

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: 1295

FolderID:

Folder Title:

"Business Plan" for National Service by Rick Allen

Stack:

S

Row:

66

Section:

2

Shelf:

8

Position:

1

MEMORANDUM

TO: Eli Segal
FROM: Rick Allen
RE: Business Plan

DATE: January 27, 1993

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R.A.

WHITE HOUSE OFFICE OF NATIONAL SERVICE

OUTLINE OF BUSINESS PLAN

Since the days of Greece and Rome when the word citizen was a title of honor, we have often seen more emphasis put on the rights of citizenship than on its responsibilities. And today, as never before in the free world, responsibility is the greatest right of citizenship, and service is the greatest of freedom's privileges.

-- Robert Kennedy

What are the President's goals for National Service?

President Clinton has made it clear that national service aims to accomplish the following:

- 1) **Reinvigorating the link between the individual and the community by fostering an ethic of service--redefining individual success and fulfillment to include active personal involvement in the challenges of the nation.**
- 2) **Enlisting the support of legions of talented "service warriors" to solve pressing national and local problems, in a way unlikely or impossible under current budgetary restrictions faced by governmental and non-profit service-providers.**
- 3) **Re-uniting a heterogeneous citizenry through common action and shared principles.**
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5) Expanding individual opportunity through the life-changing experience of a season of service, as well as by providing direct access to educational funding (or repayment).

6) Reasserting the efficacy of individual involvement, including by demonstrating the value of services performed by the politically marginalized: the young and the old.

7) Providing a prototype of a reinvented government, through a visionary program of broad scope, measurable benefit and decentralized efficiency.

What are the elements of a successful national service vision?

Structure:

- ** Non-bureaucratic
- ** Maximized local program control and use of existing service providers
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Participants:

- ** Entirely volunteer (not compelled)
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What is the mission of the White House Office of National Service?

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**PERSONAL &
CONFIDENTIAL**

DRAFT
1-26-93

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Operator -
Please deliver
to Room 146
as soon as
possible.

C. RICHARD ALLEN
9629 Brighton Way, Second Floor
Beverly Hills, California 90210
Telephone (310) 275-9700
Facsimile (310) 274-1268

TO: MR. ELI SEGAL
c/o Karen Ewing
Room 146 - OEOB

(202) 456-2461

DATE: January 26, 1993

RE: Business Plan

PAGES TO FOLLOW THIS COVER SHEET: one (1)

The information contained in this FAX message is intended only for the personal and confidential use of the recipient(s) named above. This message may be an attorney-client communication and as such is privileged and confidential. If the reader of this message is not the intended recipient, you are hereby notified that you have received this document in error and that any review, dissemination, distribution, or copying of this message is strictly prohibited. If you have received this communication in error, please notify us immediately by telephone, and return the original message to us by mail. Thank you.

ANY QUESTIONS REGARDING THIS TRANSMITTAL PLEASE CALL (310) 275-9700.

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~~CONFIDENTIAL~~

C. RICHARD ALLEN
Fax and Telephone: (310) 454-0508*

Receiver's Telecopier Phone Number: 202 456-1647

To: ELI SEGAL - Office of National Service
c/o Office of Counsel to the President

From: Rick Allen

Message: _____

Total Number of Pages, including this Cover Sheet: 8

Date: 2/1/93 Time: _____

IF YOU DO NOT RECEIVE ALL OF THE PAGES AND CANNOT REACH US AT THE ABOVE NUMBER, PLEASE CALL 310/275-9700

*FACSIMILE TRANSMISSIONS MAY BE MADE BY (I) WAITING FOR THE ANSWERING MACHING TO PICK UP, AND THEN (II) BEGINNING YOUR TRANSMISSION.

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: VB DATE: 4/1/16

MEMORANDUM

TO: Eli
 FROM: Rick
 RE: Follow-up

DATE: January 31, 1993

PERSONAL & CONFIDENTIAL

Brief notes on things to think about--watch out for--or observe in progress this week:

I. Assigned Tasks: This is dealt with in a separate memo, attached. Please scan to ensure that (i) it covers your most urgent priorities; (ii) the right people have been assigned (or, in a limited number of marked new items, will be assigned); (iii) you agree you are the best person to handle the items flagged for your disposition.

II. Reaction to Your Presentation to the DGA: We got sidetracked by the Jennifer Seniors interview. 3 notes/suggestions:

-- In every presentation, I'd suggest that you emphasize that national service is more than a year or two stint for kids--it's an ethic that will get played out throughout an individual's life: their seasons of service. Even our initial legislation contemplates a broader view of service (although the benefit piece is only applicable to the student class).

-- You were very effective on your goal of demonstrating your relationship with the President and your business credentials and mindset.

-- Structurally, every presentation (whether a fixed speech or a panel presentation like Saturday) should work off of essentially the following format:

- 1) Who Eli is (FOB & businessman); how/why in job;
- 2) What national service means to the President (conceptually)
- 3) Why the audience should be excited about service (life-changing and problem-solving, etc.)
- 4) What we want from--or will do for--that audience.

Robert should give you an outline and some rhetoric, which can become the matrix for future speaking gigs.

III. Internal Politics:

(1) Within the Executive Branch: I have told you I see national service as the analog to the Economic Conference: others on the "team" don't understand it yet and think it's likely to fail, but the minute they see it looks like a hit, they'll try to co-opt it. An early warning: look at the language in the 1/12/93 memo from Margaret McKenna and Mike Cohen to Gov. Riley "Even if you decide you do not want to take the lead nor "own" National Service, we believe you should have a critical role in making decisions on both of these initiatives." (emphasis added).

(2) Within the White House: You've remarked on the difference between our "project" shop and the subject-matter

departments (ie., everything except us). Luckily, everybody has too much work to worry too much about turf, but we have to keep our antennae up. (This is another good reason to have Julia over in Communications.)

(3) Within our office: Reminds me of "Das Boot"--things get complex when you are in close quarters under intense pressure. I think we've got very capable people, with a team commitment. But we also have the beginnings of tensions to monitor (my job to take care of). I'll give you a quick take on this on Friday (not urgent).

(4) When can we brief the First Lady?

(5) How can we get dialogue with each Cabinet Department? Maybe we should chart a quick and friendly path to each Secretary, so you can contact them, introduce them to me (and we meet their deputy), so we can get some contact going. We need it immediately for our program inventory, and may well require it indefinitely.

IV. Staffing:

(1) Diana: I will call Judy Harrington and see if we can hire Diana on ACTION's payroll. I will call Diana and tell her we're working on it.

(2) Julia: As I mentioned, I told her we wanted her and that you would be calling Dreyer to try to get her hired at \$35,000. We need to discuss the message/outreach division of responsibilities if we get either or both of Diana and Julia.

(3) Susan Stroud: We need to think through her role and particularly her relationship with Robert. Then I'll call her. (Keep in mind that the last thing we need is to have her with us, unhappy, and writing a book on it--the perfect revenge!)

(4) Nancy: Again, let's clarify her assignment. Would we ever want to try to get her in at or near the top of Points of Light, in case it ends up having enough Hill friends to survive? I'd really like to see her use her business organizing skills to (i) get us some funding in a 501(c)3 format to hire some people and (ii) work on a solid private sector participation in the service movement (through the local level).

(5) Legislative strategist: Given our conversation Sunday, my list now includes Bill Ratchford and McCurdy's person (Ms. Aldon?). Note also Khazei's recommendation of Jonathon Weiner (described in Alan's memo to you of 1/18), who is now the senior staff attorney on the Council of Economic Advisers. How should we proceed?

(6) Kate, Chris and Ethan: I had a rushed, but I think useful, talk with them Saturday night. They are assigned as we discussed, with some specific assignments indicated on the attachment hereto. You need to call Catherine Milton re (i) they need to start getting checks, (ii) they need \$25,000 a year (they'll take \$20,000, but that's really rough) and (iii) we need to know what reporting, etc. she needs from them. I suggest you do this; alternatively, you could do a call of introduction for me and I'd call her (I don't think these are subjects for a call between people who've never met, however).

V. Legislation: I'll get you my comments on the draft legislation by tomorrow. Two inside-politics notes:

(1) Points of Light will come at us the minute the draft surfaces. Do we want to specifically set up for them to compete for Agency (née Commission) funding, and set up a specific line item for funding to evaluate non-profits regarding their capacity to use service warrior volunteers?

(2) ACTION: If it's clear that their funding will come through the new Agency, then we avoid Robert's problem (kill them now or they're authorized for at least 3 more years). However, please note that last time I checked, the Peace Corps was still under ACTION (ie., the latter was the umbrella for the former and VISTA). If so, we have to do a spin-off before we contemplate closing ACTION.

VI. Me:

(1) I'm looking at the following scheduling:

Monday 2/1 to Thursday night 2/4	in LA
Friday morning 2/5 to Thurs. night 2/11	in DC
Friday 2/12 to Mon. night 2/15 (holiday)	in LA
Thereafter in DC, except occasional weekend commutes	
until the family comes out.	

(2) I fervently believe that I will take care of many headaches for you--but I know I'll never make it Nirvana. I'd ask for particular patience in the next 2 1/2 weeks, when your frustration may actually increase. I will stretch myself to the max to get the job done, trying also to set my family and business partners up for this extraordinarily abrupt change.

(3) The other reason for getting me the highest classification you can wrangle: I need to go back and forth to the White House unimpeded (to see Sagawa, Galston and others there); to bring people in there with me, etc. Since the whole operation seems to operate on absolute positioning on the pyramid, the higher you can stick me, the more I'm likely to be able to do for you (without always having to wheel you in as the howitzer).

(4) My car phone: (310) 880-8353. Also, remember that the home number is also a fax. Call me whenever.

Please call me when you've been through this.

R.A.

~~CONFIDENTIAL--TO ELI ONLY~~ASSIGNMENTS FOR WEEK OF 2/1/93

(All assignments have been communicated already, unless noted)

I. Office

1. Get computers, printers, fax and xerox machines.
ASSIGNED TO: Karen and Chris
TARGET COMPLETION DATE: End of day on 2/2
2. Get a functioning, compatible phone system.
ASSIGNED TO: Karen
TARGET COMPLETION DATE: End of day on 2/2
3. Get a competent receptionist and a functioning message system.
ASSIGNED TO: Jim (under Karen's supervision)
TARGET COMPLETION DATE: 2/1
4. Get incoming correspondence evaluated and routed
ASSIGNED TO: Karen
TARGET COMPLETION DATE: 2/1
5. Systematize form response letter production
ASSIGNED TO: RG and Jim
TARGET COMPLETION DATE: 2/5
6. Control and circulate important memos, etc.
Every important memo should be given to Karen; she'll put a copy in a master file and route a copy to Robert (if policy) and GJ (if communications). Eli should also follow this system when people hand you items.
7. Get offices rearranged per Eli's plan.
Could Eli please ask Karen to handle this, using Jim
8. Get a quick and fool-proof system for passes (regular and guest).
Karen says she has this now in place.
9. Get a matrix to code incoming resumes and derive form responses.
ASSIGNED TO: Karen for the matrix, RG for response
TARGET COMPLETION DATE: 2/9
10. Get items for Rick's arrival (pass, computer, parking, cellular and beeper)
ASSIGNED TO: Karen
TARGET COMPLETION DATE: 2/4

II. Staff

1. Get a legislative strategist
ASSIGNED TO: Eli & RA
TARGET COMPLETION DATE: Let's try to interview on 2/5
2. Get Diana
ASSIGNED TO: RA to call Judy Harrington
Eli to think through role
TARGET COMPLETION DATE: 2/1
3. Get Julia
ASSIGNED TO: Eli to call Dreyer
TARGET COMPLETION DATE: 2/1
4. Get a White House Fellow
ASSIGNED TO: Eli to interview (RA to suggest targets)
TARGET COMPLETION DATE: 2/4
5. Get Kate, Chris and Ethan situation arranged
ASSIGNED TO: Eli to call Milton
TARGET COMPLETION DATE: 2/3
6. Settle salary with Gloria
ASSIGNED TO: Eli
TARGET COMPLETION DATE: 2/1
7. Get Susan Stroud
ASSIGNED TO: Eli to determine role, RA to call
TARGET COMPLETION DATE: 2/3

III. Policy

1. Outline legislative strategy w/ Pastor
ASSIGNED TO: Eli and team
TARGET COMPLETION DATE: 2/1
2. Comment on and fine-tune draft bill
This should be done by Eli, RA, RG and GJ
TARGET COMPLETION DATE: 2/2
3. Coordinate vetting draft with Task Force
ASSIGNED TO: RG
TARGET COMPLETION DATE: 2/1
4. Inventory existing federal programs for budget
authorization, years in existence, and collect material
on mission and performance
ASSIGNED TO: Ethan & Chris (departmental inquiry)
TARGET COMPLETION DATE: 2/3
ASSIGNED TO: RG to follow-up on Eli's requests (CBO?)
TARGET COMPLETION DATE: 2/3

5. Pay courtesy visit to Stokes.
ASSIGNED TO: Eli
TARGET COMPLETION DATE: 2/9
6. Design a sexy and quick Executive Order on national service
ASSIGNED TO: RG
TARGET COMPLETION DATE: 2/5
7. Brief memo: why JPTA/CETA failed & lessons for us
ASSIGNED TO: RG
TARGET COMPLETION DATE: 2/9

IV. Message

1. Start a master list of "brainstorms"
ASSIGNED TO: RG
TARGET COMPLETION DATE: 2/3
2. Begin draft message and rhetoric for State of the Union
ASSIGNED TO: RG
TARGET COMPLETION DATE: 2/5
3. Set process for getting a new name for National Service
I'd like to assign this to Gloria, to do by 2/5

V. Scheduling

1. Prepare a Master Calendar (w/major service events & President's schedule)
ASSIGNED TO: GJ, w/Karen
TARGET COMPLETION DATE: 2/3

[Note: The scheduling system is for Gloria to review requests; interesting ones for you/our office she'll bring to the morning office staff meeting for discussion; ones for the President she'll route to Hale & Dreyer. Karen will handle responses to invites.]

VI. Outreach

1. Analyze likely friends and opponents (especially: where will labor be?)
I'd like Gloria to do this, by 2/5

VII. Other

1. Test donor receptivity to new 501(c)3 on our issues
I'd like Nancy to spend 10 days on this
2. Get Commission nominees from nominators selected by Eli
I'd like Ethan to do a phone-around for this purpose.

3. Get full biographies on existing Commission members and look for needed profiles for new appointees (for diversity, expertise, etc.)
I'd like Ethan to do this over the next 10 days--until we shrink the Commission, we'd better control it.

ELI: Please call me to confirm these directions, and I'll do follow up notes to each assignee.

R.A.