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Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: National Service

Series/Staff Member: Eli Segal

Subseries:

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Chronological - February 1993

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	[Personally Identifiable Information] [partial] (3 pages)	02/00/1993	b(6)

COLLECTION:

Clinton Presidential Records
National Service
Eli Segal
OA/Box Number: 1296

FOLDER TITLE:

Chronological-February 1993

2013-0661-F

rs2925

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE
WASHINGTON

Just Shalaby
memo.

February 4, 1993

TO: Mack McLarty
George Stephanopoulos

FROM: Eli Segal

RE: National Service & Domestic Agenda

Enclosed is a great memo which would build national service into the fiber of the Clinton Administration agenda. Apart from sending it to Bob Rubin and Carol Rasco, can you help me raise its profile among senior White House staff?

EJS:ke

THE WHITE HOUSE
WASHINGTON

February 4, 1993

TO: Mack McLarty
George Stephanopoulos

FROM: Eli Segal

RE: National Service & Domestic Agenda

Enclosed is a great memo which would build national service into the fiber of the Clinton Administration agenda. Apart from sending it to Bob Rubin and Carol Rasco, can you help me raise its profile among senior White House staff?

EJS:ke

M E M O R A N D U M

To: Eli Segal

From: Shirley Sagawa

Re: Role of Federal Agencies in National Service

Date: January 26, 1993

I have been thinking about possible roles for the federal agencies in the national service plan and wanted to share some ideas with you.

It seems that many, if not all, of the Clinton Administration's major domestic initiatives could have a potential linkage to national service. For example, the Health Care initiative, which is to include a preventive health care component, could incorporate a Health Corps (separate from the existing Public Health Service Corps). Participants in the health corps need not be health care professionals; rather, they would be trained to perform less skilled tasks such as blood pressure checks, vision and hearing tests, etc. The Economic Stimulus package should include additional funding for summer corps programs authorized under the National and Community Service Act. The Urban initiative might provide support for young people in the community to engage in a variety of activities -- renovating housing, cleaning up public spaces, organizing activities for children, or organizing other members of the community to undertake needed projects. The Education proposal might use national service participants to tutor children in Chapter 1 programs. FEMA might allocate disaster relief money to corps, as the Commission on National Community Service did after the LA riots and Miami hurricane.

These types of programs could be run by the federal agencies themselves, or by state and local or nonprofit organizations receiving grants or contracts. Ideally, support for these programs would come from funds allotted for the particular initiatives, rather than the National and Community Service Act, although participants would presumably be eligible for benefits under the Trust Fund. Alternatively, a pot of money could be appropriated through the NCSA for which the various agencies could compete.

If federal agencies can be engaged in this way, we might consider changing the one-third, one-third, one-third allocation of national service positions so that up to one-fourth of slots would be in federally run programs, one-fourth directly allocated by the Commission to non-profits, and one-half to states (some by formula, some based on a competition). Does this make sense?

Frank Slobig of Youth Service America, (who would be interested in working for you), Barbara Gomez of the Council of Chief State School Officers, and John Briscoe of PennServe are among those who have thought the most about roles for federal agencies. You might want to talk to them before this weekend's meeting.

FAX TO: CAROL BROWNER
EPA

ATTN: MIKE VANDERBERG
202-260-3684

FROM: ELI SEGAL

NUMBER OF PAGES 5

DATE: February 2, 1993

Howard Freed, M.D.
141 Font Grove Road
Slingerlands, New York 12159
tel: 518 439-0410

Jan. 27, 1993

Dear Eli: —

I'm trying for The position AS
Senior Medical Advisor to The EPA Administrator.

Could you fax to Carol Browner
The attached pages with a short cover
note on my behalf?

Thanks

Goes to: Carol Browner
attn: Mike Mandenberg
fax: (202) 260-3684

Thanks

Chip

THE WHITE HOUSE

WASHINGTON

2/2/93

Carol,

Chip is a special guy. A prominent professor & practitioner of Emergency Medicine, Chip (formally Howard Freed) volunteered during the campaign & was enormously helpful to me. Excellent judgment, wise counsellor as well... I don't think you could do better.

Regards,
EJ.

Presidential Transition Resume Routing Form

From: ELI SEGAL, DAVID WILHELM, CHRISTINE VARNEY, BETSEY WRIGHT,
Name of Applicant: HOWARD A. FREED, MD Date: 1-22-93 MEL FRENCH

Will you sponsor? ☒ yes ☐ no

Recommendation:

☐ Highly Recommended ☐ Recommended ☐ Consider

(1) Campaign:

☒ CG: Clinton/Gore National Staff
☐ CC: Coordinated Campaign Staff
☐ DN: Democratic National Comm.
☐ FI: Finance
☐ VF: Full-time Volunteer
☐ VP: Part-time Volunteer

(2) Job Preference/Area of Interest:

☐ Accounting	☐ Information Systems
☒ Administration	☐ Intergovernmental Relations
☐ Advance	☐ Legal
☐ Clerical	☐ Public Affairs/Press
☐ Congressional Relations	

(3) Job Level:

☐ Sub-cabinet ☒ Senior Level ☐ Entry Level ☐ Other (Please Specify)

(4) Agency/Department Preference (note top two choices):

☐ Agriculture	☐ Interior
☐ Arts/Humanities	☐ Justice
☐ Education	☐ Labor
☐ Commerce	☐ NASA
☐ Defense	☐ Office/Management & Budget
☐ Energy	☐ Office/Personnel Management
☐ Environmental Protection	☐ Science/Space/Technology
☐ EEOC	☐ State
☐ FDIC	☐ Transportation
☐ Health/Human Services	☐ Treasury
☐ Housing/Urban Development	☐ Veteran's Affairs
	☒ Other (please describe)

(5) Comment: 1- WHITE HOUSE PHYSICIAN- EMERGENCY MEDICINE SPECIALIST
OR 2- SENIOR MEDICAL ADVISOR TO EPA ADMINISTRATOR

Please send this form and attached resume (for candidates) to:

Presidential Transition
Office of Personnel
1120 Vermont Avenue, NW
Washington, DC 20270

ATTN: note campaign position (as per categories listed above under "Campaign" section)



STATE OF NEW YORK
DEPARTMENT OF LAW
120 BROADWAY
NEW YORK, N. Y. 10271

ROBERT ABRAMS
ATTORNEY GENERAL

January 14, 1993

Ms. Kathleen McGinty
Office of Senator Al Gore
United States Senate
393 Russell Office Building
Washington, DC 20510

RE: Application of Howard A. Freed, M.D.
for Position with EPA or CEQ

Dear Ms. McGinty:

I write in support of the application of Dr. Howard Freed for a position with the incoming Clinton-Gore Administration. I understand that he has expressed interest in the position of Senior Medical Advisor to the EPA Administrator, or as a member of the President's Council on Environmental Quality.

Howard "Chip" Freed has combined his outstanding medical credentials with principled and highly effective work in the cause of environmental protection. While practicing and teaching as Professor of Emergency Medicine and Surgery at Albany Medical College, Dr. Freed has volunteered extensive time to provide invaluable advice and assistance to several environmental and public health groups. He is an expert in the health effects of pesticides and toxic substances and has applied his expertise, for example, as a Board Director and Chairman of the Public Health Committee of the New York State Environmental Planning Lobby (EPL). The EPL is New York's premier and highly respected environmental watchdog, educational and lobbying organization. EPL counts over 100 groups and 15,000 individuals as members, including several major national environmental groups. Dr. Freed has also regularly assisted front-line community environmental organizations and the Statewide Coalition for Alternatives to Pesticides. Members of my office often work closely with these organizations, and as such are quite familiar with Dr. Freed's invaluable advice.

Page Two
Ms. Kathleen McGinty

In addition, Dr. Freed has voluntarily provided valuable expert advice to myself and my Environmental Protection Bureau on several occasions. For example, he has submitted expert testimony on the health effects of pesticides to assist New York in defending far-reaching state pesticide spray notification regulations from industry legal attack. His work in this area helped form the basis for testimony which I personally delivered before the U.S. Senate Subcommittee on Toxic Substances and Environmental Oversight in support of Senator Lieberman's lawn care bill. Dr. Freed also provided extensive expert assistance in preparing a valuable summary report of "state-of-the-art" practices in reducing chemical pesticide use along utility right-of-ways, based upon a conference of national experts commenced in 1991 by my office, with the cooperation of a utility company and environmental groups.

Dr. Freed possesses an excellent blend of top-notch medical skills, environmental knowledge and a proven track record of initiative and accomplishments within the health and environmental communities. His credibility and expert advice would be valuable assets to the Clinton-Gore Administration as it seeks to heighten environmental protection and restore ecological balance to our national programs. I highly commend Dr. Freed to you as either a health advisor to the EPA Administrator or as a member of CEQ.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Abrams", with a stylized, flowing script.

ROBERT ABRAMS

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202-224-0072

Senator Sam Nunn
303 Dirksen
Washington, DC 20510

Dear Senator Nunn:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202/224-1083

Senator Chris Dodd
444 Russell
Washington, DC 20510

Dear Senator Dodd:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

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If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

622-1999

Secretary Lloyd Bentsen
Department of the Treasury

Dear Secretary Bentsen:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

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If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

Regards,
Eli

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202/224-0868

Senator Paul Simon
462 Dirksen

Dear Senator Simon:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

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If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

Simon,
Looking forward to seeing
you soon.
E

THE WHITE HOUSE
WASHINGTON

February 17, 1992

VIA FACSIMILE
202/225-0489

The Honorable William Ford
2107 Rayburn
Washington, DC 20515

Dear Representative Ford:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

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Sincerely,

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

Good talking today!
El.

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202/224-2417

Senator Edward M. Kennedy
315 Russell
Washington, DC 20510

Dear Senator Kennedy:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

Senator

Spoke to Nick. Hope
to see you soon.

Regards,


THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202-224-4654

Senator Harris Wofford
283 Russell
Washington, DC 20510

Dear Senator Wofford:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

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Sincerely,



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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

202-224-4654

Senator Barbara Mikulski
320 Hart
Washington, DC 20510

Dear Senator Mikulski:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

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If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

305/868-2441 or 305/864-2601

Mr. Lane Kirkland
President, AFL-CIO
Sheraton Bal Harbor

Dear Mr. Kirkland:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE
414/278-3191

Mayor James Norquist
200 East Wells
Milwaukee, WI 53202

Dear Mayor Norquist:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,

A handwritten signature in dark ink, appearing to read "Eli Segal", with a stylized flourish at the end.

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

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE

617/227-7761

Mayor Ray Flynn
1 City Hall Plaza
Boston, MA 02201

Dear Mayor Flynn:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

Reg

Good chatting. Mark
Gerson, hopefully, will call
you about Boston Harbor.
Σ

TALKING POINTS ON NATIONAL SERVICE

The President's Plan. The President's national service plan has two basic components. One will make income-contingent college loan repayment available to every American. The other will create thousands of opportunities for Americans to serve their country for a year or two, and to receive a significant benefit to pay for college afterwards. As a whole, the national service initiative will transform the lives of countless Americans -- at every age, from every income level, and of every race.

Deep commitment. The President is deeply committed to enabling young people to serve their country and pay for college. The budget reflects his commitment.

Importance to nation. America needs national service. It will give young people the chance to go to college. It will bring us together. It will bring back the excitement of being American. And above all, it will get the things done that we need to do -- in protecting our environment, in teaching our children, in improving our health, and in making our streets safe.

Cost-effectiveness. National service is a cost-effective way to meet national needs. It brings the energy and idealism of America's young people into the fight against America's problems.

Program outline. Many details will be resolved over the next few weeks -- regarding size, eligibility, and tasks performed. This is a broad outline of the program.

Income-contingent repayment. The President will promote service by enabling every American to pay back college loans on an income-contingent repayment schedule. Every young person in America will be able to leave school, take a low-paying job serving our country, and still pay back college loans at a reasonable rate. It's good for young people and it's good for America.

Service slots. The President will promote service by creating thousands of new opportunities for Americans to help their country and pay for college. In diverse fields and occupations, those who serve for a year or two will be eligible to receive a significant post-service benefit to pay for college.

Ramping up. The President will "ramp up" the national service initiative as the infrastructure for it develops. As a new kind of Democrat, Bill Clinton knows that good programs don't grow from the Washington bureaucracy; they grow from the genius of the American people. By putting that genius into action, we'll create more and more opportunities for Americans to serve.

Details to come. We are still working out the details, and we'll share them with you as soon as we have them. As the budget demonstrates, the President will not rest until national service has become the abiding ethic of the American people.

THE WHITE HOUSE

WASHINGTON

February 17, 1992

VIA FACSIMILE
202/727-2975

Mayor Sharon Pratt Kelly
City Hall
441 4th St. NW, Rm 1100
Washington, DC 20001

Dear Mayor Kelly:

In anticipation of tonight's speech, I wanted to contact you directly to let you know how national service fits into President Clinton's overall economic program.

The President's heartfelt belief that all Americans should have the opportunity to go college and serve their country will be reflected in his call for the commitment of \$5.8 billion over the next four years for his national service initiative.

The attached talking points outline how the program will work. I hope you will find them useful as you comment on the President's budget over the next few days.

If you have additional questions, please feel free to give me a call at 456-6444.

Sincerely,



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

February 23, 1993

VIA FACSIMILE
202-208-6956

Mr. Tom Collier
Chief of Staff
Department of the Interior
1849 C Street, N.W.
Washington, D.C.

Dear Tom:

Along with this letter, I am sending the resume of Tom Fry who is interested in serving as the Director of Mineral Management Service at Interior.

I recommend Tom for this position with great enthusiasm. Throughout the presidential campaign, he performed innumerable task -- mostly the thankless ones -- with remarkable skill and style. Tom has the ability to amass and use information well, to motivate his employees, and to work with his peers and superiors in an extraordinary manner. In a campaign of stars, Tom Fry ranks as high as anyone.

Should you want additional information on this exceptional individual, please don't hesitate to call.

Best regards,



Eli J. Segal

EJS:ke

THE WHITE HOUSE

WASHINGTON

2/1/63

Dear Sarge,

I can't tell you how much I enjoyed chatting with you the other day. While the circumstances surrounding the launch of President Clinton's vision of national service may differ from those surrounding President Kennedy's, the underlying core values are the same. I hope you won't mind if I call on you as we move forward.

Once again, seeing you, Eunice, Frank & Warren Wiggins was a real inspiration.

Warmest regards,

Eli

THE WHITE HOUSE
WASHINGTON

2/1/93

Dear Mr. Secretary,

I can't tell you how much
I enjoyed being with you at
Camp David. Already, I'm kicking
myself for not taking the house
in Kelowna Square!

While I'm not sure how
much substantive connection we're
likely to have in the Clinton
Administration, I'm hoping for lots of
personal connections.

Warmest regards,
Eli Segal

M E M O R A N D U M

TO: Bill Galston, Shirley Segawa
FROM: Eli Segal
DATE: February 4, 1993
RE: Enclosed for Catherine Milton

The enclosed is from Catherine Milton. As a minimum, she differs with our draft on the role of the states (and the size of post service benefit). Let's discuss this tomorrow when we will also have the response of Shattuck and Edelman as well.

By this note, I am asking Karen to find a good time for all of us to get together to: a) review the outline and b) place next steps including decision memo from the President, draft legislation with or without the participation of others, etc.

EJS:ke
cc: Jack Lew
Rick Allen
Robert Gordon

Kern

Shirley / Bill

Guiding principles:

The President and the Office of National Service can provide essential leadership to the Nation, and can also encourage other Federal agencies to assist where appropriate.

There are two essential components of a national service program for which the Federal government is ideally suited:

1. Help to build a national service infrastructure throughout the country by testing promising models of national service, evaluating them to find out what works best, supporting replication of the best programs, supporting leaders, particularly among youth, training, technical assistance, clearinghouses, and the like, much as the Commission is doing now.
2. Establish a national service trust fund which would provide education and training benefits for national service participants.

While these two essential components are separate and distinct, they are related, and should be administered by the same agency. Both are needed.

???

A large Federal bureaucracy must be avoided. The key to the success of both components of national service is the states. States would apply to the Commission for both components of national service, and would in turn fund organizations within their borders. States can best perform this through a commission-like structure with broad-based representation. By working through the states, continued development of a working community service infrastructure within the states will be furthered, and leveraging state and local funds would be more likely. In addition, states can determine, better than the Federal government, where resources are needed most and where such resources will do the most good.

✓ The Federal government would set high standards for national service which states would be required to meet in order for them to qualify for funding.

✓ States would be required to monitor and audit programs within their borders, under applicable Federal law.

Key components of the National Service Trust Fund

Assumptions:

1. The benefit (community service for college tuition/training and apprenticeship) will not be an entitlement available to all who might want it.

Note: no direct to provided grants; no role for federal govt to apply for grants.

2. If Federal funds are used, it will be important to make sure that the service is worthwhile (i.e., avoid a CETA-like problem.)

3. There will be pressure to make sure there is some geographic distribution of funds.

Program Elements:

Certification - Certification of programs within states would be done by the State, using high standards established by Congress and the Commission. States would establish a Commission-like structure with broad-based representation to make certification decisions.

Allocation - Trust funds would be initially allocated to states by a formula which is essentially population and need driven. States would, however, be required to apply for the trust funds and would have to meet high standards established by the Commission in order to obtain funding, which would include the submission of a Comprehensive State Plan. The Commission, utilizing peer reviewers, would decide whether the state qualifies for the funds. Thus, this would not be an entitlement program.

Formula funds from states which did not receive funding would be combined, and the remaining states would be able to compete for the additional funding.

Distribution of funds within the state:

A state which receives national service trust funds would distribute them to programs it has certified within the state. Ideally, there would be enough money available to pay each participant a \$5000 post-service education and training benefit. Fiscal restraints, however, necessitate that alternative options be available for equitably distributing the funds to when there is not enough to provide each participant a full benefit. Options are:

1. Let states determine the system most suited for its population.
2. Distribute the funds on a per capita basis to each certified program, and then by lottery within the program.
3. If programs have more participants than funded slots, divide the funds equally among the participants, and require the states to make up the difference through state, local or private match.
4. Limit participation in programs to the number of slots that can be funded so that all participants will receive the full benefit.
5. Establish a means-tested allocation, and reduce the benefit as participants financial resources increase.

6. Establish a means-tested allocation, and provide full benefits to participants whose financial resources are less than a set amount per annum, such as \$100,000.

Funds should not be targeted to urban areas, for the following reasons:

- President Clinton has long spoken of creating a "National" Service program so that people all over the country would have an opportunity to serve their communities and, by extension, serve their country. To target urban areas in the implementation of this program would send the message that the Federal government does not believe that the needs of rural areas are an important concern for the Nation.
- With all of the excitement surrounding the creation of a National Service program and what such a program can do for the country, we must realize that Nation Service will not be a panacea for all of the social and economic problems that plague our country. To target urban areas for participation in the National Service program is to promote that notion relative to urban areas, thereby falsely raising expectations as to what a National Service program can accomplish.

U

THE WHITE HOUSE
WASHINGTON

February 5, 1993

0- Mr. Reed Brody
Executive Director
International Human Rights Law Group
1601 Connecticut Avenue, N.W.
Washington, D.C. 20009

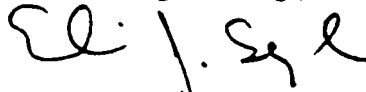
Dear Reed:

This is to advise you that I have been appointed Assistant to the President and Director of the Office of National Service effective January 20, 1993.

Based on conversations with the Office of Government Ethics and my own counsel, I have concluded that it is best for me to resign from the Boards on which I serve.

Needless to say, I have enjoyed serving with you and wish you and our mutual friends and colleagues my very best wishes as you continue in your important work.

Yours very truly,



Eli J. Segal

EJS:ke

THE WHITE HOUSE

WASHINGTON

February 5, 1993

Ms. Gail Pressberg
President
Americans For Peace Now
2025 Pennsylvania Avenue, N.W.
Suite 1114
Washington, D.C. 20006

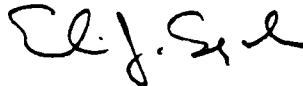
Dear Gail:

This is to advise you that I have been appointed Assistant to the President and Director of the Office of National Service effective January 20, 1993.

Based on conversations with the Office of Government Ethics and my own counsel, I have concluded that it is best for me to resign from the Boards on which I serve.

Needless to say, I have enjoyed serving with you and wish you and our mutual friends and colleagues my very best wishes as you continue in your important work.

Your very truly,

A handwritten signature in black ink, appearing to read "Eli J. Segal", written in a cursive style.

Eli J. Segal

EJS:ke

THE WHITE HOUSE
WASHINGTON

February 5, 1993

Ms. Margaret McKenna
Lesley College
29 Everett Street
Cambridge, MA 02138

C--

Dear Margaret:

This is to advise you that I have been appointed Assistant to the President and Director of the Office of National Service effective January 20, 1993.

Based on conversations with the Office of Government Ethics and my own counsel, I have concluded that it is best for me to resign from the Boards on which I serve.

Needless to say, I have enjoyed serving with you and wish you and our mutual friends and colleagues my very best wishes as you continue in your important work.

Yours very truly,



Eli J. Segal

EJS:ke

Margaret

I know more about direct loans &
income contingent repayment plans than
I wanted to. Will talk to you about
this & "national service" soon.



THE WHITE HOUSE
WASHINGTON

2/11/93

Mercia

The absolute key to this communications approach is a March event on a University campus, eg. Ohio State, Univ. of Illinois, etc. (U. of Michigan was where JFK first mentioned Peace Corps -- but given our Town Hall in Detroit this probably isn't desirable). March means:

- ① a major Op Ed piece in N.Y. Times on Sunday Feb. 28 (David Ogden idea); &
- ② A perfect way to tie us to the idealism of the Peace Corps -- exactly 32 years earlier... ~~etc.~~

In the speech, the President could do any or all of the following:

- ① announce special summer service program
- ② announce legislation is coming in

THE WHITE HOUSE

WASHINGTON

a matter of weeks (note:
Peace Corps legislation not
~~introduced~~ introduced until June & not
signed until September)

③ challenge the standards to serve --
"right & responsibility," etc.

I SEE ABSOLUTELY NO NEED TO
HAVE LEGISLATION READY TO GO
TO REALLY CAPTURE THE MOMENT!!

After the speech, I would encourage
the President's "serving" -- e.g. painting,
innoculating, cleaning up, etc.

A real proper lunch

I promise you (?) I'll leave you
alone if we can do this. I take it
back. I'll drive you crazy regardless! See
pp. 4-5 for details.

EQ.

THE WHITE HOUSE

WASHINGTON

P.S. - I think George + Denny
are fine so this.

L

MEMORANDUM

TO **GEORGE STEPHANOPOULOS**
FROM **ELI SEGAL**
REGARDING **PROPOSED NATIONAL SERVICE ACTIVITIES**
DATE **FEBRUARY 11, 1992**

We'd like the immediate input of the communications department on the following activities. In particular, we want to move forward with the February/March launch event, which will require considerable planning but reap huge rewards.

February 12. Health Care Immunization Event. A brief statement in his address on the need for widespread service activities in order to immunize all young people.

February 17. State of the Union. A paragraph explaining why national service is a cost-effective way to meet national needs, and saying that the President is not backing off his promise to the American people.

February 20. Peter Jennings Town Hall Meeting. Select some children with national service experience, and prepare the President to speak anecdotally about national service throughout the program.

February 21 or 28. Op-ed by President. "Why National Service Can't Wait." Win over elites and express service as a unique social policy and a signature of this administration.

Late February/Early March. Announcement and Launch of Program. Visit to and participation in service program by president, followed by highly-publicized speech at a college, "passing the torch"; announcing the Youth Service Day; launching a special summer program, and outlining the upcoming national service legislation.

The following pages detail these events.

o INTRODUCTION

We are preparing for your review a comprehensive communications strategy for the National Service program. You'll have it by the end of the week.

This memorandum -- more timely and urgent in nature -- presents several recommended activities over the next three weeks. All feature the President, and all require your immediate attention. We believe that taken together, these events will successfully introduce national service to the American people.

The events reflect our resolve to make national service a part of the President's everyday public vocabulary. While only the last of the five activities is fully devoted to the service message, every one is important.

The events culminate with a two-part launch of the national service program in late February or early March. With the President's active involvement in a work project, an evocative address to a receptive college audience, and an unveiling of a start-up summer program, the launch event would excite the nation and define an idealistic and innovative presidency.

Specifically, we intend to recommend to the President the following:

o FEBRUARY 12 HEALTH CARE IMMUNIZATION EVENT

It is our understanding that there will be an immunization hit this Friday for the President, the First Lady, and Secretary Shalala. We also understand that the primary message is the need to introduce children and parents to long-term health care services through an initial immunization outreach program. Without stepping on that message, we would like to insert some national service comments into the President's remarks. These would highlight the role that medical professionals and citizens generally can play in making immunizations accessible and improving child health care.

o FEBRUARY 17 ECONOMIC ADDRESS

We suggest that national service receive strong and appropriate attention in the text of the President's economic address.

However, even though the rhetorics of national service and economic shared contribution are similar, we recommend that service not become an example of shared contribution, on a list

with new taxes and entitlement cuts. Service is democratic and fun; even if wildly successful, the economic package won't be.

Given press cynicism, a full-blown national service program is in danger of looking like a waste of money. To combat this perception, the President must use any remarks on national service to:

- Justify national service as a cost-effective, community-driven way to get things done. He should frame service as a way to reinvent government and meet national needs efficiently, and he should name particular needs that service can meet. Having justified service in light of the deficit, the President must also

- Reassert his commitment to fulfilling his campaign promise. He should say that he is committed to dramatically expanding the ways for Americans to serve our country and pay for college (through both loan forgiveness and income-contingent repayment).

o **FEBRUARY 20**
ABC CHILDREN'S TOWN HALL MEETING WITH PETER JENNINGS

Jeff Eller recently indicated to us that the ABC Children's Town Hall Meeting offers a natural opportunity to advance national service before a national audience of young school children and their teacher/parent communities.

Since then, I have had a telephone conversation with Jennings, and my staff has spoken with Pat Roddy, his executive producer. They have agreed to reflect our national service message by adding to the program a few children with some current experience serving their communities. We are currently selecting some kids.

The President should also be prepared to speak anecdotally on the need for national service within the freewheeling discussion.

o **SUNDAY, FEBRUARY 21ST, OR 28TH**
PRESIDENTIAL NEW YORK TIMES OP-ED ON NATIONAL SERVICE

We can decisively shift press attention from the problems with service to its promise with a presidential op-ed in The New York Times. Building on the themes for the state of the union above and creating excitement for the proposed "launch" below, the op-ed would convince elite opinion-makers that national service will be the signature of this administration. Entitled "Why National Service Can't Wait," the op-ed would begin with straw man arguments against service. It would then go on to present the distinctive goals of the national service plan -- goals rooted in shared values, but uniquely joined here:

- To meet the needs of the needy
- To offer a new deal to Americans -- a new link between opportunity and responsibility -- just as Social Security did;
- To bring us together; and
- To do all of it from the bottom up, without a big government program.

The message is that national service will change America, not by heaving money around, but by fostering an ethic, building a movement, and renewing a covenant. Bill Clinton fulfills his promise of idealism, excitement, and innovation here. We would hope to close the op-ed with a "teaser" for the March 1 events which further builds interest, and we'd aim to print the piece for second-day consumption in college and regional newspapers.

o **LATE FEBRUARY - EARLY MARCH**
(Possible Dates: February 26; March 1)
NATIONAL SERVICE PROGRAM LAUNCH

The op-ed will introduce the theory of national service. The two events detailed below will introduce it practically and viscerally.

For obvious reasons, these events belong at a university: perhaps at American University in late February, perhaps at a midwestern school in early March, or perhaps somewhere else in between. There are sure to be great service projects wherever we go. In any case, what's important is that through these two events taken together, the President will make an exciting, idealistic commitment to youth and to service.

First, the President could demonstrate to Americans what service means by visiting a service program and doing some work. Then, he addressing a large and diverse college audience, he could make his decisive announcement of the national service initiative. The speech would recall JFK's founding of the Peace Corps on March 1, 1961, and join the American tradition of turning to youth for leadership and innovation. The President could again announce that "the torch has been passed," and in turn pass the torch symbolically to this audience of young people. The key to the speech would be the challenge to young people to join in the national renovation which he announced in his economic message. Mixed in with a lot of great rhetoric from David Kusnet, the President would make three particular and newsworthy challenges to youth:

- * To serve on April 20, Youth Service Day
- * To join a new leadership training program that will have received funding in the economic stimulus package. Up and running for the full summer, the program will be a high-

visibility effort to train leaders and involve them in the hard work of actual service. It will be led by well-known national figures, and aim to create the next generation of national servers. (For more, see attached memo to Robert Rubin.)

* To join the national service program, which he would unveil in greater detail than in the campaign but in less detail than legislation (which will be 80% ready at this point).

The general message must be that young people will make or break this program -- and our future. Bill Clinton is giving very real opportunities, but no orders. Such a speech will thrill young people. We would hope to use the Eller genius to broadcast it to colleges nationwide -- if not to network television.

Some people will argue that we should save national service until the economic debate is over. I believe precisely the opposite. We have to prove the service program in the crucible of this debate. Justifying spending on this program, we will also justify cuts in others -- and win youth support for the budget. This event, at this time, is the key to the success of national service.

M E M O R A N D U M

TO: David Watkins
FROM: Eli J. Segal
DATE: February 3, 1993
RE: National Service Personnel

This memo supercedes all previous memoranda regarding the personnel, staffing and payroll of the Office of National Service.

The following is a final list of our staff:

<u>NAME/TITLE</u>	<u>SALARY</u>	<u>EFFECTIVE DATE</u>
Eli Segal Assistant to the President and Director, Office of National Service	\$125,000	1-20-93
C. Richard Allen , Deputy Director, Office of National Service and Deputy Assistant to the President (TBD)	\$102,000	2-5-93
Jacob J. Lew , General Counsel, Office of National Service and Special Assistant to the President	\$ 36,000*	2-3-93
Gloria Johnson Communications Director	\$ 58,000	1-22-93
Karen Ewing Executive Assistant to the Director	\$ 30,000	1-20-93
Robert Gordon Policy Analyst	\$ 24,000	1-20-93

* Per our conversation, Mr. Lew's salary is based on four months.

THE WHITE HOUSE

WASHINGTON

done 7/16

6:15 PM

FAX COVER SHEET

Office of National Service
Old Executive Office Building
Washington, DC 20500
(202) 456-6444 Phone
(202) 456-6420 Fax

TO: Skip Rutherford

ORGANIZATION: Crawford Johnson

FAX #: (501) 376-4241 PHONE #: ()

FROM: El: Seg. 1

DATE: _____

NUMBER OF PAGES (including cover sheet): 1

COMMENTS: Congratulations! Selfishly, I would have
much rather had you here in D.C. but if you promise
to visit me -- & stay with us -- I'll forgive you...
Best to Billie.

EQ.

(If you have any problem with the fax transmission, please call
(202) 456-6444.)

The document accompanying this facsimile transmittal sheet is intended only for the use of the individual or entity to whom it is addressed. This message contains information which may be privileged, confidential or exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any disclosure, dissemination, copying or distribution, or the taking of any action in reliance on the contents of this communication is strictly prohibited. If you have received this information in error, please notify us immediately at (202) 456-6444.

THE WHITE HOUSE

WASHINGTON

Dear Loren,

It was wonderful hearing from you -- & especially receiving that special gift. which I proceeded to knock off in two sittings.

After 7 losses in a row, it was exhilarating to win -- especially with a good friend who I expect to be a brilliant leader. If I can play even a small role in his success all of these years will have been worth it.

Phyllis, Jon (now finishing up at Columbia Journalism) & Moe (now a Sophomore at Yale) think of you often with great affection -- as, of course, do I.

Love,
Ed.

Memorandum

February 17, 1993

TO: Marcia Hale
FROM: Eli Segal *ES*
RE: March 1 - National Service Day

Given the President's response (attached) to our proposal that his schedule on March 1 be dedicated to national service, we need to settle on the principal scheduling details immediately. We must determine a venue for the President's address, as well as for his participation in a service project.

I. Speech Venue

We have discussed Florida, Pennsylvania and Massachusetts as potential sites. Substantial attention has already been paid by candidate Clinton, (and nearly reflexively by the national press), to the service community in Boston, and accordingly I suggest that we not target that state for this visit. Similarly, Florida presents a somewhat complicated picture on service, given the President's rescission of Bush's Davis-Bacon waiver for hurricane reconstruction efforts.

We would urge focusing on Pennsylvania or Indiana. Pennsylvania has obvious political importance, and a strong state record of service programs (including the state-wide PennServe effort, established by Sen. Wofford). Penn State University would offer an excellent site for a Presidential address.

Indiana may be a useful alternative. The President chose Notre Dame as the location for his most extended discussion of national service during the campaign, and a March 1 return to campus to launch the program would be a visible demonstration of fulfilling a central campaign promise. Notre Dame also has an extensive in-school service program, with substantial student participation. Finally, Gov. Bayh is both a friend of the President's and the Chair of the Governors' Association's Education Committee.

II. Service Work

As previously discussed, it is central to our communications strategy that the President not only talk about service, but actually participate. We can arrange for such an opportunity in near to whichever the proximity of either Penn State or Notre Dame, once the speech location is established.

March 1 offers the significant advantage of driving home one of the most appealing aspects of the new budget. To ensure that this message can be articulated with words and pictures, we need a quick decision on locations. **I will call you Thursday to come to closure on this subject.**

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN

February 15, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL *ES*

SUBJECT: DIRECTION OF NATIONAL SERVICE and March 1 Event

Marcia, George and I are comfortable with a March 1 national service event, at which point you would give a major address on national service (preferably at a large state university) and engage in direct service activities as well. March 1 is the anniversary of the Kennedy Executive Order establishing the Peace Corps.

Since we have allocated part of the economic stimulus package to launch a summer program to train service leaders this year, the March 1 event could include an announcement of the details of that program. It is unlikely that a \$15 million item in the economic stimulus package would have received any significant attention before you highlight it. You could also issue an executive order implementing the summer program.

By that time, we will have ironed out most of the details surrounding the legislation, and we will be able to describe the program, even if it has not been introduced. A speech outlining your vision, along with an announcement regarding the summer program provides more than enough substance to support using the day to promote the national service initiative.

Decision

✓

Devote March 1 to National Service

Schedule alternate date

M E M O R A N D U M

TO: Christine Varney

FROM: Eli Segal

DATE: February 1, 1993

RE: Call to Cabinet Chiefs of Staff on Tuesday, February 2.

As we discussed, when you speak to the Chiefs of Staff on Tuesday, please advise them of the following:

1. The President's continued commitment to national service, reinforced in his Inaugural address and at the cabinet retreat;
2. Many departments already have service programs -- perhaps even unknown to the new Secretaries -- which need to be imbued with new life and spirit. In this context, I enclose a list of service projects managed by the federal government now (any or all of which you should not hesitate to mention on your phone call);
3. We would like them to appoint a "service" contact who would be, among other things, asked to inventory existing service programs for our information;
4. The absolute need for communications; for example, the HHS initiative on immunization today could certainly have a national service component as this project moves forward in the future.
5. Our thinking about the need for an interagency task force on national service, especially for those departments which may be affected by pending legislation; I'm thinking particularly about Labor and Education where I have already spoken with Reich and Reilly.

EJS:ke
Attachment

Attachment 1

HOPE VI

What is HOPE VI?

HOPE VI, also known as the Urban Revitalization Demonstration (URD), is a new \$300 million program, initiated by Barbara Mikulski's HUD Appropriations subcommittee, to revitalize severely distressed public housing. One-fifth of every grant is to go toward community self-sufficiency activities and a community service program. The Commission can veto any housing program if its service component is inadequate. Under HOPE VI, HUD will award a maximum of 15 grants. With a maximum award of \$50 million, upwards of \$10 million in one city can be spent on national service.

How is HOPE VI a model?

* HOPE VI recognizes that better housing means nothing without a revitalized community spirit. Other social service efforts could likewise build in national service programs, in a comprehensive approach to neighborhood renewal.

* HOPE VI combines constituencies -- the housing folks and the service folks -- to get more money for service than the service people alone could get.

* HOPE VI allows for "one stop shopping," both in the neighborhood, where the public housing authority becomes the center for community and service efforts, and in the federal government, where HUD disburses funds for housing and service programs. HOPE VI streamlines the bureaucracy and ends the fragmentation that makes government less than the sum of its parts.

* HOPE VI moves toward community problem-solving through national service. The service program will meet a wide variety of community needs, housing among them, though it will not target housing. Another program could further target housing and save money by combining constituencies and goals -- while risking unions' fury.

Where can we go from here?

A variety of social service and environmental programs can be coupled or combined with community service programs. In doing so, we reinvent government -- by saving money, building support, cutting bureaucracy, and revitalizing whole communities.

COMMISSION ON NATIONAL AND COMMUNITY SERVICE

MEMORANDUM

PAUL N. McCLOSKEY, JR.
Chairperson

TO: Eli Segal
FROM: Catherine Milton 
DATE: January 28, 1993
SUBJ: Possible Conversation with Secretary Aspin

SHIRLEY SACHI SAGAWA
REATHA CLARK KING
ALAN KHAZEI
Vice-Chairpersons

As my memo of January 26 indicated to you, pending agreement between the Commission and the Department of Defense, an appropriation of \$40M is now available for the Commission to begin implementation of the Boren Amendments. These amendments were part of the economic conversion package which was included in the FY'93 Defense Authorization bill.

WILLIAM J. BYRON, S.J.
THOMAS EHRLICH
DANIEL J. EVANS
MARIA HERNANDEZ FERRIER
FRANCES HESSELBEIN
LESLIE LENKOWSKY
WAYNE W. MEISEL
RICHARD FREDERICK PHELPS
GEORGE ROMNEY
PATRICIA T. ROUSE
JOHNNIE SMITH
GLEN W. WHITE
GAYLE WILSON
ROBERT L. WOODSON
KAREN SUSAN YOUNG
Board of Directors

The Boren legislation, which received strong Congressional support in the last days of the 102nd Congress, creates the Civilian Community Corps, a federally operated model service corps which will utilize excess military capacity and personnel in the creation of full-time service opportunities. The amendments also provide money for existing Commission grant programs that will help communities hit hard by economic conversion.

The funds for both programs were appropriated to DoD and the Secretary of Defense is then instructed to transfer the funds to the Commission. In order for this transfer to take place, however, the Secretary of Defense must initiate a memorandum of agreement between DoD and the Commission.

LAMAR ALEXANDER
MANUEL LUJAN, JR.
EDWARD MADIGAN
LYNN MARTIN
LOUIS W. SULLIVAN
JANE A. KENNY
Ex Officio Members

At the Cabinet meeting this weekend, you may want to speak to Secretary Aspin about this issue. It is my understanding that Senators Wofford, Simon, and Boren, and possibly Congressmen Murtha and McDade will jointly send to Aspin both a letter urging him to release the funds quickly and a draft memorandum of agreement.

CATHERINE MILTON
Executive Director

The Civilian Community Corps, which does provide participants with a post-service educational benefit, might represent a piece of the National Service Trust and enjoys the luxury of already having funds appropriated in the FY'93 budget. Implementation could begin almost immediately.

Attachment 2

PARTIAL LIST OF SERVICE FUNDING
FROM THE FEDERAL GOVERNMENT

Service-only organizations

- | | | |
|----|--|------------------|
| 1. | ACTION | -- \$199 million |
| 2. | Commission on National and Community Service | -- \$75 million |
| 3. | Points of Light Foundation | -- \$5 million |
| 4. | Peace Corps | -- \$218 million |

Federal agencies

- | | | |
|-----|---|------------------|
| 5. | HHS:
National Health Service Corps | -- \$100 million |
| 6. | Defense:
Civilian Community Corps | -- \$20 million |
| | Conversion assistance | -- \$20 million |
| | Youth Opportunity Corps | -- \$30 million |
| 7. | Education:
College Work-Study | -- \$40 million |
| | Urban Community Service | -- \$9 million |
| | Innovative Projects | -- \$1 million |
| | Student Literacy Corps | -- \$5 million |
| 8. | HUD:
HOPE IV: YouthBuild | -- \$17 million |
| | HOPE VI | -- \$27 million |
| 9. | Veterans Administration:
Health Professional Scholarship Program | -- \$10 million |
| 10. | Small Business Administration:
Service Corps of Retired Executives | -- \$3 million |
| 11. | Interior:
Student Conservation Association | -- ? |

M E M O R A N D U M

TO: Christine Varney
FROM: Eli J. Segal
DATE: February 4, 1993
RE: Follow up to your meeting with Chiefs of Staff

You will be happy to know that Energy and Commerce have already sent material and /or designated people should we move to some kind of an interagency task force on national service. And Bruce Babbitt told me he wants to be Interior's contact point -- not a staffer!

I enclose a memo which you should not hesitate to forward to Henry Cisneros's chief of staff. I am sure he will know virtually nothing about this up to \$60 million in service programs incidental to the new \$300 million HOPE VI program. I would hope that Secretary Cisneros could be made aware of this and take some leadership in an area of such intense interest to Bill Clinton. Please let me know how I can facilitate this.

I also enclose a memo from the executive director of the Commission on National and Community Service. Could you see if Les Aspin's chief of staff could take care of the request in Paragraph #3. If you need anything else from me on this, please call.

Please let me know what more I can do to get additional support short of the President's getting involved.

EJS:ke

MEMORANDUM

TO: Christine Varney
FR: Eli Segal 
DA: February 8, 1993
RE: 2/10 Cabinet Meeting: National Service & Reinventing
Government
=====

As we understand it, a principal topic at Wednesday's Cabinet meeting will be a review of each Department's progress towards, and strategy for, re-invigorating and re-inventing their operations. We believe that national service can be a fulcrum for re-inventing government, and that this potential should be specifically presented by the President to the Cabinet.

Concept: In an era of diminished budgetary resources and accelerating national needs, traditional bureaucratic federal intervention is no longer possible -- and history has proven that it is frequently undesirable. Each Cabinet Department can leverage virtually every programmatic investment by developing a service component.

Example: HHS is working with our Office to add a service component to its immunization program. By providing volunteers (including "service warriors" who may be part of newly-federally funded service programs which are a part of the President's National Service Trust) to assist in inoculating children, HHS can deliver this service to a far larger universe at a reduced cost.

Request to the Cabinet: In our memos to you of February 1 and 4, we asked for each Department 1) to designate a service contact person; 2) to inventory their existing service programs; and 3) to work with our Office in designing service components to enhance the effectiveness of a wide variety of their initiatives.

To-date, we have had responses from the Departments of Energy, Commerce, HHS, Interior, Labor and Education. We would like your assistance (through inclusion of the subject on the Agenda) to inspire the participation of the other Departments (and to keep the subject front and center for the others). As an example, DOD has a large number of exceptional community service programs done on both a Department-wide and service-specific basis (Navy has 17,000 career officers and enlisted persons involved in vital -- and coordinated -- community service activities).

Please call me (ext. 6444) or Rick Allen if anything further is required.

EJS:cra

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	[Personally Identifiable Information] [partial] (3 pages)	02/00/1993	b(6)

COLLECTION:

Clinton Presidential Records
National Service
Eli Segal
OA/Box Number: 1296

FOLDER TITLE:

Chronological-February 1993

2013-0661-F
rs2925

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

M E M O R A N D U M

TO: David Watkins
FROM: Eli Segal
DATE: February 1, 1993
RE: Rick Allen

Per our conversation, Rick Allen will be joining the Office of National Service as Deputy Director. His salary will be \$94,999 annually. He will need a portable phone, pager, and a West Executive Avenue parking space. He will arrive in our office on Friday, February 5. Please make sure he will be on a White House access list.

Full Name:	Charles Richard Allen
Date of Birth:	
Social Security #:	(b)(6)
Place of Birth:	

Thanks much.

M E M O R A N D U M

TO: David Watkins
FROM: Eli Segal
DATE: February 1, 1993
RE: Robert Gordon

Please increase Robert's salary from \$22,000 to \$24,000. As I understand it, that is about the salary that people with his educational background and title are making. *sy*

Thanks.

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI SEGAL *ES*

SUBJECT: LETTER TO GOVERNOR MILLER REGARDING NATIONAL SERVICE

Forwarded for your approval and signature is a letter to Governor Zell Miller congratulating him, Senator Nunn, and the participants of the Georgia Peach Corp on the first swearing-in ceremony of its kind in the state. The Peach Corp is only one of several programs currently supported as part of the National and Community Service Act of 1990. The letter will be read to the audience during the ceremony on Monday February 8, 1993.

Governor Miller asked that I put together the letter. I think it provides a good opportunity for you to publicly support a major service initiative while extending a cordial gesture to Senator Nunn. The letter has already been approved by Howard Paster and Regina Montoya.

THE WHITE HOUSE

WASHINGTON

February 8, 1993

Honorable Zell Miller
Governor of Georgia
State Capitol
Atlanta, Georgia 30334

Dear Governor Miller:

Please accept my personal congratulations on the occasion of the swearing-in ceremony for the Georgia Peach Corps.

I commend you for designing a program that will benefit from gubernatorial leadership and state support, without sacrificing local control. This initiative is truly of national significance, and I will be watching its progress closely.

I also want to acknowledge the leadership of Senator Sam Nunn in this area. Innovative national service projects such as the Georgia Peach Corps promise to strengthen fundamentally the civic compact that binds Americans together as a community of mutual obligation. I know how proud the Senator must be to see his vision take form in his own home state.

Most of all, I want to congratulate the participants in the Georgia Peach Corps. I hope each of them will take full advantage of the threefold opportunities they will receive during the next year: The opportunity to learn new skills, to serve their community, and to advance their education. Each of these opportunities is equally important to our nation. I assure you that the White House Office of National Service will work to create similar opportunities throughout this country.

In my inaugural address, I challenged all Americans to initiate a season of service. Through the Georgia Peach Corps, Georgians can take up that challenge in a meaningful way. My congratulations for what you have already achieved, and my best wishes for what together we will achieve in the days and years ahead.

Sincerely,

President Bill Clinton

THE WHITE HOUSE

WASHINGTON

February 8, 1993

The Honorable Zell Miller
Governor of Georgia
Atlanta, Georgia 30334

Dear Zell:

Please accept my personal congratulations on the occasion of the swearing-in ceremony for the Georgia Peach Corps.

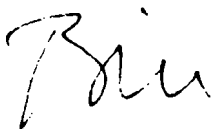
I commend you for designing a program that will benefit from gubernatorial leadership and State support, without sacrificing local control. This initiative is truly of national significance, and I will be watching its progress closely.

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Most of all, I want to congratulate the participants in the Georgia Peach Corps. I hope each of them will take full advantage of the threefold opportunities they will receive during the next year: the opportunity to learn new skills, to serve their community, and to advance their education. Each of these opportunities is equally important to our Nation. I assure you that the White House Office of National Service will work to create similar opportunities throughout this country.

In my inaugural address, I challenged all Americans to initiate a season of service. Through the Georgia Peach Corps, Georgians can take up that challenge in a meaningful way. My congratulations for what you have already achieved, and my best wishes for what together we will achieve in the days and years ahead.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bill", is written below the typed name.

THE WHITE HOUSE

WASHINGTON

February 9, 1993

MEMORANDUM FOR JANET GREEN

FROM: ELI SEGAL *ESP*
C-
SUBJECT: OFFICE EQUIPMENT/FURNITURE

Three requests:

1. One new IBM typewriter for the Office of National Service.
2. Three additional desks for our offices. (Although we have only six people on our payroll, we have utilized our resources to gain six additional people who need desks.)
3. What is the timetable for office decorations?

Thanks for your assistance.

EJS:ke

THE WHITE HOUSE

WASHINGTON

February 15, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL *ES*

SUBJECT: DIRECTION OF NATIONAL SERVICE INITIATIVE

The vision of national service that you expressed at last Thursday's NEC meeting differs significantly from the approach that evolved during the Transition. The purpose of this memorandum is to outline the differences and present three key issues for your decision. These decisions are essential to completing the design of a program and the drafting of legislation for submission to Congress.

Given the large commitment of resources to national service in the budget, and the fact that we will be responding to many inquiries when the numbers are released, it is all the more important to resolve these issues as quickly as possible.

Background: Competing Visions of National Service

There may well have been an intellectual disconnect between the middle class higher education program you articulated in the campaign and the view that evolved during the Transition. The following history, while oversimplified, gives a sense of how the Transition plan evolved.

DLC View

The DLC national service plan envisions a program to help mold good citizens at the earliest possible age -- preferably before college. The DLC stresses the value of economic diversity among participants, pointing to the social benefits associated with the military draft. To make the program attractive to middle class students (and assure participation by an economically diverse population) the DLC supports the highest possible post-service benefit.

The DLC model is Boston's City Year, in which an economically diverse group of mostly pre-college youths perform relatively low-skill tasks.

Service Community View

A significant segment of the service community aims to maximize the availability of national service opportunities to at-risk youth. They tend to favor smaller post-service benefits in order to accommodate more participants. Senator Kennedy and others concerned about creating opportunities for low income youth will be concerned about maintaining some parity between service program education benefits and the level of benefits available under the means-tested Pell Grant program. They hope to avoid giving higher benefits to middle class students than are available to poor students.

These advocates share the DLC view that pre-college programs should be emphasized. Their models include the Los Angeles Conservation Corps, in which poor and primarily Latino youths have worked to revitalize South Central Los Angeles.

Transition Synthesis

At a December meeting after visiting Boston's City Year, Al From, Senators Mikulski, Nunn, Kennedy, and Wofford, and Congressman McCurdy reached substantial agreement among themselves on guidelines for national service legislation.

Building on your Notre Dame speech during the campaign (Tab 1), the Transition proposal and the resultant outline for legislation (Tab 2) reflect the view that national service should place significant -- perhaps primary -- emphasis on pre-college, low-skill, group service.

The central outstanding question among Transition advisors, ranging from Al From to Peter Edelman, regarded the size of the post-service benefit.

Implementing the Campaign Promise

It is clear that you envision a national service program stressing post-college, high-skill individual service (such as teaching as opposed to corps). In particular, you made it clear at the NEC meeting last week that you view the service program as an extension of your promise to make college more accessible to the middle class, and that you do not view the service program as a social program.

In the following section I will present both the issues that you need to consider and the major policy issues which we are presenting for your decision. While you can simply indicate on this memo, or in a meeting with me what decisions you choose, I think the best course may be for you to meet with several key congressional leaders to hear the debate that will arise on the Hill.

A very useful meeting would include Senators Kennedy, Nunn, Wofford and Mikulski and Congressman Ford.

Issues to Consider

(1) Political Support: Either or both sides of the unlikely Nunn-Kennedy coalition might oppose the balance in your approach, one group on the basis of the pre/post college mix and the other because of the size of the benefit.

(2) Economic Diversity: By aiming for a lower age group, in which low income and middle class are equally represented, the Transition approach hopes to place middle-class and underclass youths side-by-side. By aiming the program at a post-college group (which is one quarter of the population and disproportionately middle class) a post-college approach would tend to result in less economic diversity.

(3) Absorption: While there are dozens of pre-college corps around the country (although only City Year has the economic diversity that is desired) there are fewer functioning models of post-college programs (Teach for America, VISTA, etc.). There may be problems creating the promised number of slots at the post-college level.

(4) Two-tier professional structure: If there are truly a large number of college graduates ready to serve, the real issue may be a shortage of funding for communities to hire teachers (and police officers, nurses, etc.). At the other extreme, creating "real" jobs may raise fears of job displacement by creating a class of semi-professionals.

Decisions

As you can see from the attached outline, legislation can be drafted to permit a range of possible implementation approaches. The legislation can specify target pre/post college participation levels or leave that decision to administrative guidelines; the level of benefits could be left flexible up to a ceiling; and the types of service can be defined very broadly.

We are proceeding on the presumption that you want a legislative proposal to clearly articulate your vision, and in order to draft legislation which does so, the following decisions are critical.

(1) Pre/Post College Mix

Legislation should specify either a range or a specific mix of participants for whom the program is intended. In addition,

at last week's NEC meeting you raised the possibility of a differential education benefit for pre and post college participants.

(A) Target population

The pro and con arguments are discussed fully above. Please indicate your preference below:

- _____ Most funding for post-college slots, lesser for pre-college
- _____ Equal weighting
- _____ Most funding for pre-college slots, lesser for post-college.
- _____ Preferred ratio (e.g. 80/20; 60/40) _____

(B) Differential Benefits

The argument for a differential benefit is that the value of work and the market wage for younger and lower skilled participants is not as high as the comparable value and wage for a college graduate.

The argument against a differential benefit is that a lower benefit for pre-college participants will discourage middle class participation.

Recommendation: The idea of a differential rate is very attractive and would help shift the use of dollars in the program towards the post-college program that is your principal concern.

- _____ Design a differential benefit
- _____ Design a single benefit structure

(2) Size of Education Benefit

As discussed above, the principal outstanding question in the Transition concerned the size of the post-service benefit.

Since the DLC considered diversity of participation the critical issue, the \$10,000 benefit was seen as essential to attract middle-class participants. For Peter Edelman and Melanne Verveer, \$5,000 is enough of an incentive for someone who

needs the program most and for middle class graduates who really want to serve.

Arguments for \$5,000 education benefit

- (1) With limited funding for means-tested programs, offering higher benefits for middle class graduates would create a political and perhaps a policy problem. Peter Edelman, for example, believes that a \$10,000 benefit would be "dead on arrival" in Congress.
- (2) Newt Gingrich et al. could parody the program describing the \$10,000 benefit as creating middle class welfare queens.
- (3) A lower post-service benefit would open the program up to more participants.
- (4) A two-year, \$5,000 per year benefit would more than offset the average unpaid student loan of \$6700. Particularly with regard to post-college benefits, levels of indebtedness is a more important consideration than total cost of college, since other arrangements have already been made to cover non-financed costs.
- (5) A higher benefit may create an incentive for students to go deeper into debt in the hope that they will be accepted to this program and have higher loans to repay.

Arguments for \$10,000 education benefit

- (1) Many of your key campaign aides, such as Stan Greenberg, believe that only a very large benefit will be seen as fulfilling your campaign promise to let kids pay off the cost of a college education in exchange for serving.
- (2) A high benefit maximizes the program's appeal to the middle-class, ensuring that national service does not become a "poor people's program".
- (3) If you start with \$10,000, Congress may force you to go down to \$7,500 or even \$5,000; if you start with \$5,000, you may end up at a lower and utterly inadequate figure.

Recommendation: There are compelling political and substantive arguments on both sides of the case. I would recommend coming in at a high benefit, but below \$10,000, perhaps \$7,500 or \$8,000.

Please indicate the benefit level you want:

_____	\$10,000	
_____	\$7,500	
_____	\$5,000	
_____	Other	_____

Conclusion

After the issues presented in this memo are resolved, we will be in a position to draft legislation rather quickly. While there are other important issues to be decided, including the extent to which matching funding will be required to achieve a public/private partnership, in my view these will be relatively easy to decide compared to the philosophical issues presented above.

TAB 1

Excerpts from September 11, 1992 Notre Dame Speech

Throughout this campaign I've talked about my plan to open the doors of college to every American. To offer every American in this country the opportunity to borrow the money to go to college and then require them to pay it back, either as a small percentage of their paychecks after they go to work or even better, by going back home and serving their community.

Frankly, I would much rather see everyone, whether they are rich, or poor, or middle class, pay back that debt by going home and working for two years in a peace corps here in America, to rebuild America. Just think of it. Millions of energetic young men and women serving their country by teaching the children, policing the streets, caring for the sick, working with the elderly, or people with disabilities, building homes for the homeless, helping children to stay off of drugs and out of gangs -- giving us all a new sense of home and real limitless possibilities.

I have offered this plan to help more young people go to college, but I have also offered it because I want America to send the message that our society values and honors service to community, just as Harry Truman's GI Bill honored the service of my father's generation, who fought and won World War II, just as the Peace Corps, which President Kennedy created with the help of you former president, Father Hesburgh and Senator Wofford, sent that message to my generation. Just as millions of Americans from all backgrounds and every walk of life are waiting for a summons to service and citizenship, not just for young people that are going on to college but for young people in our high schools and people of all ages who want to do something for their communities and for their country.

National Service Trust Fund Act of 1993

~~CONFIDENTIAL DRAFT~~

A. Establishment of the National Service Trust Fund

Funds appropriated to the Trust Fund may be used to provide a benefit worth \$10,000 for each year of service to individual completing one or two terms of approved national service.

States and a new National Service Agency will approve national service positions in the areas of education, human services, environment, and public safety. These positions may include youth corps, specialized service corps dedicated to priority needs (such as an earth corps, education corps, and health corps), individual placements in non-profit organizations (including VISTA), professional corps (such as a police corps, Teach for America corps, and service-learning corps), a limited number of public interest entrepreneurs designing new ways to solve a domestic problem, and service in hard-to-fill employer-supported teaching, nursing, and other service jobs in enterprise zones. National service positions may not displace any paid worker.

Recent college graduates of any age or out-of-school youth may participate by applying to and being accepted into a program offering approved national service positions. To assist individuals in locating approved positions, a national database will be established which can be accessed through college placement offices, employment centers, and other appropriate locations.

A minimum term of service qualifying the individual for a \$10,000 benefit is equal to 1500 hours of service over a period of not less than nine months. A part-time term of service of the equivalent number of hours must be completed within three years. A benefit may be used to pay for tuition, fees, room and board at an institution of higher education, to repay qualified federal student loans, or to obtain employment training.

To promote national esprit de corps, the National Service Agency will arrange a national training program for participants, along with a national insignia to be used on uniforms, promotional materials, and other materials of approved programs. It will also arrange for a national visibility campaign promoting national service and facilitate creation of an alumni network of individuals who have participated in national service.

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

B. Authorization of National Service Programs

To support an infrastructure of national service positions, funding is authorized for stipends and benefits (health care, child care) for participants and for program support. Three types of national service programs may be supported: School-age service-learning programs, as authorized under subtitle B of the National and Community Service Act; Older American programs, including the Older American Volunteer Programs of the Domestic Volunteer Service Act; and Full- and part-time national service eligible for benefits through the Trust Fund.

Three types of support may be made available for full- and part-time national service:

- Single-year planning or start-up grants, available to individuals, states, and public or private non-profit organizations including education institutions;

- Multi-year operations grants, available to states and public or private non-profit organizations wishing to improve or expand existing programs.

- Multi-year replication grants, available to states and public or private non-profit organizations wishing to replicate proven existing programs.

All full- and part-time national service grants will be made on a challenge basis and must be matched dollar for dollar with at least half of the match in cash.

C. Establishment of the National Service Agency

A new National Service Agency, building on the existing Commission on National and Community Service and ACTION agency, will have responsibility for establishing criteria for approved national service positions, ensuring against fraud and abuse, arranging for a national database of positions, arranging for a national training program, coordinating service programs within the federal government, administering the national service grant programs, and providing training and technical assistance to states and programs.

D. State Governance

The governor of each state may designate a lead agency and appoint a State National Service Commission responsible for administering the Trust Fund and the national service grant programs. The State Commission will include representatives of local service program directors and other citizens and will develop a plan for service, including proposed national service placements. The plan must ensure equitable treatment of urban and rural areas within the state and be approved by the governor and the National Service Agency.

THE WHITE HOUSE

WASHINGTON

February 15, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL *ES*

SUBJECT: DIRECTION OF NATIONAL SERVICE and March 1 Event

Marcia, George and I are comfortable with a March 1 national service event, at which point you would give a major address on national service (preferably at a large state university) and engage in direct service activities as well. March 1 is the anniversary of the Kennedy Executive Order establishing the Peace Corps.

Since we have allocated part of the economic stimulus package to launch a summer program to train service leaders this year, the March 1 event could include an announcement of the details of that program. It is unlikely that a \$15 million item in the economic stimulus package would have received any significant attention before you highlight it. You could also issue an executive order implementing the summer program.

By that time, we will have ironed out most of the details surrounding the legislation, and we will be able to describe the program, even if it has not been introduced. A speech outlining your vision, along with an announcement regarding the summer program provides more than enough substance to support using the day to promote the national service initiative.

Decision

-3

_____	Devote March 1 to National Service
_____	Schedule alternate date

THE WHITE HOUSE

WASHINGTON

February 10, 1993

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL

SUBJECT: ENCLOSED ARTICLE ON NATIONAL SERVICE

The enclosed Boston Globe article offers a compelling argument for national service in its broadest context.

Its emphasis on the cost benefit dimensions of service and its attitude on unnecessary Washington policy reviews of the issue will strike a response cord.

On the other hand, the author's focus on mandatory service, his somewhat cavalier attitude about "quality" and in the last paragraph, his call for one million people serving represent differences from us at this point (the high water mark in the Peace Corps was only 16,000 volunteers).

I have been in touch with the author, congratulating him on the passion and effectiveness of his article. He is extremely positive on our National Service Trust Fund and your commitment to national service. He advises that he is doing a piece on City Year for the New York Times Magazine next Sunday which I expect will reference your visit among other things.

EJS:ke

THE WHITE HOUSE

WASHINGTON

February 18, 1993

MEMORANDUM FOR JANET V. GREEN

FROM: KAREN D. EWING

SUBJECT: COMPUTERS C-

As you know, the Office of National Service has six paid EOP staffers, six full-time volunteers, three people from the Commission, and one White House Fellow. Currently, we have seven computers and four printers. As the budget allows, we would like **additional computers** for the following people:

- Eli J. Segal - Assistant to the President
- Robert Gordon, III - White House Fellow
- Diana Aldridge - Communications Director
- Susan Stroud - Senior Advisor to the Director
- Peter Edelman - Senior Policy Analyst
- Nancy Rubin - Private Sector Liaison
- Jim Kreidler - Administrative Assistant
- Jina Sanone - Receptionist

Also, we would like one **database**. Bernie Silverstein and Bill Krause recommended this piece of equipment as a means for handling outreach and correspondence since the budget doesn't allow the necessary personnel to fulfill this need. Jim Kreidler can provide further details should you need them.

We realize the budget is tight, but wanted you to have our request now, and (hopefully) there will not be a delay when funds free up.

Thanks for your help.

LARKIN
1

M E M O R A N D U M

TO: Janet Green - White House Operations
FROM: Eli J. Segal - Office of National Service
DATE: January 27, 1993
RE: Miscellaneous Administrative Details
CC: David Watkins

0- Janet, I know you are busy with everyone's requests, so please add mine to the list. I have the following questions:

1. When will parking permits be issued to my staff? Including two commissioners officers: Gloria Johnson and Paul Toback.
2. What is the status of a dedicated fax machine for the National Service Office? When can it be installed?
3. When will we have functioning PC's for the National Service staff? Our request is seven PC's and three printers.
4. When will the phone service be completed? Two AT&T people were in our offices on Tuesday to facilitate our requests.
5. When is a reasonable time GSA movers can move around furniture in our offices? We believe we have ample furniture scattered throughout our office space.
6. What are the guidelines/procedures for senior staff travel?
7. Do we have (or will we have) a mechanism for conference calls with more than three people on the line?

Community Service Briefing
Wednesday February 17, 1993
1:00 Indian Treaty Room 474 OEOB

ORGANIZATION	NAMES	DOB	SS#
Points of Light	WIN Bob Goodman Chuck Supple		
Action	John Seal Tom Endres Diana London		
Commision on National and Community Service	Catherine Milton Dick Staufenberger Melinda Hudson		
Youth Services America	Roger Landrum Frank Slobig		
PennServe	John Briscoe		
AAHE	Russ Edgerton		
Natl. Assoc. of Service and Conservation Corps	Kathleen Selz Lisa Woll		
United States Student Assoc.	Stacy Leyton Pronita Gupta		(b)(6)
American Assoc of Retired People	Mark Johnson		
Public Allies	Vanessa Kirsch Julius Watson-Davis Jason Scott		
Close Up	Frank Dirks		
YMCA	Doris Surratt		
United States Catholic Conference	G. Patrick Canan		
Alliance for Justice	Nan Aron		
Child Welfare Leage	Mary Bourdette		
National Assoc. of Foster Grandparent Program Directors	Fran Butler		

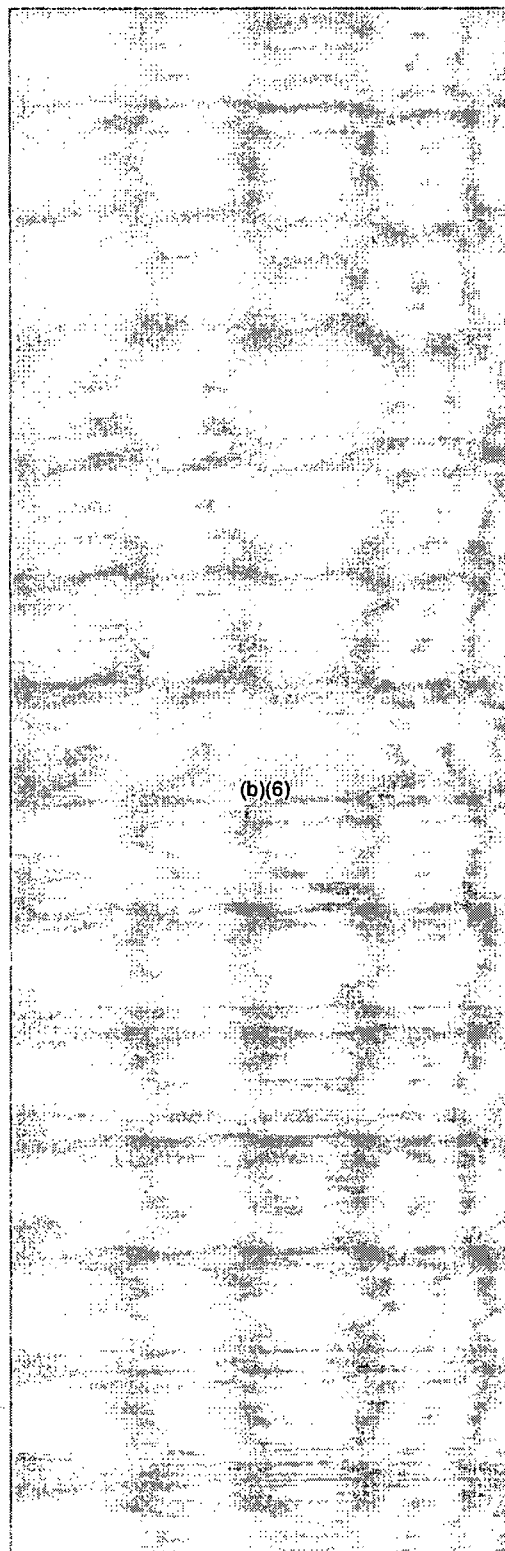
ORGANIZATION	NAME	DOB	SS#
National Council on Aging	Victoria Wagman		
Pennsylvania Campus Compact	Dianna Bucco		
Generations United	Tess Scannell		
Independent Sector	Robert Smucker		
AYPF	Samuel Halperin		
Student Conservation Assoc.	Thomas Jarvis		
Natl. Crime Prevention Council	Jack Calhoun		
NTL Womens Law Ctr.	Ellen Vargyas		
Ntl. Assoc of Partners in Education	Jane Ann Asche		
Higher Educaiton	Richard Rosser		
NASULGC	Marsha Adler		
United Way	Elaine Chao		
Childrens Defense Fund	Bruce Bennett		
VISTA	Mimi Mager		
	Robert Gordon Peter Edelman		
Young Peoples Coalition for National Service	Diane Jackson Malkea Lydia		

PEOPLE FOR THE
AMERICAN WAY

DC SERVICE

H.
JOHN BUCHANAN JR

BENJAMIN R. CARTY



DRAFT

February 19, 1993

MEMORANDUM FOR David Watkins

FROM: ELI J. SEGAL

SUBJECT: NATIONAL SERVICE PERSONNEL

The only staffing change for the Office of National Service is an update of my 2/3/93 memo. The only change is the title for Gloria Johnson.

The following is a final list of our staff:

<u>NAME/TITLE</u>	<u>SALARY</u>	<u>EFFECTIVE DATE</u>
Eli Segal Assistant to the President and Director, Office of National Service	\$125,000	1-20-93
C. Richard Allen Deputy Director, Office of National Service and Deputy Assistant to the President (TBD)	\$102,000	2-5-93
Jacob J. Lew General Counsel, Office of National Service and Special Assistant to the President	\$ 36,000	2-3-93
Gloria Johnson Special Assistant to the President and Director of Public Liaison	\$ 58,000	1-22-93
Karen Ewing Executive Assistant to the Director	\$ 30,000	1-20-93
Robert Gordon Policy Analyst	\$ 24,000	1-20-93

M E M O R A N D U M

TO: David Watkins

FROM: Eli J. Segal

DATE: February 3, 1993

RE: National Service Personnel

This memo supercedes all previous memoranda regarding the personnel, staffing and payroll of the Office of National Service.

The following is a final list of our staff:

<u>NAME/TITLE</u>	<u>SALARY</u>	<u>EFFECTIVE DATE</u>
Eli Segal Assistant to the President and Director, Office of National Service	\$125,000	1-20-93
C. Richard Allen , Deputy Director, Office of National Service and Deputy Assistant to the President (TBD)	\$102,000	2-5-93
Jacob J. Lew , General Counsel, Office of National Service and Special Assistant to the President	\$ 36,000*	2-3-93
Gloria Johnson ~~Communications Director~~	\$ 58,000	1-22-93
Karen Ewing Executive Assistant to the Director	\$ 30,000	1-20-93
Robert Gordon Policy Analyst	\$ 24,000	1-20-93

* Per our conversation, Mr. Lew's salary is based on four months.

*Special Assistant to the President &
Director of Public Liaison*

2/23/93

THE WHITE HOUSE

WASHINGTON

February 16, 1993

MEMORANDUM FOR THE PRESIDENT

FROM:

JOHN PODESTA

SUBJECT:

Direction of National Service Initiative

We need to meet on this
 this memo indicates that
 all Green's work was
 misguided or wrong

Attached is a decision memo from Eli Segal regarding basic elements of your national service program. Because the national service program is such a high-profile aspect of your economic plan, these elements need to be resolved as quickly as possible.

The memo provides general background, and suggests meeting with key congressional leaders to hear their views. The key decision issues that the memo highlights are 1) whether to target more pre-college or more post-college participation, and 2) how large the education benefit should be, and whether it should be different for pre- and post-college participants.

Copy
 Mrs. Clinton has signed off on this. Her input has been included in the memo. Howard Paster thinks that the idea of meeting with key congressional leaders is a good one, if you are willing to live with the results. The meeting would help to bring them on board, but if you don't like their suggestions, it could backfire. This memo has also been cleared with Mark Gearan for Mack and Ricki Seidman for George.

To clarify one point: an issue that is not addressed in this memo is the equally large question of reforming college student aid and moving forward with an income-contingent repayment program. Eli is operating on the assumption that income-contingent repayment of student loans is on the table and will be part of the proposal, but it is not a subject of this memo. Alice Rivlin, on behalf of Leon, suggests deferring final decisions on the size of the national service payment until a student loan reform program can be developed.

*Meeting
 student loan
 to outline 'dinger's
 can use*

2/16/93
11:05 AM

THE WHITE HOUSE

WASHINGTON

February 16, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL *EPS*

SUBJECT: DIRECTION OF NATIONAL SERVICE INITIATIVE

The vision of national service that you expressed at last Thursday's NEC meeting differs significantly from the approach that evolved during the Transition. The purpose of this memorandum is to outline the differences and present two key issues for your decision. These decisions are essential to completing the design of a program and the drafting of legislation for submission to Congress.

Given the large commitment of resources to national service in the budget, and the fact that we will be responding to many inquiries when the numbers are released, it is all the more important to resolve these issues as quickly as possible.

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There may well have been an intellectual disconnect between the middle class higher education program you articulated in the campaign and the view that evolved during the Transition. The following history, while oversimplified, gives a sense of how the Transition plan evolved.

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These advocates share the DLC view that pre-college programs should be emphasized. Their models include the Los Angeles Conservation Corps, in which poor and primarily Latino youths have worked to revitalize South Central Los Angeles.

Higher Education Community View

Those concerned about expanding access to higher education for low-income youth will be concerned about maintaining some parity between service program education benefits intended primarily for the middle class and the level of benefits available under the means-tested Pell Grant program.

Transition Synthesis

At a December meeting after visiting Boston's City Year, Al From, Senators Mikulski, Nunn, Kennedy, and Wofford, and Congressman McCurdy reached substantial agreement among themselves on guidelines for national service legislation.

Building on your Notre Dame speech during the campaign (Tab 1), the Transition proposal and the resultant outline for legislation (Tab 2) reflect the view that national service should place significant emphasis on pre-college, low-skill, group service.

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A very useful meeting would include Senators Kennedy, Nunn, Wofford and Mikulski and Congressman Ford.

Issues to Consider

(1) Political Support: Either or both sides of the unlikely Nunn-Kennedy coalition might oppose the balance in your approach, one group on the basis of the pre/post college mix and the other because of the size of the benefit.

(2) Economic Diversity: By aiming for a lower age group, in which low income and middle class are equally represented, the Transition approach hopes to place middle-class and underclass youths side-by-side. By aiming the program at a post-college group (which is one quarter of the population and disproportionately middle class) a post-college approach would tend to result in less economic diversity.

(3) Absorption: While there are dozens of pre-college corps around the country (although only City Year has the economic diversity that is desired) there are fewer functioning models of post-college programs (Teach for America, VISTA, etc.). There may be problems creating the promised number of slots at the post-college level.

(4) Two-tier professional structure: If there are truly a large number of college graduates ready to serve, the real issue may be a shortage of funding for communities to hire teachers (and police officers, nurses, etc.). At the other extreme, creating "real" jobs may raise fears of job displacement by labor.

Decisions

As you can see from the attached outline, legislation can be drafted to permit a range of possible implementation approaches. The legislation can specify target pre/post college participation levels or leave that decision to administrative guidelines; the level of benefits could be left flexible up to a ceiling; and the types of service can be defined very broadly.

We are proceeding on the presumption that you want a legislative proposal to clearly articulate your vision, and in order to draft legislation which does so, the following decisions are critical.

→ Guns attempts to deal w/ both of these issues
 + I thought an even clearer that to displacement
 would be rule that for 1 or 2 yrs teachers, eg, would
 work for low pay + benefits (as per corps paid by fees
 to
 submit

(1) Pre/Post College Mix

Legislation should specify either a range or a specific mix of participants for whom the program is intended.

Please indicate your preference below:

_____ Most funding for post-college slots, lesser for pre-college

_____ Equal weighting

Not Discen
_____ Most funding for pre-college slots, lesser for post-college.

_____ Preferred ratio (e.g. 80/20; 60/40) _____

(2) Size of Education BenefitArguments for \$5,000 education benefit

(1) A two-year, \$5,000 per year benefit would more than offset the average student loan of \$6,700. Particularly with regard to post-college benefits, level of indebtedness is a more important consideration than total cost of college, since other arrangements have already been made to cover non-financed costs.

(2) With limited funding for means-tested programs and a limited number of national service placements available, offering higher benefits for middle class graduates able to get into the program than for most low-income students would create a political and perhaps a policy problem. Peter Edelman, for example, believes that a \$10,000 benefit would be "dead on arrival" in Congress.

Not teacher & Admin offices They make a decision
(3) Newt Gingrich et al. could parody the program describing the \$10,000 benefit as "paying volunteers" better than regular workers.

(4) A lower post-service benefit would open the program up to more participants.

(5) A higher benefit may create an incentive for students to go deeper into debt in the hope that they will be accepted to this program and have higher loans to repay.

Arguments for \$10,000 education benefit

- (1) Many of your key campaign aides, such as Stan Greenberg, believe that only a very large benefit will be seen as fulfilling your campaign promise to let kids pay off the cost of a college education in exchange for serving.
- (2) A high benefit maximizes the program's appeal to the middle-class, ensuring that national service does not become a "poor people's program".
- (3) If you start with \$10,000, Congress may force you to go down to \$7,500 or even \$5,000; if you start with \$5,000, you may end up at a lower and utterly inadequate figure.

Arguments for differential benefits

At last week's NEC meeting you raised the possibility of a differential education benefit for pre and post college participants.

The argument for a differential benefit is that the value of work and the market wage for younger and lower skilled participants is not as high as the comparable value and wage for a college graduate.

The argument against a differential benefit is that it increases complexity of the program and risks unfairness when a talented high school graduate does essentially the same work as a less gifted college graduate but receives a lesser benefit.

Recommendation: I would recommend coming in at a single benefit level of \$7,500 or \$8,000. With regard to a differential benefit structure, it is an attractive idea which would shift the use of program dollars toward the post-college program that is your principal concern. However, I would reserve the option of a differential structure until later, if it becomes politically necessary.

Please indicate the benefit level you want:

_____	\$10,000
_____	\$7,500
_____	\$5,000
_____	\$10,000 post-college, \$5,000 for others
_____	Other _____

Conclusion

While there are other important issues to be decided, including the extent to which matching funding will be required to achieve a public/private partnership, in my view these will be relatively easy to decide compared to the philosophical issues presented above. If you agree, we would like to circulate the outline appearing in Tab 2 to our friends so that we can begin the discussion process right away. This will enable us to draft the legislation quickly.

TAB 1

Excerpts from September 11, 1992 Notre Dame Speech

Throughout this campaign I've talked about my plan to open the doors of college to every American. To offer every American in this country the opportunity to borrow the money to go to college and then require them to pay it back, either as a small percentage of their paychecks after they go to work or even better, by going back home and serving their community.

Frankly, I would much rather see everyone, whether they are rich, or poor, or middle class, pay back that debt by going home and working for two years in a peace corps here in America, to rebuild America. Just think of it. Millions of energetic young men and women serving their country by teaching the children, policing the streets, caring for the sick, working with the elderly, or people with disabilities, building homes for the homeless, helping children to stay off of drugs and out of gangs -- giving us all a new sense of home and real limitless possibilities.

I have offered this plan to help more young people go to college, but I have also offered it because I want America to send the message that our society values and honors service to community, just as Harry Truman's GI Bill honored the service of my father's generation, who fought and won World War II, just as the Peace Corps, which President Kennedy created with the help of you former president, Father Hesburgh and Senator Wofford, sent that message to my generation. Just as millions of Americans from all backgrounds and every walk of life are waiting for a summons to service and citizenship, not just for young people that are going on to college but for young people in our high schools and people of all ages who want to do something for their communities and for their country.

National Service Trust Fund Act of 1993

~~CONFIDENTIAL~~ DRAFT

Fact Sheet

A. Establishment of the National Service Trust Fund

Funds appropriated to the Trust Fund may be used to provide a benefit worth **up to \$10,000 for each year of service** to qualified individuals completing one or two terms of approved national service.

States and a new national service agency will approve national service positions in the areas of education, human services, environment, and public safety. These positions may include **youth corps, specialized service corps** dedicated to priority needs (such as an earth corps, education corps, and health corps), **individual placements in non-profit organizations** (including VISTA), **professional corps** (such as a police corps, Teach for America corps, and service-learning corps), a limited number of **public interest entrepreneurs** designing new ways to solve domestic problems, and **service in hard-to-fill employer-supported teaching, nursing, and other service jobs** in enterprise zones. National service positions may not displace any paid worker.

The program is open to recent college graduates of any age or out-of-school youth who apply to and are accepted into programs offering approved national service positions. To assist individuals in locating approved positions, a **national database** will be established which can be accessed through college placement offices, employment centers, and other appropriate locations.

The benefit may be used to repay qualified federal student loans. In addition, for those eligible for the program who have not completed college, the benefit may be used to pay for tuition, fees, room and board at institutions of higher education or to obtain employment training.

To promote **national esprit de corps**, the national service agency will arrange a national training program for participants, along with a national insignia to be used on uniforms, promotional materials, and other materials of approved programs. It will also arrange for a national visibility campaign promoting national service and facilitate creation of an alumni network of individuals who have participated in national service.

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

B. Funding for Stipends and Program Support

To support an infrastructure of national service positions, funding is authorized for stipends and benefits (health care, child care) for participants and for program support. Three types of support may be made available for programs participating in the National Service Trust Fund:

- Single-year venture capital grants for individuals, states, and public or private non-profit organizations including education institutions;

- Multi-year operations grants for states and public or private non-profit organizations to pay stipends and program costs.

- Multi-year grants for states and public or private non-profit organizations to replicate proven existing programs.

All program support and stipends will be made on a **challenge basis** and must be matched dollar for dollar with at least half of the match in cash.

C. Establishment of the National Service Agency

A new national service agency, building on the existing Commission on National and Community Service and ACTION agency, will have responsibility for establishing criteria for approved national service positions, ensuring against fraud and abuse, arranging for a national database of positions, arranging for a national training program, coordinating service programs within the federal government, administering the national service grant programs, and providing training and technical assistance to states and programs.

D. State Governance

The governor of each state may designate a lead agency and appoint a State National Service Commission responsible for overseeing national service programs in the state. The State Commission will include representatives of local service program directors and other citizens and will develop a plan for service, including proposed national service placements in the state. The plan must ensure equitable treatment of urban and rural areas within the state and be approved by the governor and the national service agency.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

TO: Distribution
FROM: Eli Segal
RE: National Service Events for Monday, March 1
DATE: February 26, 1993

On Monday, March 1, the President travels to New Brunswick, New Jersey for a major address on National Service at Rutgers University.

As part of the events, the President will:

- visit a service project that exemplifies his service message -- probably the New Brunswick Adult Learning Center, which involves college students and Youth Corps from the area;
- give a speech before Rutgers students, discussing the ethic of service and announcing his specific plans for a summer project;
- appear on MTV in a taped interview, challenging young Americans to get involved. The interview will become part of an MTV special broadcast that evening and throughout the week.

There also is a strong possibility the Vice President, First Lady, and Mrs. Gore will be involved in individual service hits on Monday to coincide with the President's Rutgers event.

We anticipate a number of Cabinet officials on Monday will support the President's call to national service -- either as primary surrogates, or in the course of their already scheduled activities.

The attached includes general talking points providing the key messages for the day. Also attached are one-page backgrounders on the status of the President's National Service initiative and the "Summer of Service" project.

NATIONAL SERVICE GENERAL TALKING POINTS

National Service as an American Ethic:

- * Americans have a new sense of determination. They're saying: We want our country back. And they're ready to do something about it. That's why they're supporting the President's economic plan. And that's why they believe in national service.
- * The President deeply believes in service, and he's going to use the tremendous resources at his disposal to support it. But those resources are worth nothing compared to the resourcefulness of the American people.
- * We have a responsibility to fight our country's problems -- "we" the government, but more importantly, we the people.
- * So today, we are challenging you, as the President has challenged his administration, to lift up your selves and lift up your country through service. I challenge you to [specific examples] ... I challenge you to ... As Martin Luther King said: "Everyone can be great because everyone can serve."

The President's National Service Initiative:

- * The President's initiative will encourage our people to serve. It's an investment in our future -- and here's the return:
 - We'll rebuild our communities
 - We'll send thousands of Americans to college
 - We'll lift our country up and bring our people together.
- * The President's program consists of two main components:
 - The first part will help young people take low-paying public service jobs. Graduates will be able to pay off their loans as a small percentage of their income over time; we call it "pay as you grow."
 - The second part will create thousands of opportunities for young people to pay for college by serving our country -- fighting crime, teaching young people, giving immunizations, or cleaning up pollution and waste.

The President's Summer of Service

- * Because the President doesn't want service to wait, he's going to make this summer a Summer of Service -- eight intense weeks for at least 1,000 young leaders from all backgrounds. They'll serve by getting children at risk ready for school -- with tutoring, so they've got better skills; with mentoring, so they want to stay out of gangs and in class; and with immunizations and lead poisoning detection, so kids aren't sick.

BACKGROUNDER ON PRESIDENT'S NATIONAL SERVICE INITIATIVE

Timing. The President will submit his legislation to Congress soon.

Two parts. The legislation has two parts. One part will enable young people to pay back their student loans as a small percentage of their income over time, helping them take essential but low-paying public service jobs. The other part will create opportunities for young people to serve our country and help pay for college in return.

Funding. The President has requested \$7.4 billion over the next four years for the second part of the national service initiative. The funding level rises each year, to \$3.4 billion in 1997, because this initiative aims to support the growing work of America's communities -- not overwhelm it. Funding starts at \$400 million next year.

Number of Participants. The numbers will reflect the enthusiasm of the American people and the ingenuity of our communities in developing solid ways to put our people's energy to work. By 1997, we believe there could be more than 100,000 young people paying for post-secondary education by serving their country, and hundreds of thousands more doing low-paying public service work because loans no longer block the way.

Eligibility and benefits. Students before, during and after college will be eligible to serve for a year or two, and in return get a small stipend, health and child care benefits where necessary, and an educational benefit to pay for college or job training. [Note: This is the service-for-benefits option; anyone who needs an income-contingent loan will be eligible to get it.]

Activities. The program aims to meet unmet needs in critical areas. It is not job training. Young people will be able to serve as teachers in schools where kids need extra help; in clinics in areas where people need medical care; in the police force, keeping criminals off the streets and kids out of gangs; and in an environmental corps, recycling waste and stopping pollution.

Administration. The program will be non-bureaucratic, using venture capital to support entrepreneurs and public-private partnerships to support growing programs. States and local organizations will be given the opportunity to design innovative ways to meet identified national priorities.

Nondisplacement. The legislation will include strict nondisplacement and nonduplication provisions. National service will only meet needs that are not otherwise being met.

**BACKGROUNDER ON
PRESIDENT'S SUMMER OF SERVICE PROGRAM**

Overview. In 4 to 10 communities around the country, the Summer of Service will involve a diverse group of more than 1,000 young people in special efforts to help children at risk.

Funding. The program will be funded with a portion of a \$15 million appropriation in the FY 93 stimulus package. (Additional challenge-grant funding for service corps; for expanding teacher training in service learning; and for re-establishing VISTA's Summer Associates program are also included in the package.)

Goals. The program has two major goals: To show what national service can accomplish, meeting critical needs and bringing people together; and to develop a leadership corps for future years of national service. National service is such a priority of the President, he wouldn't let it wait for the full program to pass Congress.

Targeted needs. The programs in the Summer of Service aim to help children-at-risk in the areas of education, health, crime prevention, and environmental protection. Some participants will tutor; some will help bring families into medical clinics; some will develop recreational centers; some will counsel youths to keep them out of gangs. The possibilities are as diverse as our problems, but the goal is always the same: tangible, meaningful change to help children-at-risk.

Leadership training. The entire summer will be designed to develop the leadership skills of participants. For several days at the beginning and end of the summer, the young people will gather to share their experiences and complete intensive leadership training.

Post-program. All participants who are interested in continuing to serve through the next year will receive placement assistance. Participants with ideas to design their own programs to fight community problems will be able to receive modest Service Entrepreneurial Awards for Change (SEA Change) to make their dreams a reality.

Administration. The Commission on National and Community Service will administer a competitive process to determine what programs participate. The Commission is working quickly to ensure that programs are developed rapidly and effectively to succeed for this summer.

THE WHITE HOUSE
WASHINGTON

February 26, 1996

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL

0-

SUBJECT: Attached New York Times Article

I thought you would find this New York Times article dated March 2, 1961 of interest. I have sent a copy to the Vice President.

I am stunned how the standards of journalism have changed. This kind of "puff piece" -- especially by someone like David Halberstam -- will be difficult to replicate in today's more cynical environment.

We are trying to build in the human dimension for our Monday speech. On hand (and referenced in the text) will be young "service heroes." Sargent Shriver has been invited to personify the historical context of your initiative.

Also, we have contacted David Halberstam and Rafer Johnson, who are very supportive of your national service agenda and will be built into our campaign as we go forward.

EJS:ke

THE WHITE HOUSE
WASHINGTON

February 26, 1993

MEMORANDUM FOR THE VICE PRESIDENT

FROM: ELI J. SEGAL

C-

SUBJECT: Attached New York Time Article

I thought you would find this New York Times article dated March 2, 1961 of personal and historical interest. I have sent a copy to the President.

I am stunned how the standards of journalism have changed. This kind of "puff piece" -- especially by someone like David Halberstam -- will be difficult to replicate in today's more cynical environment.

I hope that our young people will transcend this cynicism as we build our national service program. Your sister was prepared to serve 32 years ago. I think the time is right today for a similar commitment from hundreds of thousands of practical dreamers.

Your leadership and involvement in this undertaking are enormous assets, and I am especially appreciative of your Earth Corps proposal and willingness to drive the service message forward on Monday in Madison.

EJS:ke

FAX COVER SHEET

Office of National Service
Old Executive Office Building
Washington, DC 20500
(202) 456-6444 Phone
(202) 456-6420 Fax

C-

TO: Sargent Shriver

ORGANIZATION: Special Olympics

FAX #: (202) 737-1937

PHONE #: ()

FROM: ELI SEGAL

DATE: February 26, 1993

NUMBER OF PAGES (including cover sheet): 3

COMMENTS: What an article! Hope you will be able to join us on Monday.

(If you have any problem with the fax transmission, please call
(202) 456-6444.

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NYT, 3/2/61

Rafer Johnson Asks to Serve—Work by Staff Is Heavy

By DAVID HALBERSTAM

Special to The New York Times.

WASHINGTON, March 1 — Rafer Johnson, the Olympic decathlon champion, has volunteered to join the Peace Corps announced today by President Kennedy.

Forrest Evashevski, former football coach at the University of Iowa and once a noted blocking back at the University of Michigan, will soon take a job at the headquarters of the corps in Washington.

Sally Bowles, daughter of Under Secretary of State Chester Bowles, and Nancy Gore, daughter of Senator Albert Gore of Tennessee, are already at work at corps headquarters.

Today, within an hour or two after President Kennedy had announced the establishment of the Peace Corps on a pilot basis, the switchboard at headquarters could not handle the calls from volunteers and inquirers.

The response to the idea of a voluntary organization in which American men and women could help the developing countries of the world has exceeded all expectations.

President Kennedy is reported to have received more letters about the peace corps than about any other issue—some 6,000 letters of suggestion, inquiry and open application. None mentions salary.

Ed Bayley, who is serving temporarily as public relations director for the corps, said that "not only do we get letters from young people who want to

Continued on Page 13, Column 1

RECRUITS FLOCK TO PEACE CORPS

Continued From Page 1, Col. 5

serve," but "I am amazed at the requests we have from older people who want to work on the Washington staff—lawyers, newspaper men, business men.

"And for the young people—why this is a chance to participate directly in a Government which always seems so far away and distant."

Some of the headquarters staff members, such as Miss Gore, are not sure yet what they are being paid—and if they are being paid.

Miss Gore, 23 years old, said she chose the peace corps because:

"It's the first new idea of the New Frontier. It's one of the few original things that's happened in a long time, and it's one that I can participate in, something that I can contribute to."

Miss Bowles, 22, said joining the staff of the Peace Corps "is exactly what I wanted to do—I feel very strongly about this and have ever since I was in India." She was there when her father was Ambassador to India. There, she said, she saw

the potential for a group of dedicated young people.

Another young staff member, Miss Mitzi Mallina, 22, of Hastings-on-Hudson, N. Y., said the idea of the Peace Corps had deeply touched today's college seniors.

"I know a lot of boys at Harvard and M. I. T. who have been waiting to hear the news about it—who have been hoping it would open up soon enough so that they could join when they got out of college," she said.

The letters are indicative too:

From Hartsville Ohio: "I could couple my knowledge of agriculture with a speaking knowledge of Spanish and work in Latin America."

From New York City: "I am willing to spend the rest of my life in work like this because it can mean so much to our country."

From Cleveland: "Have you a place for me in your fight for peace?"

Mr. Johnson, who has volunteered for the corps, is serving as assistant track coach at the University of California at Los Angeles. The 25-year-old athlete was a track star at the university in 1956-58.

Mr. Evashevski, who is in his forties, is athletic director at the University of Iowa.

The Place to Apply
WASHINGTON, March 1

(AP)—Where should those interested in joining President Kennedy's Peace Corps apply?

Administration officials said today inquiries should be addressed to:

The Peace Corps, International Cooperation Administration Headquarters, Washington, D. C.

(2)

**TO: Rahm Emanuel
Regina Montoya
Alexis Herman**

**FROM: Eli Segal
Office of National Service**

DATE: Feb. 28, 1993

Please disseminate this information to your constituencies as appropriate.

Those wishing to receive grants for the summer program or the program at large must apply through the Commission on National and Community Service. Catherine Milton is the Director. (724-0060)

Individuals wishing to respond to the President's challenge should write to:

President Bill Clinton
The White House Office of National Service
Washington D. C. 20500

Also, you should emphasize in your discussions that the National Service initiative will result in a flow of additional dollars to states supporting exemplary service programs. States will be encouraged to apply directly to the Commission.

Direct any additional questions to Gloria Johnson, Director of Public Liaison, at 456-6444.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

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RE: National Service Events for Monday, March 1
DATE: February 26, 1993

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As part of the events, the President will:

- visit a service project that exemplifies his service message -- probably the New Brunswick Adult Learning Center, which involves college students and Youth Corps from the area;
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The attached includes general talking points providing the key messages for the day. Also attached are one-page backgrounders on the status of the President's National Service initiative and the "Summer of Service" project.

INFORMATION ON THE PRESIDENT'S NATIONAL SERVICE INITIATIVE:

- o **Timing:** The President will submit legislation for his national service program to Congress this spring.
- o **Two Components of the Program:** The President's program will have two primary components: 1) The program will create national service opportunities for young people to serve their country and receive money for college or training in return; 2) The program will enable all young people to go to college or receive training to pay back their student loans as a small percentage of their income over time ("income-contingent" loans), thereby encouraging young people to take their college or training skills to essential but often low-paying public service jobs.

Details on The First Component:

- o **Funding:** The President has requested \$7.4 billion over the next four years for his national service program. The funding level will rise each year, to \$3.4 billion in 1997. Funding starts at \$400 million for the first year.
- o **Number of Participants:** The number of participants for the first year is estimated at 25,000. By 1997, it is expected that more than 100,000 young people will be paying for their education or training by serving their country and communities. (Again, many more Americans will be serving in essential, public service jobs because of the "income-contingent" option.)
- o **Eligibility and Benefits:** Students before, during and after college will be eligible to serve for a year or two, and in return receive a small stipend, health and child care benefits where necessary, and an educational benefit to pay for college or job training (or discharge loans incurred for those purposes).
- o **Focus of Service Activities:** The program objectives will be to meet unmet needs in critical areas. For example, young people will be able to serve as teachers in schools where children need extra help; in clinics in areas where people need medical care; in the police force, keeping criminals off the streets and kids out of gangs; and in an environmental corps, recycling waste and fighting pollution.
- o **Administration:** The program will be non-bureaucratic, using venture capital to support entrepreneurs and public-private partnerships to support growing programs. States and local organizations will be given the opportunity to design innovative ways to meet identified national priorities.

Page Three

o **Nondisplacement:** The legislation will include strict nondisplacement and nonduplication provisions. National service will only meet needs that are not otherwise being met.

PRESIDENT'S "SUMMER OF SERVICE" PROJECT:

o **Project Overview:** With national service a high priority for the President, he will be organizing a summer project even as his proposed legislation will be making its way through Congress. The project will focus on 4 to 10 communities around the country, involving a diverse group of more than 1,000 young people involved in special efforts to help children at risk.

o **Funding:** The project will be funded with a portion of a \$15 million appropriation in the FY 93 stimulus package. (Additional challenge-grant funding for service corps; for expanding teacher training in service learning; and for re-establishing VISTA's Summer Associates program are also included in the package.)

o **Objectives:** The program has two major goals: To show what national service can accomplish, meeting critical needs and bringing people together; and to develop a leadership corps for future years of national service. National service is such a priority of the President, he wouldn't let it wait for the full program to pass Congress.

o **Targeted Needs:** The programs in the "Summer of Service" will focus on **children-at-risk** in the areas of education, health, crime prevention, and environmental protection. For example, some participants will tutor; some will help bring families into medical clinics; some will develop recreational centers; some will counsel youths to keep them out of gangs.

o **Leadership Training:** The summer project will be designed to develop the leadership skills of the young participants. For several days at the beginning and end of the summer, the participants will gather to share their experiences and complete intensive leadership training.

o **Post-program/Ongoing Benefits:** All participants interested in continuing to serve through the next year will receive placement assistance. Participants with ideas to design their own programs to fight community problems will be able to receive modest Service Entrepreneurial Awards for Change (SEA Change) to realize their plans.

o **Administration:** The Commission on National and Community Service will administer a competitive process to determine what programs participate. The programs will select the participants. The Commission is working quickly to ensure that programs are developed rapidly and effectively to succeed for this summer.

NATIONAL SERVICE GENERAL TALKING POINTS

National Service as an American Ethic:

- * Americans have a new sense of determination. They're saying: We want our country back. And they're ready to do something about it. That's why they're supporting the President's economic plan. And that's why they believe in national service.
- * The President deeply believes in service, and he's going to use the tremendous resources at his disposal to support it. But those resources are worth nothing compared to the resourcefulness of the American people.
- * We have a responsibility to fight our country's problems -- "we" the government, but more importantly, we the people.
- * So today, we are challenging you, as the President has challenged his administration, to lift up your selves and lift up your country through service. I challenge you to [specific examples] ... I challenge you to ... As Martin Luther King said: "Everyone can be great because everyone can serve."

The President's National Service Initiative:

- * The President's initiative will encourage our people to serve. It's an investment in our future -- and here's the return:
 - We'll rebuild our communities
 - We'll send thousands of Americans to college
 - We'll lift our country up and bring our people together.
- * The President's program consists of two main components:
 - The first part will help young people take low-paying public service jobs. Graduates will be able to pay off their loans as a small percentage of their income over time; we call it "pay as you grow."
 - The second part will create thousands of opportunities for young people to pay for college by serving our country -- fighting crime, teaching young people, giving immunizations, cleaning up pollution and waste.

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- * Because the President doesn't want service to wait, he's going to make this summer a Summer of Service -- eight intense weeks for at least 1,000 young leaders from all backgrounds. They'll serve by getting children at risk ready for school with tutoring, so they've got better skills; with mentoring they want to stay out of gangs and in class; and with immunizations and lead poisoning detection, so kids aren't

TESTIMONY OF

Peter B. Edelman

Counsellor to the Secretary
Department of Health and Human Services

BEFORE THE
HOUSE COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON VA, HUD AND INDEPENDENT AGENCIES

February 23, 1993

Mr. Chairman and members of the Subcommittee:

I appreciate this opportunity to testify on the national service component of the President's economic stimulus plan. The Administration is requesting additional appropriations of \$15 million in funding for the Commission on National and Community Service for our Summer of Service, creating opportunities for thousands of participants and demonstrating the potential of national service to address critical national concerns.

Each American generation has learned that making a difference through service changes lives forever. Whether tested on the battlefield while in the military, or in tiny villages while in the Peace Corps, service participants are prepared to make future contributions to our nation and our economic well being.

This is especially true for young people in their late teens and early twenties: prepared by their initial education and early experiences -- but without the full panoply of adult responsibilities -- they have the most to give and to gain from formative new experiences. Consequently, the summer of service will be targeted at reaching participants between the ages of seventeen and twenty three.

Summer of Service will begin and end with an intensive leadership training program, but at its core, will be highly targeted to leave behind clear benefits.

Summer of Service will be dedicated to addressing the needs of children at risk, and will make a tangible difference in communities which participate in the program. If a youth

corps tests an urban neighborhood to identify lead paint hazards in Baltimore; if a team of young people helps second graders in South Boston to learn to read; if a group of students helps inoculate all of the children in the Crenshaw district of Los Angeles, those areas will have an appreciably greater chance of helping themselves with new energy and purpose.

President Clinton envisions national service as an abiding ethic, not merely a program. As you know, the Administration will soon propose a major new initiative to implement this vision. My purpose today is to describe what can be done this very summer, with limited and highly-targeted resources, to employ young people, improve our country and inaugurate the national service initiative.

This proposal integrates several elements to leverage this stimulus investment:

- (1) an intensive summer of service with tangible community benefits and a program to help participants find opportunities to pursue a year of service;
- (2) an investment in leadership training, so this summer's participants can guide thousands of their peers to service opportunities; and
- (3) incentive funding for new service models developed by summer participants.

Summer of Service relies on the existing statutory authority granted to the Commission on National and Community Service under the National and Community Service Act of 1990. The Summer of Service program will be administered by the Commission, which since its creation has worked with states, institutions of higher education, Native American tribes, and local organizations. Last year the Commission awarded grants totalling \$63 million.

The \$15 million requested will be partially matched by the institutions participating in the Summer of Service Program.

In addition to the program described above, the funding requested will support expanded activities this summer in several successful service programs:

- incentive funding to encourage summer youth corps programs with a proven track record of success to increase the number of funded positions this summer.
- funding for a service training program for elementary and secondary school teachers to enhance service education in our primary and secondary schools;

-- a grant to ACTION to fund additional VISTA summer associate positions this year.

Overall, the Summer of Service initiative will create positions for 4,400 participants, at a total cost of \$15 million. The average cost of the program per participant is \$3,409.

I appreciate the opportunity to have appeared before you today, and would close by quoting a portion of the President's Inaugural address:

"In serving, we recognize a simple, but powerful truth. We need each other, and we must care for one another. Today, we do more than celebrate America. We rededicate ourselves to the very idea of America, an idea born in revolution and renewed through two centuries of challenge; an idea tempered by the knowledge that, but for fate, we, the fortunate, and the unfortunate, might have been each other; an idea ennobled by the faith that our nation can summon from its myriad diversity the deepest measure of unity; an idea infused with the conviction that America's long, heroic journey must go forever upward."

Thank you. I will be pleased to respond to any questions which you have at this time.

Summer of Service

Program Justification

Serving Children at Risk

Summer of Service funds (\$15 million total) will be targeted to address the unmet needs of children at risk. Moreover, to demonstrate the potential of service in a short period of time, funding will be limited to programs in no less than four, and up to ten urban and rural areas. There is a strong preference for programs that demonstrate coordination between a number of service organizations in selected areas.

The Commission on National and Community Service will select proposals for funding based on the statutory authority contained in the National and Community Service Act of 1990 and the Commission's implementing regulations. Current matching requirements will leverage additional funding to support the funding contained in the economic stimulus package. The following activities indicate examples of the services that Summer of Service may provide:

- assisting health care providers implementing immunization programs for very young children;
- individualized literacy programs;
- educational enrichment activities for children at risk of dropping out of school;
- projects to test an entire neighborhood for lead paint.

Building on Existing Models

Existing not-for-profit organizations (service providers, schools, higher education institutions, youth corps, and/or, public agencies) will be invited to submit proposals to the Commission. The proposals will be required to reflect at least the following components:

- a detailed plan showing measurable outcomes from the services to be rendered (e.g., how many children will be immunized or tutored; how many apartments will become free of lead paint);
- a minimum of eight weeks of service during the summer of 1993, not including the national training and related activities described below;

- a proven track record of running community service programs of the type proposed;
- a sufficient local infrastructure to ensure that the program will be fully implemented;
- a demonstration of local community support (with applicants encouraged to show financial or in-kind participation from the private sector or other governmental levels);
- a plan to attract highly-qualified potential participants from ethnically and economically diverse segments of the community;
- a plan which incorporates service learning into the summer experience;
- a detailed program of supervision to ensure full performance of meaningful work and optimal training of participants; and
- a demonstrated ability to implement federally-supported stipends and post-service benefits for education and training.

Targeting Resources

To target Summer of Service resources effectively, applicants must demonstrate to the Commission that either on their own, or in conjunction with other organizations, they have the ability to provide valuable service opportunities for at least 50 program participants. The target for each participating community (which may be composed of several coordinated programs) will be 300 participants, except for rural areas where programs may be smaller.

The Commission will give particular consideration to the following criteria:

1. coordination between institutions of higher education, community-based non-profits and/or public agencies;
2. leveraged impact, achieved by multiplying the number of participants through involvement of non-stipended volunteers (particularly middle school youth and senior citizens).

In order to be considered for funding as a higher education innovative project for community service, an application must:

submitted by a qualified institution of higher education, or must be a consortium including such an institution.

From the proposals submitted, the Commission's Board of Directors will award grants to the best proposals, utilizing criteria which includes quality, innovation and replicability. The Commission will select no less than four, nor more than ten geographical areas. Selected sites will be geographically diverse, and shall include both urban and rural programs.

Leadership Training

To provide effective leadership training, and to develop a group of service leaders, the Summer of Service will include a week of training at the beginning of the summer and a summit at the end of the summer.

Training at the beginning of the summer will require one week of intensive "leadership boot-camp". At the conclusion of the summer, all participants will again be assembled for two days of debriefing and training, followed by a Youth Service Summit Conference, to be attended by the President, interested members of Congress, and selected members of the academic, service, and other interested communities. The Conference will examine those lessons of the Summer of Service which are applicable to a broader program for national service.

Summer of Service Project Costs

Summer of Service participants will receive a minimum wage stipend and a post service benefit of \$1,000 to be applied to education or training. Program costs will also include program training, supervision and leadership training.

Total cost per participant will be \$5,890. Total cost for 1,800 participants will be \$10,602,000.

Leadership Placement

To assist all participants interested in extending their period of service, Summer of Service will provide placement assistance to participants. The Commission will make available information about pre-qualified service projects, and will provide these projects with resumes of Summer of Service program participants. The leadership placement program is budgeted at \$100,000.

Program Analysis

At the end of the summer, a Youth Service Summer Conference will be held to analyze and evaluate the results of projects undertaken under this program. In addition, an analysis will be conducted of the overall program and the Youth Service Summer

Conference. A report summarizing the Summer of Service and the Conference will be prepared for submission to Congress and for public release. These activities are budgeted at \$535,000.

SEA Change Awards

The Commission may grant up to 25 Service Entrepreneurship Awards for Change (SEA Change Awards) to encourage participants to develop innovative approaches to service. Participants may submit a business plan during the course of the summer, detailing their intention to create a service program that they would implement over the following nine months. These awards will provide venture capital to encourage innovative programs for national service and involve the nation's youth in addressing urgent national needs. This program is budgeted at \$475,000.

Other Program Costs

Other costs associated with the Summer of Service program include training of supervisors; and review, selection and oversight of funded projects. These activities are budgeted at \$820,000.

Summer Corps Catalyst Grants

Summer of Service includes challenge grants to encourage successful summer corps programs to expand their efforts this summer, creating 2,000 additional service opportunities. Existing programs, such as PennServe, will be provided up to \$500 per participant as partial funding to expand their programs this summer. This program is budgeted at \$1,000,000.

K-12 Service Learning Program

The Summer of Service program will train elementary and secondary school teachers to design and administer programs in their schools. This project is budgeted at \$250,000.

VISTA Associates

\$1,218,000 will be granted to create approximately 600 additional VISTA summer associate positions, where individuals 18 years old and older will work full time on projects, in tandem with full-time VISTA volunteers. Their work also will be focused on the needs of children at risk.

Total Participation

This integrated proposal would accordingly involve a total of 4,400 participants, at a total cost of \$15 million, which overall results in an average cost of \$3,409 per participant.

National Service

Campaign Remarks by Candidate Bill Clinton

Excerpts from September 11, 1992 Notre Dame Speech

Throughout this campaign I've talked about my plan to open the doors of college to every American. To offer every American in this country the opportunity to borrow the money to go to college and then require them to pay it back, either as a small percentage of their paychecks after they go to work or even better, by going back home and serving their community.

Frankly, I would much rather see everyone, whether they are rich, or poor, or middle class, pay back that debt by going home and working for two years in a peace corps here in America, to rebuild America. Just think of it. Millions of energetic young men and women serving their country by teaching the children, policing the streets, caring for the sick, working with the elderly, or people with disabilities, building homes for the homeless, helping children to stay off of drugs and out of gangs -- giving us all a new sense of home and real limitless possibilities.

I have offered this plan to help more young people go to college, but I have also offered it because I want America to send the message that our society values and honors service to community, just as Harry Truman's GI Bill honored the service of my father's generation, who fought and won World War II, just as the Peace Corps, which President Kennedy created with the help of your former president, Father Hesburgh and Senator Wofford, sent that message to my generation. Just as millions of Americans from all backgrounds and every walk of life are waiting for a summons to service and citizenship, not just for young people that are going on to college but for young people in our high schools and people of all ages who want to do something for their communities and for their country.

National Service — Now

By Bill Clinton

WASHINGTON

A pathy is dead. Of everything I've learned in my first few weeks in the White House, that's the thing that's made me the happiest. Whether or not the people I've met outside the capital support the changes I have proposed, they're all saying they're ready to rebuild our country.

But they know, as I do, that no economic plan can do it alone. A plan can make vaccines available to children, but alone it will not administer the shots to all of them. It can put security guards in the schools, but alone it will not take gangs off the streets. And it can provide more aid for college, but alone it will not make the costs of college less daunting for the middle class.

That's why I believe we need national service — now.

If Congress acts quickly enough, just months from now more than 1,000 young people will start serving our country in a special summer effort. In four years, the successors to these pioneers will multiply a hundredfold. Imagine an army of 100,000 young people restoring urban and rural communities and giving their labor in return for education and training.

National service is an idea as old as America. Time and again, our people have found new ways to honor citizenship and match the needs of changing times.

Lincoln's Homestead Act rewarded those who had the courage to settle the frontier with the land to raise a family. Franklin D. Roosevelt's Social Security Act insured that Americans who work a lifetime can grow old with dignity. Harry S. Truman's G.I. Bill rewarded the service of my father's generation, transforming youthful veterans into an army of educated civilians that led our nation into a new era.

For my generation, the reality of national service was born 32 years ago tomorrow, when President John F. Kennedy created the Peace Corps. At its peak, the Peace Corps enrolled only 16,000 volunteers yet it changed the way a generation of Americans took at themselves and the world.

Today, the spirit of our people once again must meet head on the troubles of our times.

The task is as complex as our chal-

lenge is great. We must combine the intensity of the post-World War II years with the idealism of the early 1960's — and help young people afford a college education or job training.

In 1993, we'll restore the spirit of service by asking our people to serve here at home. We won't refight the wars we won, but we'll tackle the growing domestic dangers that threaten our future.

Our new initiative will embody the same principles as the old G.I. Bill. It will challenge our people to serve our country and do the work that should — and must — be done. It will give those who serve the honor and rewards they deserve. It will invest in the future of the quiet heroes who invest in the future of others.

The national service legislation that I will send to Congress shortly will give our people the chance to serve in two basic ways:

First, it will make it easier for young people to hold low-paying public service jobs and still pay off their student loans.

Under our program, Americans will be able to borrow the money they need for college and pay it back as a small percentage of their income over time. By giving graduates the chance to repay loans on an affordable, reasonable schedule, this "income-contingent" program will allow our people to do the work that our communities really need.

Second, our legislation will create new opportunities for Americans to serve our country for a year or two —

and receive financial support for education or training in return.

We'll offer people of different ages and educational levels different ways to serve. And to focus our energies and get the most for our money, we'll direct special attention to a few areas:

• We'll ask thousands of young people to serve in our schools — some as teachers, others as youth mentors, reading specialists and math tutors. They'll join the effort to insure that our schools offer the best education in the world.

Federal seed money, but local management.

• We'll send people into medical clinics to help immunize the nation's 2-year-olds. Some participants will be qualified to give the shots, but thousands of others can provide essential support, contacting parents and following up to make sure children get the shots they need.

• We'll help police forces across the

country through a new Police Corps trained to walk beats. We'll also organize others in our communities to keep kids out of gangs and off drugs.

• We'll put still others to work controlling pollution and recycling waste, to help insure that we pass on to our children a nation that is clean and safe for years to come.

Our national service program will offer more than benefits to individuals. We'll help pay operating costs for community groups with proved track records, providing the support they'll need to grow. And we'll let entrepreneurs compete for venture capital to develop new service programs.

While the Federal Government will provide the seed money for national service, we are determined that the participants — the individuals who serve and the groups that sponsor their service — will guide the process. Spending tens of millions of tax dollars to build a massive bureaucracy

would be self-defeating; it would squash the spirit of innovation that national service demands.

By design, our national service program will not happen overnight. Instead, it will grow year by year, with funding reaching \$3 billion in 1997. And as I've said many times, I believe it will be the best money we ever spend.

If Congress gives us the chance, this summer we'll create an eight-week leadership training program. We'll recruit more than 1,000 young people for special projects to meet the needs of children at risk — and to train the first class of full-year participants.

In the first full year of our initiative, we'll launch our flexible loan program and aim to put tens of thousands of people to work. By 1997, more than 100,000 citizens could be serving our country, getting education and training benefits in return. And hundreds of thousands more people could be



doing invaluable work because college loans no longer block the way.

But the best planning and the most ambitious design won't make this vision of national service a reality. That responsibility ultimately rests with the American people.

I am convinced that after 12 years of drifting apart instead of working together we are ready to meet the challenge. From a 14-year-old boy in North Dakota who sent us \$1,000 to help pay off the deficit, to a 92-year-old widower in Kansas who followed his example, people are demonstrating that they want to give something back to their nation.

National service will exercise our talents and rebuild our communities. It will harness the energy of our youth and attack the problems of our time. It will bring together men and women of every age and race and lift up our nation's spirit. And for all of us, it will rekindle the excitement of being Americans.

President Clinton will deliver a speech on national service tomorrow at Rutgers University.

THE WHITE HOUSE

WASHINGTON

February 18, 1993

MEMORANDUM FOR BILLY WEBSTER

FROM: ELI J. SEGAL

SUBJECT: ENCLOSED ARTICLE

As Dick Riley, Carol and I have all learned, the press needs to understand all the time that Bill Clinton's universal access to higher education pledge can only be redeemed if both service and income contingent repayment plans are in place.

Bill Nichols' reference to 3.7 million kids in college with loans and only 150,000 potential full time servers is right, but it involves absolutely no compromise with the campaign commitment if it is clear that the other 3.55 million will have the option of serving their country because they will be able to take lower paying jobs than otherwise by virtue of the new repayment option.

Stated another way, while income contingent repayment was not created to augment the service movement, it will certainly enlarge the number of people who are doing valuable work in solving our pressing domestic problems.

EJS:js

THE WHITE HOUSE

WASHINGTON

February 18, 1993

Memorandum

To: Shirley Sagawa
Melanne Verveer
Bill Galston
Peter Edelman

From: Eli Segal

Subject: 1993 Summer Program

With the President's decision to commit March 1 as a day to be scheduled around service, and congressional Appropriations hearings on our summer funding coming even earlier, it is imperative that we reach a consensus on the design of the summer program.

At a staff meeting this morning within our office, we tossed around a number of ideas. Three options emerged: focus on a very targeted objective (such as immunization) so that we can show the clearest possible results at the end of the summer. This is my own personal preference. At the other extreme, we could make funding available for several types of service (health, public safety, education and environment) and review proposals from a broad range of existing service providers.

A middle ground, around which we reached some preliminary consensus, would be to define a mission around which all activities would be related, such as Serving Children at Risk. My own preference, even within such a category, would be to tie activities to a common theme, such as health. The attached outline reflects the results of our discussion this morning.

When we meet this afternoon, I hope that we can reach some decisions so that we can proceed with the preparation of testimony for next Tuesday's Appropriations hearing and the planning of March 1 events.

Summer of Service

Conceptual Outline

Background

As the first stage in the implementation of President Bill Clinton's national service initiative, the Administration is requesting \$15 million to launch a Summer of Service in June 1993. The Program will be aimed at achieving two objectives:

- (1) to demonstrate the potential of national service to meet critical unmet national needs
- (2) identify and train leaders who will become the core and role models for the new national service program

Meeting Unmet Needs -- Serving Children at Risk

The Summer of Service must demonstrate tangible results through public/private cooperation. To accomplish this objective, it is necessary to limit the scope of projects undertaken and concentrate on visible and measurable results.

The Summer of Service could target a broad objective -- serving children at risk -- and develop a multifaceted approach where specific results could be demonstrated at the end of the summer. The following examples are indicative of the types of service that could be brought together under this project:

- immunization programs to reach targeted areas with low rates of immunization at the beginning of the summer and 100 percent rates at the end of the summer
- a high risk lead paint area where thorough testing and removal are conducted
- outreach for TB screening in high risk area
- possibly literacy programs where a large number of children in defined area participate and make substantial progress over the course of the summer
- other projects closely related to creating a healthy and safe environment for young children

Leadership Training

Much as the Peace Corps used the summer of 1961 for intensive training of the first class of volunteers, we must use the summer of 1993 to elevate summer participants and create leaders of a new national service corps:

- (1) bring together at (x) sites around the country (y) summer service leaders at the beginning of the summer for a week of proven leadership training (such as Outward Bound)
- (2) at the end of the summer bring the leadership corps back together for a week to learn the lessons from the Summer of Service, and form a tightly bound group of leaders to play a major role as the full scale national service program is implemented

Promoting Leadership and Innovation

There will be a need for a bridge between the Summer of Service and the full scale national service program. In order to promote leadership and innovation in service, Service Entrepreneurship Awards for Change (SEA Change Awards) should be available on a competitive basis. This would keep motivated leaders in the program through the early stages of implementation of the full scale national program.

To make the program competitive, but to allow participants to plan on a reasonable probability of continuing in the program, awards should be available for up to 25 percent of Summer of Service participants.

Service proposals should be evaluated and awards should be based on a combination of the quality of the proposal for continued service over the next twelve months and the performance of the participant in the Summer of Service. Awards should be made before the end of the summer program.

Program Costs

- summer stipends
- two weeks of resident programming
- SEA Change Awards

Issues

- number of areas and projects funded
- housing for participants who are not in their local communities

By Joe Klein

Copping a Domestic Agenda

Two days after he was elected president of the United States, Bill Clinton told Al From—immoderate leader of the centrist Democratic Leadership Council—that he would have an important transition job: New Ideas. From wasn't quite sure what that meant. As it happened, it meant domestic policy. All of it (except for health care and the economy). And the top priority would be national service. This has become a recurring theme: the congressional leaders who've met with Clinton have been surprised by how serious he is about an issue routinely considered peripheral, at best, within the Beltway. They shouldn't be. Throughout the campaign, Clinton's most reliable applause lines came when he'd describe his proposed college-loan program—loans available to all, repaid as a percentage of income over time or, "better yet," he would inevitably say, with two years' service in a "Domestic Peace Corps . . . We could educate a generation of Americans and help solve our people problems here at home. It would be the best money we ever spent."

But only if it's spent right. Clinton himself raised some of the potential pitfalls in his first press conference after the election: "How much money should everybody be able to borrow a year? What contributions should people's families be expected to make, if any? . . . How are you going to keep the colleges . . . from using it as an excuse to explode tuitions even more?" To which might be added far more serious potential problems on the service side of the equation: One reason national service isn't taken more seriously in Washington is the power of Bill Clinton's supporters in the public-employee unions, who'll fight to keep the Domestic Peace Corps away from jobs that might be done by their members—that is, anything remotely useful. If national service isn't carefully planned—if the unions aren't forced to compromise—Clinton's grand idea could turn out to be 250,000 college graduates fetching coffee, a potential source of corruption and bureaucratic bloat Republicans would happily use to bludgeon him in 1996.

The problems are daunting, but the idea—financial aid reciprocated by service, bureaucracy reinvigorated by altruism—is too important to let slip. And there is a way Clinton can move immediately to demonstrate his commitment while buying time for his more ambitious plans: ask Congress to pass the Police Corps, which could put 100,000 college-educated police officers on the streets by 1997.

The Police Corps has a multitude of social and spiritual virtues, and one enormous political advantage: it already

has passed Congress, with sponsors ranging from liberal Barney Frank of Massachusetts to California Neanderthal Robert Dornan (as well as a national roster of police chiefs and the support of the Fraternal Order of Police)—but it died with the 1991 crime bill, when George Bush threatened a veto. Reintroduced, it could breeze through the legislature by spring; the first 3,000 to 5,000 new officers could be on the streets by winter. But far more important than its political viability, the Police Corps is a carefully thought-out idea, the product of 10 years of negotiation by Adam Walinsky, a former aide to Robert Kennedy who has made it his personal crusade. Along the way, Walinsky has had to convince chiefs and unions, and answer hard questions, like—how can you expect a college kid to cope with urban guerrilla warfare?

In response, he developed a program far more rigorous than Clinton's national-service model. Each recruit would have to spend two full summers in a Police Corps boot camp (more training than most police officers currently receive). Each would then serve four years on a local force (as opposed to Clinton's two-year stint) and receive full pay, minus pension (a necessary concession to the unions). The original, \$1 billion bill had training and scholarships (\$10,000 per year) paid by the federal government and salaries by the local communities, but that can be modified if Clinton



ROBERT MAASS FOR NEWSWEEK

Could her next partner be a physicist? On patrol in New York

ton wants to help cities foot the bill. In fact, public safety would seem a more compelling "infrastructure" need than the porky pothole-filling programs the mayors want.

Over time, Walinsky has been surprised by the ecumenical support he's received. Conservatives like it because it would add more cops—20 percent more nationally, almost all of whom would go into community policing (the radical "new" idea of having cops actually walk a beat, which seems to be suppressing crime in cities like New York and Houston); liberals like it because college graduates might leaven the macho Blue Culture that seems to breed brutality. Students seem enthusiastic—a poll conducted in Boston by the Justice Department found 24 percent at a private college and 40 percent at a state school ready to sign up. And Bill Clinton likes it, too: "He was present at the creation," Walinsky says, "a founding member of my board." It's possible that Walinsky's scholarship-for-service swap was the seed from which Clinton's grander Domestic Peace Corps grew. It's the logical place to start now, as the new president embarks on his most ambitious goal—to rebuild a national sense of community, responsibility and public altruism.

Memorandum
February 5, 1993

To: Leon Panetta
Alice Rivlin

From: Eli Segal

Subject: Budget Issues Related to Service Programs

As budget levels for service related programs begin to be finalized, there are several issues which must be resolved. I think we can resolve these matters in a brief conversation.

(1) Points of Light Foundation

I understand that at the present time no funding is anticipated for the Points of Light Foundation. As we develop a legislative program for national service, it seems to me that this action would undermine bi-partisan support, which otherwise could be taken for granted. Rather than turn the service program into a partisan battle, I suggest that we include the full \$5 million previously allocated to this program but propose a legislative change requiring the Foundation to submit a request for the funds rather than the present automatic draw on the funds. This would assure that the use of the funds will conform to our broader service objectives without reducing the sum and inviting Republican attacks on our service initiative.

(2) Action

Since the legislative authorization for Action expires this year, it is unlikely that we will be able to separate consideration of our new initiative from the reauthorization. We are exploring the substantive options available with regard to coordinating the new service program with existing programs. We need to discuss what if any budget implications such a step might have.

(3) Out year funding

Assuming only 100,000 slots and a \$2 billion program in 1997 is significantly short of the commitment made during the campaign. We need to discuss a more appropriate level that would not leave us open to attack for backing off of a promise, while at the same time recognizing both fiscal limitations and practical limitations that might make full realization of an \$8.6 billion program with 500,000 slots impossible.

cc: Barbara Selfridge

THE WHITE HOUSE
WASHINGTON

2/5/93

Leon

I'm leaving for Boston at
5 P.M. today. Unless you tell
me it's not crucial for us to talk
today, I'd love to hear from you
this afternoon.

Regards,
El.

THE WHITE HOUSE
WASHINGTON

2/3/93

Dave,

Thanks for the time last week. As we move forward with national service legislation, I promise you'll get sick of seeing (hearing from me. And so will Alder Scheckel... Thanks for the material on the Police Corps.

It must be particularly gratifying to you to see the report of the Commission on Responsibilities for Financing Postsecondary Education & their endorsement of national service. I think it's an idea whose time has come!

Best regards,
Eli Segal

THE WHITE HOUSE
WASHINGTON

February 9, 1993

MEMORANDUM FOR OFFICE OF NATIONAL SERVICE STAFF

FROM: KAREN EWING

SUBJECT: OFFICE FUNCTIONS

Since we have so few staff members, everyone will need to pitch in to make sure the office runs efficiently. Therefore, I have listed the following items which you can do for yourself:

Visitors: Call the **WAVES** center at x6742 with the person's name (as it appears on their identification) and date of birth. It is helpful to call at least 30 minutes ahead of their scheduled arrival. If a visitor leaves the building, he/she will need to be re-WAVE'd.

Faxes: Cover sheets are located next to the machine. If you are sending long distance, please dial 8 instead of 9.

Xerox Machines: Our office has one Xerox for **very** simple copying, i.e., one or two pages. There are two large copiers in room 160 which are equipped for advanced copying.

Memos: Please follow the attached form when sending memos under Eli Segal's name.

Supplies: Office supplies are located in our big room. If you have other needs, please fill out the attached form.

W.H. Communications: To page White House Senior Staff, call 202-757-5000 and ask them to page the person. Eli's pager is #4029. The toll free number is: 800-428-7778.

Eli's Schedule: Please give me a written note with the person's name, phone number, nature of meeting, and time frame. I will give you a time slot. It is your responsibility to **WAVE** the person into the building.

National Service Staff
February 9, 1993
Page Two

Mail: Incoming mail is sorted by the receptionist each day and delivered to your in-box. If you have a request for information or a resume, please forward to Jim Kreidler, who will respond to the inquiry. If you need to mail letters for official White House business, place the letter in an **unsealed** addressed White House envelope. If the letter is personal and confidential, you may seal the letter; however, it is subject to being opened by the mail room if the address is suspicious. Place all mail (both personal and official) in the outgoing mail box in the receptionist area. The mail is picked up and delivered four times a day. A U.S. Post Office is located on the ground floor in room 54.

On a lighter note: We have a M&M's dispenser in our office. I have provided m&m's for the first week. Afterwards, you are on your own. Enjoy!

/kde

THE WHITE HOUSE
WASHINGTON

February 9, 1993

MEMORANDUM FOR NATIONAL SERVICE STAFF

FROM: ELI J. SEGAL

SUBJECT: FEDERAL HOLIDAY

Monday, February 15 is a federal holiday, celebrating President's Day.

EJS:ke

(It is very important to put your initials at the end of the memo so we will have a record of the originator)

THE WHITE HOUSE

WASHINGTON

February 5, 1993

Dear Jim,

Thanks for your warm note of support.

I apologize for not getting back to you sooner but, as you can imagine, we have had our hands full launching President Clinton's national service agenda. Don't get me wrong however: I love the daily challenges because I know that the program is at the heart of the President's mandate.

Phyllis and I are just getting settled here and are very much looking forward to seeing you soon.

Warm Regards,



Eli Segal

EJS:jk

Jim
Looking forward to working
with you on national
service. Let's really make
Tennessee a model!
EJS



State of Tennessee

NED McWHERTER
GOVERNOR

January 22, 1993

Mr. Eli Segal
Office of the Chief of Staff
The White House
Washington, DC 20500

Dear Eli:

Congratulations on your appointment as Assistant to the President and Director of the Office of National Service. I am confident that you will do an outstanding job and wish you the very best as you assume this new responsibility.

I certainly enjoyed the opportunity to visit with you briefly at the reception for Bruce and Bev Lindsey. As you noted, we have both been involved in Democratic politics over an extended period of time, and I have kept up with you through our mutual friend, Dale Ledbetter. Again, let me thank you for assisting me in obtaining Dale's services during the Tennessee general election campaign.

As a member of Governor McWherter's Cabinet and Executive Director of the Tennessee State Planning Office, I have spent a considerable amount of time on developing national service initiatives in Tennessee. I certainly look forward to your leadership in this area and stand ready to assist you in any way that I can.

As you may know, I am presently serving as the interim Chief of Staff for Senator Harlan Mathews. Please do not hesitate to call me if I can be of assistance to you.

I hope I will have an opportunity to see you in Washington in the near future.

Sincerely,


Jim Hall

JH:db

Good Luck!

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

DATE: February 24, 1993
TO: Howard Paster
FROM: Eli Segal
RE: Enclosures

We have been assuming -
enthusiastically - that the
appropriations subcommittee which
will be handling our new national
service entity will be the one
chaired by Barbara Mikulski.

Let's discuss how to stay on that
track without offending Senator
Harkin.

Eli Segal

OFFICE OF SENATOR TOM HARKIN

TO Eli Segal
FR Tom Harkin

6 pages to follow

Eli,

Thanks for your list. I've attached a list of the service programs in my Labor HHS and Education Appropriations bill that my subcommittee staff has compiled. Look forward to working with you on this.

A handwritten signature in cursive script, appearing to read "Tom", is centered on the page.

SERVICE PROGRAMS UNDER LABOR-HHS-EDUCATION APPROPRIATIONS

FY 1993

LABOR

Community Service Employment for Older Americans.....	\$ 85,000,000
Summer Youth Employment and Training.....	670,674,000

HEALTH AND HUMAN SERVICES

AIDS loan repayment program (NIH).....	1,000,000
National Health Service Corps.....	118,683,000
Loan repayment for shortage area service (nurses)....	2,045,000
Congregate and Home-delivered meals.....	452,895,000
In-home services for frail elderly.....	7,075,000

EDUCATION

Perkins Loan cancellation provisions.....	14,880,000
Work-Study.....	n/a
State Student Incentive Grants.....	315,000
Douglas Teacher Scholarships.....	14,731,000
Student Literacy Corps.....	5,270,000
Bilingual Education fellowships.....	5,907,000
Christa McAuliffe fellowships.....	1,964,000
Rehabilitation long-term training.....	12,450,000
Urban Community Service.....	9,424,000

RELATED AGENCIES

ACTION.....	201,526,000
-------------	-------------

TOTAL: \$1,603,839,000

SERVICE PROGRAMS UNDER LABOR-HHS-EDUCATION APPROPRIATIONS

DEPARTMENT OF LABOR

Community Service Employment for Older Americans state grants: This program provides part-time community service jobs for unemployed, low-income individuals, aged 55 and older. Participants generally work 20 to 25 hours per week in a wide variety of settings including day care, schools, hospitals, senior citizen centers, nutrition projects and disability programs. These grants were funded at \$85,814,000 for FY 1993.

Summer Youth Employment and Training: This program provides public service jobs, remedial education, and support services during the summer months for economically disadvantaged youth. This program was funded at \$670,674,000 for FY 1993.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

AIDS Loan Repayment Program (NIH): This program, funded at \$1 million in FY 1993, pays student loans for biomedical researchers who agree to come to the NIH or work on NIH-funded grants at university campuses doing AIDS research. It pays a maximum of \$20,000 a year, and no more than one-third of a student's debt per year. Service is limited to two years.

National Health Service Corps: This program recruits primary health care practitioners for service in designated Health Professional Shortage Areas. In exchange for service commitments, the program awards scholarships to health professions students and enters into loan repayment agreements with health professionals ready to begin service. \$118,683,000 was appropriated for FY 1993.

Loan repayment for shortage area service (nurses): Funds under this program are used to repay student loans in exchange for at least two years' service in public health facilities experiencing a critical shortage of nurses. \$2,045,000 was appropriated for FY 1993.

Congregate and Home-delivered meals: These programs use volunteers to operate nutrition projects for the elderly. Projects funded must make home-delivered and congregate meals available at least once a day, 5 days a week, and each meal must meet one third of the minimum daily dietary requirements. These programs were funded at \$452,895,000 for FY 1993.

In-home services for frail elderly: This program uses volunteers to provide in-home services for the elderly, including homemaking and home health services, visits and respite care, chores and maintenance. \$7,075,000 was appropriated for this program for FY 1993.

DEPARTMENT OF EDUCATION

Perkins Loan cancellation provisions: Appropriations for loan cancellations reimburse institutional revolving funds for loans which are canceled by borrowers through the performance of statutorily specified types of military service, or public service including teaching disabled students, teaching in schools with high concentrations of low-income students, working as a professional Head Start member, participating in the Peace Corps or VISTA, or performance as full-time law enforcement or corrections officers. The FY 1993 appropriation for Perkins Loan cancellation provisions only is \$14,880,000.

Work-Study community service provisions: Institutions may use Work-Study funds to support community service activities. In the past, only one percent of schools have taken advantage of these provisions, but beginning in FY 1994, all schools will have to use at least five percent of their Work-Study allocation to support community service. The total FY 1993 appropriation for the Work-Study program is \$617 million.

State Student Incentive Grants (SSIG): Grants to States encourage the provision of need-based State grant aid, including campus-based work in community service activities. While the overall FY 1993 appropriation for SSIG is \$72,437,000 only two States, Washington and Iowa, use a share of these funds to support community service (\$315,000 total).

Douglas Teacher Scholarships: This program funds annual State scholarships of up to \$5,000 to students in the top 10 percent of their high school class who agree to teach at least two years for each year of aid. Students who choose not to teach must repay a prorated portion of the aid. \$14,731,000 was appropriated for FY 1993.

Student Literacy Corps: Grants support the establishment of institutional programs in which students receive academic credit for tutoring disadvantaged children. \$5,270,000 was appropriated for FY 1993.

Bilingual Education fellowships: Grants are provided to graduate students pursuing advanced degrees in bilingual education or related fields. Participants must work in a field related to bilingual education for a period of time equal to that of the fellowship or repay the full aid amount. \$5,907,000 was appropriated for FY 1993.

Christa McAuliffe fellowships: Teachers receive fellowships for projects to improve education through activities such as sabbaticals or the development of innovative programs of school-business partnerships. After completing the fellowship, recipients must teach in their current school district for at least two years. \$1,964,000 was appropriated in FY 1993.

Rehabilitation long-term training: Grants to States and public or nonprofit agencies and organizations, including institutions of higher education, support long-term rehabilitation training programs. Financial aid is provided to trainees, who must work in State or non-profit rehabilitation agencies or related agencies for two years for each year of aid. Overall FY 1993 funding for this program is \$24.9 million, approximately half of which supports student assistance.

Urban Community Service: This program provides grants to universities to encourage the use of their skills and knowledge to serve urban communities and address high priority needs of urban areas. The program was funded for FY 1993 at \$9,424,000.

RELATED AGENCIES

ACTION: The ACTION agency manages VISTA and several other volunteer programs, including the Foster Grandparent Program, Senior Companion Program and the Retired Senior volunteer Program. Approximately half a million volunteers serve nationwide. These programs are well established in every State, and provide enormously valuable community service. ACTION was funded for FY 1993 at \$201,526,000.

ACTION**VOLUNTEERS BY STATE**

February 19, 1993

10:56 AM

STATE	VISTA*	FGPT	RSVP†	SCP†
ALABAMA	105	607	15,491	218
ALASKA	20	120	598	75
ARIZONA	55	268	3,004	116
ARKANSAS	44	378	9,091	208
CALIFORNIA	227	1,388	28,007	911
COLORADO	55	259	3,320	118
CONNECTICUT	37	292	7,068	161
DELAWARE	4	205	2,400	83
DISTRICT OF COLUMBIA	11	176	545	85
FLORIDA	156	1,102	23,976	487
GEORGIA	104	475	6,700	474
HAWAII	34	104	3,828	97
IDAHO	25	192	3,961	97
ILLINOIS	111	732	14,411	260
INDIANA	59	444	7,768	137
IOWA	36	387	13,161	166
KANSAS	29	337	7,783	138
KENTUCKY	68	357	4,149	237
LOUISIANA	97	482	6,571	177
MAINE	20	146	3,227	92
MARYLAND	39	328	7,217	121
MASSACHUSETTS	90	527	8,185	238
MICHIGAN	111	1,264	9,797	543
MINNESOTA	45	468	15,828	223
MISSISSIPPI	67	317	4,447	154
MISSOURI	55	514	11,831	244
MONTANA	29	207	3,870	155
NEBRASKA	28	262	5,443	113
NEVADA	37	205	1,959	92
NEW HAMPSHIRE	13	175	3,914	66
NEW JERSEY	50	572	11,130	294
NEW MEXICO	29	568	8,432	254
NEW YORK	237	1,800	32,776	1,073
NORTH CAROLINA	77	690	6,758	233
NORTH DAKOTA	39	82	2,139	95
OHIO	169	821	18,451	290
OKLAHOMA	53	448	9,358	206

ACTION**VOLUNTEERS BY STATE**

February 19, 1993

10:56 AM

STATE	VISTA*	FGP†	R9VP†	SCP†
OREGON	58	299	7,001	184
PENNSYLVANIA	146	895	19,550	375
PUERTO RICO	107	382	1,673	264
RHODE ISLAND	13	139	3,642	79
SOUTH CAROLINA	44	264	4,874	128
SOUTH DAKOTA	5	113	3,650	85
TENNESSEE	75	622	7,342	215
TEXAS	261	999	31,051	469
UTAH	37	185	5,088	219
VERMONT	9	126	4,581	84
VIRGIN ISLANDS	0	0	174	0
VIRGINIA	53	300	8,983	116
WASHINGTON	65	323	13,562	170
WEST VIRGINIA	38	329	3,662	110
WISCONSIN	29	546	8,827	136
WYOMING	28	126	784	71
TOTAL:	3,429	23,228	454,105	11,404

* VISTA reporting volunteers on-board January, 1993

† Older American Volunteer Programs reporting volunteers serving
(on-board) as of 10/1/92

THE WHITE HOUSE

WASHINGTON

FAX COVER SHEET

Office of National Service
Old Executive Office Building
Washington, DC 20500
(202) 456-6444 Phone
(202) 456-6420 Fax

TO: Cathy Fallon
ORGANIZATION: Mandis Univ.
FAX #: (617) 736-4118 PHONE #: (617) 736-4102
FROM: Karen Ewing
DATE: 2-8-93
NUMBER OF PAGES (including cover sheet): 2
COMMENTS: Sorry it wasn't ready on
Friday.

(If you have any problem with the fax transmission, please call
(202) 456-6444.

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Segal '64 Heads National Service

Eli Segal, '64, was appointed Assistant to the President and Director of the Office of National Service, which is responsible for developing the President's commitment to offer young people the opportunity to serve their country and pay for college.

QUOTE: "Like so many Brandeis students, my college years were shaped significantly by the university's commitment to its community and its country. My years at Brandeis greatly influenced my subsequent 30-year interest in the political process and my current, exciting opportunity to help the President realize his call for national service."



Brandeis University

1 Office of
Development and
Alumni Relations

P.O. Box 9110
Waltham, Massachusetts
02254-9110

Post-It™ brand fax transmittal memo 7671

of pages 1

To	Eli Segal	From	Cathy Fallon
Co.	National Service	Co.	Brandeis Univ.
Dept.		Phone #	617 736 4102
Fax #	202 456 2461	Fax #	617 736 4118

MEMORANDUM

TO: Eli Segal, Assistant to the President and Director, National Service

FROM: Catherine R. Fallon, Associate Director, Alumni Relations
Brandeis University

RE: Article in Alumni Connection

DATE: February 5, 1993

Attached you will find copy for an article that will appear in our March alumni publication. Please check for accuracy of titles and substance, and add a quote regarding your feelings in being able to join the Brandeis legacy of public service and activism in this new and important post.

All at Brandeis are very proud of you! The Admissions office (617-736-3500) is seeking a few bullet points on the peaks of your career to date and your permission to use them in a student recruitment brochure.

Thanks for taking a few moments to review the article, add a personal quote and fax it back to 617-736-4118 today if at all possible. And all best wishes on your daunting and exciting task!



Brandeis University

Office of
Development and
Alumni Relations

P.O. Box 9110
Waltham, Massachusetts
02254-9110

617-736-4000

Segal '64 Heads National Service

Eli Segal '64 ^{the Office of} was appointed ^{Segal} assistant to the President and director of National Service, ~~a youth service program of community service in law enforcement, health care and teaching that will assist young people in paying for future education.~~ The concept of national service was one of the most popular initiatives proposed by President Clinton during his campaign. (A)

Segal served the Clinton Transition Team as chief of staff and chief financial officer and previously worked in a series of Democratic presidential campaigns. Segal has known the President since Clinton's law school days at Yale when both supported McGovern's candidacy.

In announcing Segal's appointment, Clinton said that Segal "combines superb business and management skills with the idealism he has brought to Democratic presidential campaigns for two decades. He will make national service happen."

QUOTE HERE on your feelings of being a part of the long tradition of public service that is a legacy of Justice Brandeis...and has continued through the deeds and accomplishments of the University's students and alumni...." (B)

Until his recent appointment, Segal was a Boston business man, publishing Games magazine and running a mailorder catalog business, Bits and Pieces, that markets puzzles.

(A) which is responsible for developing the President's commitment to offer young people the opportunity to serve their country and pay for college.

(B) Suggested quote: "Like so many Brandeis students, my college years were shaped significantly by the University's commitment to its community and its country," said Segal. "My four (?) years at Brandeis in no small way influenced my subsequent 30-year interest in the political process and my current, exciting opportunity to help the President realize his call for national service."

THE WHITE HOUSE

WASHINGTON

February 28, 1993

Memorandum

To: John Podesta
From: Eli J. Segal
Re: Memorandum to Files Regarding February 24, 1993 Meeting

Attached is a memorandum to the files noting decisions, and other significant policy statements, which the President made at the February 24, 1993 meeting on the national service initiative.

With regard to the final issue, the Points of Light Foundation, Mark Gearan indicated that he was drafting a memo establishing guidelines for honorary chairmanships. Please let me know if there has been any movement on this so that I can proceed with the Points of Light chairmanship.

THE WHITE HOUSE

WASHINGTON

February 24, 1993

Memorandum to the Files

Re: Decisions Regarding National Service Program

From: Eli J. Segal

At this afternoon's meeting (attendance list attached) the President made the following decisions:

National Service

(1) Participation guidelines

The national service program should be open to non-college bound, pre-college, in-college and post-college students. While the President would be most comfortable with a mix that would be more heavily weighted towards post-college participation, the legislative proposal should not require a specific percentage.

(2) Level of benefits

Post-service educational benefits will vary for pre-college and post-college participants.

Post-college participants will receive the lesser of \$10,000 in educational benefits per year of participation or the outstanding balance of their student loan indebtedness.

Pre-college participants will receive a \$5,000 educational benefit for each year of participation.

(3) Eligible service programs

The national service program should target high priority unmet needs in four broad areas: health, public safety, education and environmental protection. While the legislation should not fix more specific categories, there should be flexibility in administration to target more specific needs, such as immunization.

(4) Defense conversion

We should explore the Nunn bill which provided for retired military to go to work as teachers or police officers. There may be potential for this to be part of our service program.

Student Loan Program

(1) Income contingent loans

Principal campaign promise was to make income contingent loan repayment available to all who wish to participate as quickly as possible.

(2) Direct lending

The objective of the direct lending proposal is to reduce the costs associated with the present program. If this can be accomplished without a conversion to direct lending by reducing the margin charged by banks, or other equivalent reform proposals currently on the table, there would be merit in exploring such alternatives.

Points of Light Foundation

In a private conversation after the meeting the President indicated to me that he has no objection to continuing the Points of Light Foundation and under the proper circumstances would be happy to serve as honorary chairman.

Attendance at 2/24/93 meeting with the President

Office of National Service

Eli J. Segal
C. Richard Allen
Jack Lew

Domestic Policy Council

Bill Galston
Shirley Sagawa

Department of Education

Madeline Kunin
Maureen McLaughlin

National Economic Council

Gene Sperling

Office of the First Lady

Melanne Verveer

Communications

George Stephanopolous

THE WHITE HOUSE

WASHINGTON

February 22, 1993

Mr. Chris Phillips
AID Transition - room 3942
320 21st NW
Washington, D.C. 20523

Dear Chris:

I write to offer my strongest support for the candidacy of Matt Oshinsky for a schedule C appointment within AID. Based on his excellent academic background, his tireless efforts on behalf of the Clinton campaign, and his outstanding personal qualities, I believe that Matt will prove to be a valuable asset to the next administrator.

Matt signed on with the campaign only days after his graduation from Yale. I was much impressed with his efforts as a member of the Delegates department in Little Rock and his poise as a surrogate speaker at various state caucus meetings during the convention. He, thereafter, played an integral role in the daily functioning of the rapid response team and the 'war room', contributing in no small way to the successful defense of the Arkansas record.

Matt was hand-picked by Craig Smith to become Deputy State Director in Montana in recognition of his valuable contributions to the campaign and his political acumen. His relentless efforts in the field helped us to preserve our slim margin of victory in a heavily targeted state.

Matt is both thorough in his undertakings and entrepreneurial. I recommend him without reservation for an immediate 120 day appointment at AID.

Sincerely,

Eli J. Segal

cc: Michael Whouley
Dick Sklar

THE WHITE HOUSE

WASHINGTON

February 19, 1993

Ms. Kathleen Kennedy Townsend
Maryland Student Service Alliance
Baltimore, Maryland 21201

VIA FACSIMILE 410-366-1831

Re: February 22, 1993 Launch of Civic Works

Dear Kathleen:

My strong and heart-felt congratulations on the launch of Civic Works, a program which reflects your abiding commitment to the life-changing value of service -- and to the ability of young people to rebuild their communities and rededicate their lives.

I regret that scheduling conflicts prevent me from joining all of you Monday. I would have been honored to have joined your special guests, who do more than represent the finest standards of public service -- they have provided signal leadership in education, job-training and community-building -- those critical needs the Civic Works corps will be addressing.

In honoring all of you for the work you have already done, and the hard and important work the Civic Workers will be doing, I want to leave you with an especially apt description of our collective motivation:

"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, October, 1962

I salute you in launching this important and exciting program.

Very truly yours,



Eli Segal
Assistant to the President,
Director of the White House Office
of National Service