and Community Service, the yet-to-be-established Corporation for National Service and other interest groups may identify specific technical assistance or other objectives that would lead them to sponsor conferences of their own.

While we have laid out a conference plan of our own, based on best current assumptions about timing and structure, our intention is to make our effort compatible with and complementary to others that may be sponsored. Ours might have greater impact if it were set up as an additional day of another larger conference, or a separate "track" within such a conference. As these new possibilities emerge, we will make suitable

changes in our current plans, with the overriding objective of making our dissemination effort as effective and useful as possible.

We thus expect that it will be extremely useful to collaborate with other organizations in carrying out this task. We have already had preliminary discussions with Youth Service America about conference possibilities; it also seems worthwhile to seek the involvement of the National Governor's Association, the Council of Governor's Policy Advisers, and the Commission to help us develop the agenda in the most useful way, and to ensure that we reach the best participants.

3. Increased Number of State Case Studies: The passage of new legislation presents intriguing opportunities to study the full process of implementation from law to regulations to organization to program, and to do so while decisions and choices are actually being made. By studying a "live" process in depth we can deepen our understanding of how pivotal choices get made, and what their implications are for policy down the road.

We thus propose to increase by three, to a total of eight, the number of states in which we would conduct case studies. With that larger number, we will be able to examine variations in approach, structure and degree of effectiveness more systematically than with a smaller number. This will be of particular importance given the new wrinkles contained in the legislation: the state-level "commission"; the administrative requirements posed by post-benefit stipends; the changed funding formula; and the major increases in funding.

Our criteria for selecting states would be those developed for the current grant: our major emphasis would be on "bellwether" service states (of which we would include three), and on those with solid administrative records but more limited involvement with service activities (three to be selected). We would also look to include two states that either have shown limited interest in service activities, or have performed poorly in getting programs started under the current legislation. These latter examples will round out the "sample," and provide us greater insight about both the successes and difficulties of establishing service programs.

4. Studying Local Activities: The state's role in shaping service programs under the current legislation is considerable; under the proposed legislation it will be stronger still. Yet service takes place in communities and localities. To understand fully how federal and state choices affect service, we need to examine how local service activities are affected.

That is a difficult issue. There are no definitive ways to "measure" the effects of state-level legislative, regulatory, and administrative steps on local service activities. Tracing the "flow of funds" provides indications of the kinds of programs that are supported, and the kinds of populations that are served.

What we would propose is to supplement our state case studies with an exploration of how service activities are affected in several communities. To the extent that we can, we would organize these exploratory studies around this question: how much do service activities begin to address local needs in these communities?

Selecting communities within case-study states, we would develop a profile of community need, using existing data sources, interviews with community observers, and inventories of existing programs. Our aim would be to trace the manner in which the state's service-related decisions begin to affect local programming. Do they direct resources, volunteers and programs to perceived community needs? Are they met effectively?

Adding this dimension to the study may be particularly beneficial if provisions are added (as it now appears they will be) to the new legislation that target funding to low-income communities. Depending on how those provisions are framed, it would be useful to examine how well programs and funding that go to these communities actually begin to address their needs.

Funding Request and Timeline

We anticipate that costs of the four modifications we have proposed will be as follows:

1. State survey	\$ 28,000
2. Dissemination	\$ 59,000
3. Additional Case Studies	\$ 65,000
4. Studying Local Activities	\$ 48,000
TOTAL	\$200,000

An exhibit showing the current budget and our revised request is attached.

We do not propose any change in the grant period for the present. However, since we are directing our energies more toward a study of the new Act, it may prove useful to

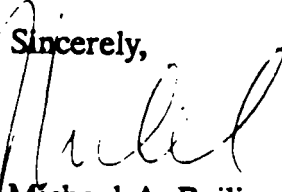
Michael Lipsky
June 30, 1993
Page 8

extend this phase of the work so that we can get a fuller sampling of implementation activities. We would propose to put off that issue until we have a clearer sense of the timetable for passage and start-up of the new Act.

I believe the modifications we've proposed here will greatly enhance the project, and make its focus and products responsive to the issues that will emerge as a result of the new Administration's approach to national service.

I've enclosed information about P/PV's current and prior funding history, and about the composition of our staff and Board of Directors. Let me know if there's additional information you need, and I'll be glad to provide it.

Sincerely,



Michael A. Bailin
President

MAB/mas
Enclosure

tja21-08.ltr

Public/Private Ventures
399 Market Street
Philadelphia, PA 19106
215/592-9099
Fax 215/592-0069



July 9, 1993

Rex D. Adams
*Chairman
of the Board*

Michael A. Bailin
President

Gary Walker
*Executive
Vice President*

Susan Stroud
Senior Advisor to the Director
Office of National Service
145 Old Executive Office Building
Washington, DC 20500

Dear Susan:

Board of Directors

Rex D. Adams
William R. Anton
Michael A. Bailin
Angela Glover Blackwell
Roy J. Bostock
Alan K. Campbell
Sandra Feldman
Mitchell S. Fromstein
David W. Hornbeck
Harold Howe II
Siobhan Oppenheimer-
Nicolau
Marion Pines
John W. Porter
Harold A. Richman
Eddie N. Williams

Enclosed are the materials that you requested: our amendment to the proposed national service study; and materials describing P/PV's technical assistance commitment to the Commonwealth of Pennsylvania.

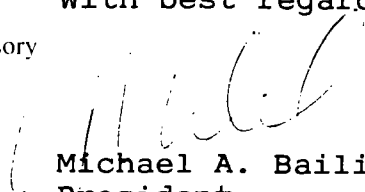
I enjoyed talking with you and hope I was able to answer all of your questions satisfactorily. Tom Smith will likely be in touch with you further regarding the study we're doing, but please feel free to get back to me any time to discuss other questions you might have.

Keep up the good work.

With best regards,

Research Advisory
Committee

Frank Furstenberg
Robinson Hollister
Henry Levin
Frank Levy
Anita Summers
Marta Tienda



Michael A. Bailin
President

MAB/lis

Enclosures

August 10, 1993

Meeting with Mike Bailin, Gary Walker and Tom Smith,
Public/Private Ventures

DATE: August 11, 1993
TIME: 7:30 pm
LOCATION: Azalea Room, Omni Hotel
From: Susan Stroud

I. PURPOSE

The purpose of the meeting is to discuss the proposed project related to the Commission and the Corporation. You will meet them at the Omni hotel and have dinner in the Azalea Room.

II. BACKGROUND

See attached copy of the proposal. The primary focus of the study is on the role of the states. The project is in the beginning stages, and your ideas about the shape of the study are eagerly sought by the P/PV staff. The Ford Foundation is funding the study. P/PV has significant experience evaluating service programs, especially youth corps. Mike Bailin and Gary Walker are very knowledgeable about the youth service field.

III. PARTICIPANTS

Mike Bailin, President, P/PV
Gary Walker, Vice President
Tom Smith, Project Director
Susan Stroud

IV. REMARKS

None

AGENDA**SITE VISIT FOR SUMMER ASSOCIATES PROJECT**

Thursday, August 12, 1993

8:15 a.m. **Leave from Omni Hotel-Main entrance on Chestnut St.
Meet Rocco Gaudio and Jorina Ahmed**

8:40 a.m. **Arrive VISTA SUMMER ASSOCIATE site
(Immunization Program)**

**Name: North Light Community Center
Contact: Irene Madrak, Exec. Dir.
Address: 175-183 Green Lane
Philadelphia, PA 19127
Phone: 215-483-4800**

9:45 a.m. **Leave for 30th Street Train Station
Rocco Gaudio
Jorina Ahmed**

At the site Mr. Segal will meet with 4 VISTA Summer Associates, 2 VISTA Volunteers and 3 "ICare" Volunteers, who are registered nurses who administered immunizations. Associates will represent the immunization projects from North Light and Friends Neighborhood Guild which are under the sponsorship of Greater Philadelphia Federation of Settlements.

August 10, 1993

VISTA site visit

DATE: August 12, 1993
TIME: 8:40 AM - 10:00 AM
LOCATION: North Light Community Center
FROM: Phil Caplan

I. PURPOSE

You will make a site visit to a VISTA project at the North Light Community Center in the Manayunk section of Philadelphia (near Germantown) that has both full year and VISTA Summer Associates. ICARE participants are serving there as well. (You will be picked up at the hotel at 8:15 am by Rocco Gaudio, ACTION Regional Director and Jorina Ahmed, PA ACTION state director)

You will meet with 4 VISTA Summer Associates, 2 VISTA volunteers and 3 ICARE participants who are registered nurses and administer immunizations.

II. BACKGROUND

This site is a project of the Greater Philadelphia Federation of Settlements. The Federation is a non-profit umbrella organization for 14 settlement houses (centers) across the city. The North Light Community Center is one of the 14 centers. VISTA works with 7 of the 14 houses.

The Federation was founded in 1906 to address problems such as health, economic development, unemployment and illiteracy. The North Light Center was founded in 1936 and joined the Federation in 1964. Half of the funding for the Settlement houses comes from the United Way and half from religious and private funding.

III. PARTICIPANTS

4 VISTA Summer Associates
2 full time VISTAS
3 ICARE Participants
Rocco Gaudio, ACTION regional director
Jorina Ahmed, ACTION state director

IV. REMARKS

None

Revised August 5, 1993

MEETING WITH COMMUNITY FOUNDATIONS
FORD FOUNDATION
August 12, 1993

WHITEHOUSE PARTICIPANTS

Eli Segal
Assistant to the President
Director of the Office of National Service

Susan Stroud
Senior Advisor to the Director of the Office of National Service
Program Advisor

OUTSIDE PARTICIPANTS

Steven D. Mittenenthal
President & Executive Director
Arizona Community Foundation

Marian C. Noland
President
Community Foundation of Southeastern Michigan

Katherine K. Pearson
Executive Director
East Tennessee Foundation

Carolle Fair Perry
Executive Director
The Philadelphia Foundation

John F. Ramsey
Executive Director
San Diego Community Foundation

Lori Slutsky
President and CEO
New York Community Trust

FORD FOUNDATION PARTICIPANTS

Susan Berresford
Vice President
Planning & Development
Office of the Vice President

Alison Bernstein
Director
Education & Culture

Emmett Carson
Program Officer
Governance & Public Policy

Jan Jaffe
Director
Planning & Staff Development
Program Division
Office of the Vice President

Michael Lipsky
Program Officer
Governance & Public Policy

To: Susan Stroud

202-456-

6420

COMMUNITY FOUNDATION MEETING

August 12, 1993

12:00 - 2:30 P.M.

Ford Foundation

320 East 43rd Street

New York, New York 10017

A G E N D A

- Welcome and Introductions by Community Foundations: Susan V. Berresford
Vice President
Program Division
U.S. and International
Affairs Programs
Ford Foundation
- Update and Briefing on National Service Legislation: Eli Segal
Assistant to the President
Director
White House Office of
National Service
- National Service Program Development: Issue of
Interest to Community Foundations: Eli Segal
Susan Stroud
Assistant to the Director
White House Office of
National Service
- Community Foundation Involvement in Local Service
Schemes and Delivery -- Options, Technical
Assistance, Evaluation: General Discussion

August 10, 1993

Meeting at Ford Foundation with community foundations

DATE: August 12, 1993
TIME: 12:15-2:30
LOCATION: Ford Foundation, 320 E. 43rd St.
From: Susan Stroud

I. PURPOSE

The purpose of the meeting is to meet several of the leaders of community foundations. Susan Berresford, VP for Programs at the Ford Foundation, has invited them to a discussion with you about the role that community foundations might have in the national service program. The meeting could possibly lead to a future invitational meeting of all community foundations. See attached agenda.

II. BACKGROUND

In a meeting with Susan Berresford and Alison Bernstein at the Ford Foundation in July, one topic was the potential assistance community foundation might provide local programs funded by the Corporation. Ford has played a major role in the expansion of community foundations nationally, and Susan Berredford has a strong personal interest in this area. Remember that Franklin Thomas was an early supporter of national service and that Ford for many years was the major funder of service organizations and research on service.

III. PARTICIPANTS

See attached list
Nancy Rubin

IV. REMARKS

- Thanks to the Ford Foundation, and Susan Berresford and Alison Bernstein in particular for organizing the meeting.
- 10 minute briefing on the legislation (summaries of legislation will be available)

August 10, 1993

Meeting with Ray Chambers

DATE: August 12, 1993
TIME: 5:00-6:00 pm
LOCATION: Newark, NJ
From: Susan Stroud

I. PURPOSE

The purpose of this meeting is to discuss several offers of assistance Ray has made regarding 1) creation of a trust for the Corporation, 2) developing a business plan, and 3) a marketing plan.

II. BACKGROUND

On the return trip from New Orleans, Ray had a long conversation with Susan Stroud about several of the business aspects of the Corporation. He offered to help in a variety of ways: 1) Ray is willing to look at any business plan produced and make suggestions; 2) He is excited about the endowment idea and believes that doing it as an "PRI" would "absolutely work." He also liked the idea of the national stamp and has some other ideas. He would bring in a "blue ribbon" team of investment managers to help us with it; 3) He also offered to help with the creation of a marketing strategy. He has brought onto his staff a "brilliant, creative" young guy who is bored doing a Proctor and Gamble account. He talked about being willing to lend him to us for a few months.

Generally, Ray is of the opinion that we should not try to do all of this thinking and planning internally - that we figure out what we need and then get the best possible people to help us out. Remember, this is the White House - we can and should get the best. This frees us to do more of the strategic planning, etc.

III. PARTICIPANTS

Ray Chambers
Nancy Rubin
Susan Stroud

IV. REMARKS

None

MEMORANDUM

3 May 1993

To: Eli
From: Susan 
Re: Ray Chambers

I had a 2 hour conversation with Ray on the way back from New Orleans. We discussed a number of specific ideas that, if followed up, could be very helpful. Specifically:

1. an endowment for the National Service Trust: I appreciate what Mark Gelber and Colin Greer are working on, but I wonder if we shouldn't involve Ray in the planning for this. Colin is supposed to send the "business plan" for the endowment in the next several days. I asked Ray if he would be willing to look at what they write and get his suggestions. He is excited about the endowment idea and believes that doing it as an "IPR" would "absolutely work." He also liked the idea of the national stamp and has some other ideas. He would bring in a "blue ribbon" team of investment managers to help us with it. This is something I'd like to follow up with and will do so as soon as I get something from Colin unless I hear otherwise from you.

2. marketing: We discussed the need for a marketing strategy, and again he offered to help. He has brought onto his staff a "brilliant, creative" young guy who is bored doing a Proctor and Gamble account. He talked about being willing to lend him to us for a few months.

Generally, Ray is of the opinion that we should not try to do all of this thinking and planning internally - that we figure out what we need and then get the best possible people to help us out. Remember, this is the White House - we can and should get the best. This frees us to do more of the strategic planning, etc.

The problem has been the lack to date of our own strategic planning, because we are too caught up with hour-to-hour needs. I think we should book an afternoon and evening as soon as we can see a window and begin to do this sort of planning - figure out what we are going to need and how we are going to assign effort and time among the ONS staff and anyone else we can borrow - CNCS staff, POLF staff, foundations' contracting staff and through Ray and other friends. It would help to have a facilitator for this strategic planning process, and we should think about that carefully.

Amelior Foundation
310 South Street, Morristown, New Jersey 07960

Raymond G. Chambers

Telephone 201-540-9148
Telecopy 201-540-0958

June 17, 1993

Mr. Eli Segal
Assistant to the President
Office of National Service
Room 145 - Old Executive Office Building
Washington, DC 20500

Dear Eli:

While I think Mr. Feinstein's idea is an excellent one, I don't think the magnitude of the gift of \$5,000 per month (which probably has a present valued cost of approximately one-half that) warrants the type of Presidential involvement required.

On the other hand, I think the proposal is something that could be folded into what the Points of Light Foundation is already doing.

In order to respond to your question of whether it could be a contribution to the "Trust", I would have to understand more specifically your plans for the Trust.

I hope all is well with you and look forward to talking to you soon.

Sincerely,



RGC:fm
9123

THE WHITE HOUSE

WASHINGTON

6 August 1993

Mr. Ray Chambers
Chairman
Amelior Foundation
310 South Street, 3rd floor
Morristown, NJ 07962

Dear Ray,

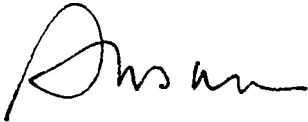
Eli and I are going to be in New York on August 12 for a meeting at the Ford Foundation until 2:30. Eli would like to know if there would be an opportunity that afternoon to meet with you to follow up on our earlier conversation on Air Force One.

This week I spoke with Frank Newman, who is on the One to One Board, about the way in which One to One is generating funds through the assistance of some of your colleagues in the commodities trading business. As you remember, you and I spoke about the fact that the National Service Trust is not a trust in the usual sense, but a spending account based on Congressional appropriations and privately raised funds. Is the One to One experience applicable to our interest in creating an endowment for national service? If so, this is what Eli would like to explore with you. You also mentioned your interest in possibly helping us with a marketing and business plan.

If it is easier to meet you in Newark, we would also plan to visit either the Newark Summer of Service site or a VISTA Summer of Service site. If the discussion about an investment plan for the endowment makes more sense to have with your colleagues in New York, we would be happy to meet you in the city.

We are looking forward to the House vote today, but if we are to get a vote in the Senate, it will be in the wee hours of the morning. It's a big day down here. Looking forward to hearing from you.

Sincerely,



Susan Stroud
Senior Advisor to the Director
Office of National Service

THE WHITE HOUSE OFFICE
TRAVEL AUTHORIZATION

NO. 68102

Date of Request August 6, 1993

1. TRAVELER:

Name: EVYTHESMMA DIWOLLOE ☒ White House Staff
Extension: 6444 Room: 3710 ☐ Other:

2. PURPOSE(s) and DATE(s):

8/11-12 Keynote address at Bostonian Club in Boston, MA;

Visit Summit of Service sites in Philadelphia, PA; visit to SOS sites in NY; presidents in PA; Mtg w/ Ford Foundation in NYC; visit to SOS sites in NY.

3. ITINERARY:

(List all cities where stopovers occur.)

4.

DEPARTURE			RETURN		
Date:	Time:	Mode:	Date:	Time:	Mode:
8/11/93	AM	commercial	8/12/93	PM	COMMERCIAL

5. FUNDING SOURCE:

☒ OFFICIAL ☐ POLITICAL ☐ 501 (c) (3) ☐ OTHER

6.

SPECIAL EXPENSES

TRAVEL ADVANCE REQUESTED

☐ Commercial Car Rental ☐ Taxi ☐ Yes ☐ No ☐ Amount \$
☐ Hotel Name: Recipient's Signature:
☐ Other: Date:

Please See Reverse Side for Further Instructions Regarding Travel Expenses

7. TRAVELER'S SIGNATURE:

(I have read and agree to the terms set forth on the reverse side.)

8. APPROVING SIGNATURES:

Office Head:

Approving Official
(Political or Foreign Travel):

Special Assistant to the President and
Director of White House Operations:

9. FOR TRANSPORTATION OFFICE USE ONLY:

Control No.: Account:

(REV. 6/21/89)

ORIGINATING OFFICE COPY

50188

THE WHITE HOUSE OFFICE
TRAVEL AUTHORIZATION

THIS APPROVAL IS SUBJECT TO ALL
APPLICABLE GOVERNMENT LAWS AND REGULATIONS
AS WELL AS THE FOLLOWING ADMINISTRATIVE
TRAVEL POLICIES

1. ADVANCES FOR OFFICIAL TRAVEL ONLY

Cash travel advances will not be provided for political trips.

Advances will not be provided to anyone with an outstanding unaccounted-for advance.

Advances over \$250 require 48-hour notice to White House Administrative Office, Extension 2500.

2. ADVANCES TO BE REPAID FROM SALARY AFTER 15 DAYS

Any travel advance which is neither repaid nor accounted for in full by an expense voucher within 15 days after return may be deducted from the staff member's salary.

3. GOVERNMENT TICKETS FOR OFFICIAL TRAVEL ONLY

Government-issued tickets shall be used for official trips only (i.e., no political or personal travel). The entire cost of any government-issued tickets that are used for unofficial travel will be considered a personal travel advance and treated accordingly.

4. TO OBTAIN REIMBURSEMENT, RECEIPTS ARE REQUIRED FOR ALL EXPENDITURES REGARDLESS OF THE AMOUNT

5. FOR DETAILED INFORMATION REGARDING TRAVEL REGULATIONS AND POLICIES, PLEASE REFER TO THE WHITE HOUSE TRAVEL HANDBOOK (Additional copies available by calling Extension 2500)

FOR TRANSPORTATION OFFICE USE ONLY

ORIGINALS OFFICE COPY

Amelior Foundation

NEWARK OFFICE

35 James Street, Newark, New Jersey 07102

Bill Hoogterp

Telephone 201-242-2300

Telecopy 201-242-8629

To: Susan Stroud
Fr: Bill Hoogterp *Bill*
Da: Aug. 10

Here's the plan for Thursday, August 12. Let me know if you want to change anything!

3:30 Arrive from NYC via cab to the Broadway Unit of the Boys and Girls Club. See corps members from Boys and Girls Club site and also La Casa de Don Pedro site in action. The Broadway unit is located at 422 Broadway in the North Ward of Newark. The phone number there is 201/483-0777.

4:10 Ride to Central Ward Unit Boys and Girls Club.

NOTE: If running late, please leave a message for Jim Mustacchia at 201/242-1767 and then go straight to the Central Ward Boys and Girls Club. The Central Ward Boys and Girls Club is located at 1 Avon Avenue in the Central Ward of Newark. The phone number there is 201/824-8599.

4:20 Arrive at Central Ward Boys and Girls Club. Meet more corps members in action and visit with them.

5:00 Meet with Ray/Barbara at Boys and Girls Club.

6:15 Ride to airport (15 minutes drive). Flight on Continental.

Cc: Ray Chambers
Barbara Bell, President, Amelior Foundation and all around nice person
Mel Knight, Boys and Girls Club Director
Jim Mustacchia, Newark SOS Project Director
Larry Goldman, NJPAC, New Jersey Performing Arts Center

Bennett, George
Bernstein, Todd
Binswanger, John
Bogle, Marie
Brown, Dorothy
Burke, Bro. Jos.
Callaghan, Meg
Clay, Khari
D'Alessio, M. Walter
Daroff, Karen
Donahue, Frank
Doran, Dick
Doyle, Joe
Dunphy, Dr. Linda
England, James
Fairbanks, Tony
Fancher, Charles
Foley, Jim
Garrity, Dr. Patricia
Gleit, Heidi
Harkavy, Ira
Harris, Nelson
Henkels Paul
Hill, Kenneth
Hoffman, Nancy
Houldin, Joe
Iadarola, Dr. Antoinette
Jarin, Esq. , Kenneth
Jones, Ernest
Kirschner, Marsha
Koch, Linda Elia
Kolkar, Jerry
Leitzes, Michael
Lendo Dr. Arthur
Lindtner, Jeff
Lukens, Barbara
Mattleman, Marcine
McKenna, Tom
Milligan, John
Montgomery, Ned
Moore, Alexis
O'Boyle, Karen
Pantaleo, Daniel
Pearl, Alex
Polonio, Narcisa
Pudlin Helen
Rausher, Joseph
Roberts, Ralph
Rubin, Nancy
Saunders, Aurelia
Segal, Eli J.
Smith, Thomas
Sonnenfeld, Mark
Stovall, Don Jose

Mellon/PSFS
Asst. to Senator
The Binswanger Company
West PA Improvement Corp

LaSalle
Diversified Search
Sun Company
Latimer & Buck
Daroff Design, Inc.
American Red Cross
IBC
PALM
St. Joseph's University
Temple
Phila. Youth Services Corp
PNI
Archdiocese of Phila
I Care
Jewish Exponent
U of PA
Tasty Baking Company
Henkels & McCoy
Sun Company
Temple
DVIRC
Cabrini College
Montgomery McCracken

Manor Jr. College
Phila. First Corp.
Charter Fairmount Institute
Peirce Junior College
CIGNA
Comcast
Philadelphia Futures
Big Brothers, Big Sisters
John Milligan, CPA
United Way
PNI
PIC
LaSalle
UMS Partners
Harcum College
PNC Bank
AFL CIO
Comcast

US Healthcare
Director of Nat'l Service

Morgan Lewis & Bockius
Phila. County Assist. Office

Stroud, Susan
Tierney, Kadi
Tierney, Brian
Vale, SSJ Sr. Carol Jean
Valentine, Carl
Vander Woude, Brian
Vargas, Ione
Vinciguerra, Tony
Wade, Jim
Walker, Gary
Ward, Laureen
White, James
Yep, Celcilia

The Tierney Group
Chestnut Hill College
CCP
Phila Teacher
Temple

Wade Industries, Inc.

Youth Services
Temple
Phila Chinatown Dvlp. Corp.



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CUSTOMER NBR: 9N0043

ITINERARY/INVOICE NO. 0001406
RPSACJ

DATE: 10 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

REF: KC568102

11 AUG 93 - WEDNESDAY

AIR	NORTHWEST AIRLINES	FLT:1850	ECONOMY	SNACK
	LV WASHINGTON NATL		700A	EQP: AIRBUS A320
	AR BOSTON		826A	NON-STOP
AIR	USAIR	FLT:537	ECONOMY	
	LV BOSTON		330P	EQP: MD-80
	AR PHILADELPHIA		445P	NON-STOP

12 AUG 93 - THURSDAY

AIR	CONTINENTAL	FLT:325	ECONOMY	
	LV NEWARK		700P	EQP: MD-80
	AR WASHINGTON NATL		820P	NON-STOP
	SEGAL/ELI MR	SEAT-24D		

AIR TICKET	NW1340349499	SEGAL ELI MR	324.00
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SUB TOTAL	324.00
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TOTAL AMOUNT DUE	324.00
------------------	--------

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U6-MK10
U7-09AUG93 KC52



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ITINERARY/INVOICE NO. 0001411
QWGRFE

DATE: 10 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

REF: KC568102

12 AUG 93 - THURSDAY

RAIL AMTRAK SERVICE
LV PHILADELPHIA 30TH
AR NEW YORK PENN
AMTRAK MET.COACH

CONFIRMATION NUMBER A3140759
938A
1055A

TRAIN 104

RAIL TICKET A31340349502

48.00

SUB TOTAL

48.00

TOTAL AMOUNT DUE

48.00

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U6-MK18
U7-09AUG95 KC52

TRAVEL-
SUE
MERRILL
MERRY

MEMORANDUM

To: Eli J. Segal
From: Susan Stroud
Re: August 11-12 trip update

Here's an update based on the schedule:

August 11 Boston

→ flight from DC to Boston

← games

• Tufts SOS: 9:30-11:00 -

• Phillips Brooks House: 11:00-12:30 Greg Johnson will pick you up at the Tufts SOS site; will visit one summer program site; Greg can drive you to the Bostonian Club by 1:00.

• Bostonian Club: 1:00-2:00; press 

transportation to Philadelphia: 2:30 flight

August 11 Philadelphia

arrive @ 4:00

• 4:15-5:15 ICARE SOS or VISTA with press?

• 5:30-7:00 cocktail party with business and university leaders, Chamber of Commerce, ad

• 7:30 dinner with Mike Bailin and P/PV; Azalea Room, Omni Hotel, 4th and Chestnut

hotel: Omni

August 12 Philadelphia

• 8:30-10:00 SOS or VISTA or press conference

8:00 fast 9:30 train - Charlie Rose - tope

• 10:30 train to NYC

August 12 New York

• Ford Foundation 12:15-2:30: community foundations meeting set

• Ray Chambers: will meet us at Newark SOS site, Rutgers Newark Campus, 352 Robeson Campus Center, 350 Dr. Martin Luther King Dr., Newark; he will then take us to the James St. Boys and Girls Club for our meeting. contact Noel or Finnette in Chamber's office, 201-540-9148

flight from Newark airport



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ITINERARY

RFSACJ

DATE: 09 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

11 AUG 93 - WEDNESDAY

AIR	NORTHWEST AIRLINES	FLT:1850	ECONOMY	SNACK
	LV WASHINGTON NATL		700A	EQP: AIRBUS A320
	AR BOSTON		826A	NON-STOP

12 AUG 93 - THURSDAY

Change to 8/11 Aug

AIR	USAIR	FLT:537	ECONOMY	
	LV BOSTON		330P	EQP: MD-80
	AR PHILADELPHIA		445P	NON-STOP
AIR	CONTINENTAL	FLT:325	ECONOMY	
	LV NEWARK		700P	EQP: MD-80
	AR WASHINGTON NATL		820P	NON-STOP

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RFSACJ

DATE: 09 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

11 AUG 93 - WEDNESDAY

AIR NORTHWEST AIRLINES FLT:1850 ECONOMY
LV WASHINGTON NATL 700A
AR BOSTON 826A

SNACK
EQP: AIRBUS A320
NON-STOP

12 AUG 93 - THURSDAY

AIR USAIR FLT:537 ECONOMY
LV BOSTON 330P
AR PHILADELPHIA 445P

EQP: MD-80
NON-STOP

AIR CONTINENTAL FLT:325 ECONOMY
LV NEWARK 700P
AR WASHINGTON NATL 820P

EQP: MD-80
NON-STOP

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ITINERARY

QWGRFE

DATE: 09 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

12 AUG 93 - THURSDAY
RAIL AMTRAK SERVICE CONFIRMATION NUMBER A3089939
LV PHILADELPHIA 30TH 938A TRAIN 104
AR NEW YORK PENN 1055A
AMTRAK MET.COACH

FOR AFTER HOUR EMERGENCIES
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ITINERARY

QWGRFE

DATE: 09 AUG 93
PAGE: 01

TO: WHITE HOUSE TRAVEL
1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI MR

12 AUG 93 - THURSDAY

RAIL AMTRAK SERVICE

CONFIRMATION NUMBER A3089939

LV PHILADELPHIA 30TH

938A

TRAIN 104

AR NEW YORK PENN

1055A

AMTRAK MET.COACH

FOR AFTER HOUR EMERGENCIES

CALL 800-847-0242/YOUR HOTLINE CODE IS S-KC52

.....
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THE WHITE HOUSE

WASHINGTON

July 1, 1993

Mr. Edward L. Gardner
National President
Big Brothers/Big Sisters of America
230 N. 13th Street
Philadelphia, PA 19107-1510

Dear Ed:

I spoke with Nita Lowey recently at which point she advised me that you have been trying to meet with me.

First, I'm sorry that this has not happened already. Second, let's take care of this as soon as possible. I will be in the Philadelphia area in the middle of July if that is convenient. Otherwise, we can hook up in Washington later.

Now that our legislation has been reported out of the two committees of Congress, we are planning for floor debate and hoping for a big victory before Labor Day.

But we are really trying to think through the next stage: building a great program. We are looking to Big Brothers/Big Sisters to help us achieve that objective. National service simply builds on the extraordinary work that you and other special volunteer organizations have been doing for many years.

Best regards,



Eli J. Segal
Assistant to the President and
Director of National Service

EJS:ke

cc: Cong. Nita M. Lowey



ACTION

Phone: 617/565-7018
Fax: 617/565-7011

Massachusetts State Office
10 Causeway St., Rm. 469
Boston, MA 02222-1039

July 28, 1993

Mr. Eli Segal
Director
Office of National Service
Room 145 - EOEB
Washington, D.C. 20500

Dear Mr. *Eli* Segal:

The Massachusetts Department of Education, in conjunction with ACTION, has sponsored the first Massachusetts VISTA Summer Associates project as a part of President Clinton's "Summer of Service" initiative.

We invite you to be our guest at a special recognition event to publicly acknowledge the impressive contributions made by the thirty-two (32) VISTA Summer Associates and their VISTA Mentors. These volunteers have been working through a network of seven community based organizations providing a wide range of literacy services to families in the City of Boston.

Please join us on Friday, August 13th, at the John F. Kennedy Library, Columbia Point, Dorchester, Mass. The program will begin at 11:00 a.m. and will include JFK Library films, discussions on family literacy initiatives, and the presentation of certificates and awards. Lunch will be served. We expect to conclude the day's activities by 2:00 p.m. Directions to the JFK Library are enclosed.

This event will be the capstone of a summer that illustrates the best that national service can provide to our neighborhoods and communities.

We hope you will join us!

Please confirm your attendance by contacting either Deb Potee or Linda Casaletto at (617) 565-7018 as soon as possible.

Sincerely,

Malcolm F. Coles
ACTION State Program Director
Massachusetts

*Congressman Joe Kennedy has
promised to attend; join us
if you can!*

Enclosure

ACTION'S MISSION

To stimulate voluntary citizen participation in addressing the needs of American communities,
particularly those of the poor, the disadvantaged and the elderly.

August 6, 1993

Note to: ELI SEGAL

Dear Eli,

A word on Philadelphia SOS and related items.

When you visit next week, you should meet with Ira Harkavy from Penn who has pioneered an extraordinary community service model using community schools and health science students. It is up an running in the form of the West Philadelphia Improvement Corps.

Sam Evans is an octogenarian, black organizer/politician who I have known in the past. He virtually took over the large group meeting of community organizations and health professions schools that we had at the regional office. His message made some eyes roll but it had some bite as well. If we give kids jobs, they will drop out and stay out of school. If they don't get schooling, they're dead ended. "You got to study physiology to get to be a doctor," he told us over and over.

I'm not sure why they're not making their immunization #s, but they're not. Apparently the rate is picking up and they are optimistic. It may be that there is an obligatory community awareness "ramp up" and that an eight week blitz will only be "maturing" by the time the summer is over.

SOS has brought a lot of community leaders/programs, federally funded health centers and health professions schools/faculty together. If this is a sample of the future, community service funds should be powerful coalition builders -- in the health area, for certain.

Hope this helps and that you have a good visit there next week.

I'm off to Scotland/England this evening and back next Saturday. I spent an hour with Phil Lee this AM re: the HRSA job. It went very well in terms of substance. He told me that diversity was not a governor in the selection and that "Donna and I are looking for the absolutely best person"....

Let's talk when I get back. Keep the iron hot. Best,



Dr. Ira Harkavy
Director, Center of
Community Partnerships
University of Pennsylvania
133 South 36th Street
Suite 319
Philadelphia, PA 19104-3246

Phone No.: 215-898-5351



FITZHUGH MULLAN, M.D.

Director, Bureau of Health Professions
Assistant Surgeon General

5800 Fishers Lane
Rm. 8-05
Rockville, MD 20857

(301) 443-5794

**BHPr**Director,
Fitzhugh Mullan, M.D.**Bureau of
Health Professions**Deputy Director,
Paul Schwab**FACSIMILE TRANSMISSION RECORD****TO:****FROM:**Name: Ell SegalName: Dr. Fitzhugh Mullan, M.D.

Title: _____

Title: Director, BHPr

Address: _____

Address: Parklawn Building
5600 Fishers Lane
Rockville, Maryland
20857

City: _____ State: _____

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Facsimile No: (301) 443-0463Facsimile Number: 202-456-6420Telephone No: 301-443-5796 Room: _____

Program: _____

Comments**Number of Pages Transmitted: _____ (Not including cover)**
Phone (301) 443-5290 to confirm transmisslon

HIGHBRIDGE COMMUNITY LIFE CENTER

979 OGDEN AVENUE
BRONX, NEW YORK 10452
(212) 681-2222

July 7, 1993

Mr. Eli Segal
The White House
Washington, DC 20500

Dear Mr. Segal,

I was disappointed to hear from Ms. Claire Wojno, the Acting Regional Director of VISTA, that your tentative visit to our agency was cancelled. You missed seeing the best summer associate program in the country. We are delighted and honored to have this program in Highbridge. It has enabled us to enlist the help of neighborhood college age youth to expand our various summer programs. One associate is helping to run support groups for formerly homeless adults who have recently been given apartments in Highbridge. Another associate, recently returned from Peace Corp, is teaching pottery to our youth. All are working in close association with our twelve year round VISTA workers.

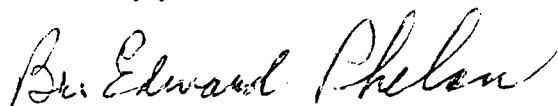
After hearing of your possible visit to Highbridge I contacted our board members. One, Joan McGuire, mentioned that you probably know Toby and Bernie Nussbaum, friends of the McGuires and supporters of our agency. She also mentioned that her husband, Bob, worked with you last year on a project involving Kroll Associates. The McGuire family have been involved with our work in the Bronx since it started in 1979. Joan and our other board members are excited about the new associate program and wanted me to convey their feeling to you.

Eli, if we had met I would have liked to say a word or two to you about the VISTA staff in New York. Claire and I have worked together on the orientation session for the summer associates. She has been most helpful and considerate on all of our youth. Ben, as State Director, has been especially kind in regard to moving our applications through the state level. John Vernon has been our immediate contact for the past five years. He has an extraordinary sense for bringing together the law, rules, regulations and guidelines of ACTION with the needs of our organization and the community of Highbridge. I observe this skill seldom in state and city workers. Credit is due to Ben and Claire for having someone of this quality on the front lines of the agency.

- 2 -

Eli please don't hesitate to come for a visit if you are in New York.

Sincerely yours,

A handwritten signature in cursive script that reads "Dr. Edward Phelan". The signature is written in dark ink and is positioned above the printed name and title.

Edward Phelan
Executive Director

BEP:pg

segal.pg

PHILADELPHIA CHAMBER OF COMMERCE EVENT

Date: August 11, 1993

Time: 5:30 - 7:00

Location: The Philadelphia Chamber of Commerce

Contact: Charles Pizzi, President of the Philadelphia Chamber

I. Purpose

You will be meeting with approximately 35-40 business leaders and university presidents from the Philadelphia area. We have intentionally kept the event intimate to allow for an exchange of ideas. It is essential to emphasize the bi-partisan nature of the program. (Many CEOs stated that overall they disagree with the budget proposal, yet endorse national service)

II. Program

5:30 - 6:15	Cocktails/Conversation
6:15	Mayor of Philadelphia Introduces Eli
6:15 - 6:30	Eli Speaks
6:30	Charles Pizzi, President of the Chamber will Introduce Ira Harkvay
6:35	Ira Harkvay, Director of the Center for Community Partnerships at Penn (SOS project site) Speaks
6:46 - 7:00	Question and Answer Time

III. Logistics

4:45	A representative from the Mayors Office and Kadi meet Eli at the Airport to travel to the Chamber
7:00	Eli leaves the Chamber to have dinner with Mike Bailin, Susan Stroud and (Dinner will be at the Omni Hotel)

*** See Attached Speech**

MEMORANDUM

To: Eli J. Segal
From: Susan Stroud
Re: August 11-12 trip update

Karen -
FYI
at this point
Susan

Here's an update based on the schedule:

August 11 Boston

•Bostonian Club: 1:00-2:00

•Tufts SOS: 9:30-11:00

•Frank Hartmann/Kennedy School group: His group of interns has done some useful research and focus groups, and is prepared to do more. I think this is well worth an hour's discussion, and I have some specific ideas about what they might do.

•Phillips Brooks House: 11:00-12:30 Greg Johnson will pick you up at the Tufts SOS site: will visit one summer program site: Greg can drive you to the Bostonian Club by 1:00.

transportation to Philadelphia: 3:00 flight

August 11 Philadelphia

arrive @ 4:00

•4:15-5:15 ICARE SOS or VISTA with press?

•5:30-7:00 cocktail party with business and university leaders, Chamber of Commerce

•7:30 dinner with Mike Bailin and P/PV: Azalea Room, Omni Hotel, 4th and Chestnut

hotel: Omni

August 12 Philadelphia

•8:30-10:00 SOS or VISTA

•10:30 train to NYC

August 12 New York

•Ford Foundation 12:15-2:30: community foundations meeting set.

•Ray Chambers: will meet us at Newark SOS site: he will then take us to the James St. Boys and Girls Club for our meeting

flight from Newark airport

OMNI HOTEL / INDEPENDENCE PARK
FOURTH AND CHESTNUT STREETS
PHILADELPHIA, PA 19106
(215)-925-0000

SEGAL ELI
EXEC OFFICE OF PRESIDENT
THE WHITE HOUSE
WASHINGTON DC

Room No.	
Rate	707
Arrival Date	95.00
Dep. Date	08/11/93
Settlement	08/12/93
	2 CBANK

CHECK - OUT TIME:

Pkg. Plan

0

OMNI HOTEL / INDEPENDENCE PARK
FOURTH AND CHESTNUT STREETS
PHILADELPHIA, PA 19106
(215)-925-0000

SEGAL ELI
EXEC OFFICE OF PRESIDENT
THE WHITE HOUSE
WASHINGTON DC

No. of Rooms	0
Advance Deposit	
Room No.	
Rate	.00
Arrival Date	707
Dep. Date	95.00
Settlement	08/11/93
	08/12/93
	2 CBANK

Acct. No.	Room No.		
#	DATE	DESCRIPTION / COMMENTS	AMOUNT
1	707	Res: QQ- 42350-1	Page: 1

0811	412	224 XXX 202-456-6444	13.58	13.58
0811	111	EFH GUEST ROOM	95.00	108.58
0811	811	EFH STATE OCC TAX	6.65	115.23
0811	812	EFH CITY OCC TAX	5.70	120.93
0812	412	6 XXX 202-338-7304	6.42	127.35
0812	422	IRM IN-RM RFSMNT BV	1.83	129.18
		TOTAL		129.18

NAME (Please Print) _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

METHOD OF PAYMENT: ☐ CASH ☐ M.C. ☐ D.C. ☐ VISA ☐ AM EXP. ☐ OTHER

GUEST SIGNATURE X _____

CONSTITUTES SIGNATURE FOR CREDIT CARD PURPOSES IN THE EVENT OF CHECKOUT WITHOUT FURTHER SIGNATURES.

SAFETY DEPOSIT BOXES ARE AVAILABLE FOR THE SECURITY OF YOUR VALUABLES
THE HOTEL ASSUMES NO RESPONSIBILITY FOR LOSS OF VALUABLES UNLESS PLACED IN OUR SAFETY DEPOSIT BOXES LOCATED AT THE FRONT DESK. WE ARE NOT RESPONSIBLE FOR ARTICLES LEFT IN ROOM OR AUTOMOBILE.
I AGREE THAY MY LIABILITY FOR THIS BILL IS NOT WAIVED AND I AGREE TO BE HELD PERSONALLY LIABLE IN THE EVENT THAT THE INDICATED PERSON, COMPANY, OR ASSOCIATION FAILS TO PAY FOR THE FULL AMOUNT OF THE CHARGES.



The Bostonian Club
AT SEASONS RESTAURANT

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July 23, 1993

Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal:

I am writing to confirm your participation as the guest speaker at the Bostonian Club. We are pleased that you could reschedule and join us to share your plans for the National Service Corps.

To review the details, the event is scheduled for **Wednesday, August 11, 1993** at 12:00 p.m. A luncheon will be served, followed by the speaking program at 12:30 p.m. I will introduce you and we anticipate that the speaking program will be approximately forty-five minutes, including 20-25 minutes for your remarks and 20 minutes for questions and answers. Approximately 150 Bostonian Club members and guests attend, with the audience generally comprised of young leaders of the Boston business community.

Located in Seasons Restaurant in the Bostonian Hotel, the Bostonian Club is the first downtown business luncheon club to open in the past fifteen years. The Club has met with great success and currently has over 375 members. We have developed the Bostonian Club Forum series, with recent guest speakers including Governor William Weld; Matthew Storrin, editor of the Boston Globe; Senator Edward Kennedy; Senator Paul Tsongas; Henri Termeer, President and C.E.O. of Genzyme Corporation; John Silber, President of Boston University; Lou Gorman of the Boston Red Sox; Jean Mayer, Chancellor of Tufts University, and Massachusetts Treasurer Joe Malone.



The Bostonian Club
A BOSTONIAN HOTEL

Should you wish to bring any guests with you, please just let me know.
Feel free to call if you have any additional questions. I can be reached at
617/523-3600.

Sincerely,

Ladislav Brank
General Manager
The Bostonian Hotel

McDermott/O'Neill & Associates

July 23, 1993

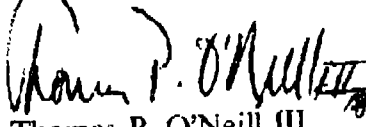
Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal:

Enclosed is a formal letter of confirmation for your participation as the guest speaker at the Bostonian Club. We understand that you have been extremely busy as Congress deliberates on the National and Community Service Trust Act, and we would like to thank you for rescheduling. It should be an enjoyable afternoon.

We look forward to seeing you August 11.

Sincerely,


Thomas P. O'Neill III
Chairman


Pamela G. McDermott
President

MCDERMOTT/O'NEILL & ASSOCIATES, INC.

FACSIMILE COVER SHEET

DATE: 7/26/93 CLIENT: 70

FROM: Judy Glasser

TO: Karen

COMPANY: Office of National Service

FAX NO: (202) 456-6420

COMMENTS: Original by post.

NO. OF PAGES TRANSMITTED (INCLUDING COVER): 4

PROBLEMS WITH TRANSMISSION... PLEASE CALL (617) 737-1700

ASK FOR: Angie

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McDermott/O'Neill & Associates

June 3, 1993

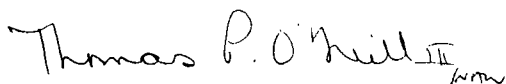
Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal:

Enclosed is a formal letter of confirmation for your participation as the guest speaker at the July Bostonian Club Forum. We would like to thank you for accepting our invitation. The Forum series has been very successful, and we are certain your luncheon will be well attended as many of the members are interested in your efforts for the National Service Corps. It should be an enjoyable afternoon.

We look forward to seeing you July 19th.

Sincerely,


Thomas P. O'Neill III
Chairman


Pamela G. McDermott
President



Advisory Board

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Mr. Albert Sherman

Secretary Richard J. Taylor

Mr. A. Raymond Tye

Mr. Jack M. Williams

Mr. Sy Yanoff

June 3, 1993

Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

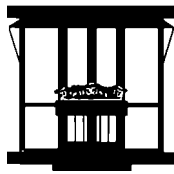
Dear Mr. Segal:

I am writing to confirm your participation as the guest speaker at the Bostonian Club's July forum. We are pleased that you will join us and share your plans for the National Service Corps, or another subject of your choice.

To review the details, the event is scheduled for ***Monday, July 19, 1993*** at 12:00 p.m. A luncheon will be served, followed by the speaking program at 12:30 p.m. I will introduce you and we anticipate that the speaking program will be approximately forty-five minutes, including 20-25 minutes for your remarks and 20 minutes for questions and answers.

Approximately 150 Bostonian Club members and guests attend, with the audience generally comprised of young leaders of the Boston business community.

Located in Seasons Restaurant in the Bostonian Hotel, the Bostonian Club is the first downtown business luncheon club to open in the past fifteen years. The Club has met with great success and currently has over 375 members. We have developed the Bostonian Club Forum series, with recent guest speakers including Governor William Weld; Matthew Storin, editor of the Boston Globe; Senator Edward Kennedy; Senator Paul Tsongas; Henri Termeer, President and C.E.O. of Genzyme Corporation; John Silber, President of Boston University; Lou Gorman of the Boston Red Sox; Jean Mayer, Chancellor of Tufts University, and Massachusetts Treasurer Joe Malone.



The Bostonian Club
A Season's Restaurant

Should you wish to bring any guests with you, please just let me know.
Feel free to call if you have any additional questions. I can be reached at
617/523-3600.

Sincerely,

Ladislav Brank
General Manager
The Bostonian Hotel

McDermott/O'Neill & Associates

yes - ? ~~scribble~~
possibly 7/19

April 26, 1993

Mr. Eli Segal
Office of the National Service Corps
Old Executive Office Building
Room 145
Washington, D.C. 20500

Dear Mr. Segal,

We are both quite active with the Bostonian Club, a new downtown luncheon club in Boston. The first luncheon club to open in the past fifteen years, the Club has met with great success.

One of the Club's key strengths is its monthly forum series. As the Club is in the process of putting together its forum calendar for the balance of the 1993 year, we have encouraged them to invite you to speak. You would be a terrific speaker for them, and it would provide you with the opportunity to address an audience of key opinion leaders in the Boston business community.

Enclosed is an invitation letter, as well as some information on the Club. We will have someone from our office contact you to follow up. We hope that you can join us. Should you have any questions, do not hesitate to call. We can be reached at 617/261-2200. Thank you for your time.

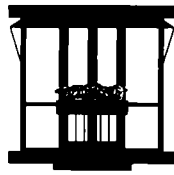
Sincerely,



Thomas P. O'Neill III
Chairman



Pamela McDermott
President



The Bostonian Club
At Seasons Restaurant

Advisory Board

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Mr. A. Raymond Tye

Mr. Jack M. Williams

Mr. Sy Yanoff

April 26, 1993

Mr. Eli Segal

Office of the National Service Corps

Old Executive Office Building, Room 145

Washington, D.C. 20500

Dear Mr. Segal,

On behalf of the Bostonian Club, I would like to extend an invitation to you to return to Boston and address the Club as part of the Bostonian Club Forum luncheon series. Bostonian Club Forums are held each month on topical subjects of interest to our members. We are sure that our members would be very interested in hearing about your efforts for the National Service Corps, or another topic of your choice.

Located in Seasons Restaurant in the Bostonian Hotel, the Bostonian Club is the first downtown business luncheon club to open in the past fifteen years. The Club has met with great success and currently has over 375 members. We have developed the Bostonian Club Forum series, with recent guest speakers including Governor William Weld; Senator Paul Tsongas; Senator Edward Kennedy; Henri Termeer, President and C.E.O. of Genzyme Corporation; John Silber, President of Boston University; Dr. Jean Mayer, former Chancellor of Tufts University; Lou Gorman of the Boston Red Sox, and Matt Storin, editor of The Boston Globe.

We are currently planning our Forum series for the rest of the 1993 calendar year, and we would like to extend an invitation to you for a time that would be convenient for you. The standard format for Bostonian Club forums is a luncheon beginning at 12:00 p.m. followed by the speaking program at 12:30 p.m. Approximately 150 Bostonian Club members and guests attend, with the audience generally comprised of young leaders of the Boston business community.

We will call next week to follow-up and should you have any questions, please contact Judy Glasser at 617/261-2200.

Sincerely,

Ladislav Brank

General Manager

The Bostonian Hotel