

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the William J. Clinton
Presidential Library Staff.**

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: National Service

Series/Staff Member: Eli Segal

Subseries:

OA/ID Number: 1296

FolderID:

Folder Title:

Chronological - March 1993 [2]

Stack:

S

Row:

66

Section:

2

Shelf:

7

Position:

3

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	[Personally Identifiable Information] [partial] (1 page)	01/00/1993	b(6)

COLLECTION:

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

FOLDER TITLE:

Chronological-March 1993 [2]

2013-0661-F

rs2927

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]

DRAFT ②

Karen

O.K.

March 24, 1993

MEMORANDUM FOR BRUCE LINDSEY

FROM: ELI J. SEGAL

SUBJECT: National Direct Marketing Corporation (NDM)

I have been thinking about the note you received on NDM, the direct response business of Miles Rubin, and I would like to formalize a response at this time.

NDM (directly and through its Strategic Response Division) is a direct communications agency and has represented a wide range of accounts including among others:

- The Clinton Campaign
- The Smithsonian Institution
- Rock The Vote
- Architectural Digest
- The National Committee To Preserve Social Security
- Very Special Arts
- Inc. Magazine
- Americans For Responsible Television
- P.C. World
- Chevron Travel Club
- Made in the U.S.A.
- The California Democratic Party
- Nissan, U.S.A.
- The Campaign For Military Service

The corporation's major stockholders in addition to Miles are Equitable Life, Donaldson, Lufkin and Jenrette, and Westinghouse Credit.

The agency is considered one of the most prestigious in the nation, and it has demonstrated an ability to achieve superior results for its extraordinarily diverse roster of clients.

At my urging, Strategic Response undertook the program for the Clinton Campaign in May of 1992, at a low point in our financial fortunes, and in short order, they achieved the following truly remarkable results:

* Provided approximately two million dollars of up front credit to the Campaign to get the program underway.

* Raised a net amount of approximately \$15 million for the Clinton Campaign, GELAC, and the Transition.

* Produced and distributed over 150,000 action video tapes for the campaign -- all without any additional cost to the campaign, as these costs were included within the fundraising amounts which produced the \$15 million net.

Even a cursory review of the letters which NDM produced for us will show their creative excellence and uniqueness of approach, which not only brought in all the funds we needed but gave us over 150,000 "Clinton Team Members" who became actively involved in the campaign.

Miles Rubin (and Jon Rubin, president of Strategic Response) came through for us whenever we needed them. It is my opinion that their work, truly historic in its results, was one of the important elements in our overall success.

EJS:ke

DRAFT^①

March 24, 1993

MEMORANDUM FOR BRUCE LINDSEY

FROM: ELI J. SEGAL

SUBJECT: National Directo Marketing Corporation (NDM~~●~~)

I have been thinking about the note you received on NDM, the direct response business of Miles Rubin, and I would like to formulize a response at this time.

NDM

~~National Direct Marketing Corporation~~ (directly and through its Strategic Response Division) is a direct communications agency and has represented a wide range of accounts including among others:

The Clinton Campaign
The Smithsonian Institution
Rock The Vote
Architectural Digest
The National Committee To Preserve Social Security
Very Special Arts
Inc. Magazine
Americans For Responsible Television
P.C. World
Chevron Travel Club
Made in the U.S.A.
The California Democratic Party
Nissan, U.S.A.
The Campaign For Military Service

The corporation's major stockholders in addition to Miles are Equitable Life, Donaldson, Lufkin and Jenrette, and Westinghouse Credit.

The agency is considered one of the most prestigious in the nation, and it has demonstrated an ability to achieve superior results for its ~~extremely~~ *extremely* diverse roster of clients.

At my urging, Strategic Response undertook the program for the Clinton Campaign in May of 1992, at a low point in our financial fortunes, and in short order, they achieved the following truly remarkable results:

* Provided approximately two million dollars of up front credit to the Campaign to get the program underway.

* Raised a net amount of approximately \$15 million for the Clinton Campaign, GELAC, and the Transition.

* Produced and distributed over 150,000 action video tapes for the campaign -- all without any additional cost to the campaign, as these costs were included within the fundraising amounts which produced the \$15 million net.

NPM

~~There is no one of whom I can think who did more substantively for the campaign.~~ Even a cursory review of the letters which ~~they~~ produced for us will show their creative excellence and uniqueness of approach, which not only brought in all the funds we needed but gave us over 150,000 "Clinton Team Members" who became actively involved in the campaign.

Miles Rubin (and Jon Rubin, president of Strategic Response) came through for us whenever we needed them. It is my opinion that their work, truly historic in its results, was one of the important elements in our overall success.

EJS:ke

To: Berna Lind

From: Eli C

Subject:

T

23/03/13

11:27

NO. 129

001

FAX TRANSMITTAL

PLEASE DELIVER THE FOLLOWING PAGE(S) TO:

NAME:

Eli Segal

COMPANY:

DEPT.:

RE:

OF PAGES INCLUDING COVER SHEET:

3

FROM:

Michael Fubini

DATE:

3/23/93

SPECIAL INSTRUCTIONS:

IF THERE IS A PROBLEM IN RECEIVING THIS TRANSMISSION, PLEASE CALL
Belinda AT 915/599-1388.

OUR FAX NUMBER IS 915/592-6930.

**PHOTOCOPY
PRESERVATION**

March 22, 1993

MR. ELI SEGAL

Dear Eli:

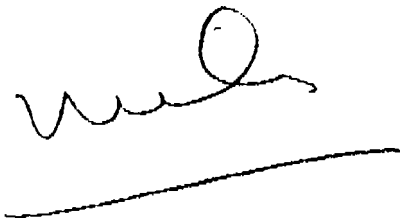
I have attached a short statement, drawn as coming from you, which may be more formal than you would choose.

Given the memo and its clear attacks on me personally, I would like those involved to understand exactly what it is we did for the campaign.

As to the National Committee we are merely a vendor and do not shape their policies. In fact, it can be said that since we took over the account it has been run with pristine cleanliness; at our suggestion Roosevelt was terminated; and the operation has, in my opinion, become more effective in representing its membership's real interests through the efforts of what now amounts to 80-odd personnel who work in the Washington office.

However, it is probably a mistake to get defensive with re the committee as it detracts from the real issue which is are, our reputation, and what we have done.

I think that my reputation in the corporate world and Nancy's and my accomplishments in serving both charities and government are something we can be proud of.

A handwritten signature in dark ink, appearing to be 'M. Segal', with a long horizontal line underneath it.

MR0393.22

PHOTOCOPY
PRESERVATION

National Direct Marketing Corporation, (directly and through its Strategic Response Division) is a direct communications agency and has represented a wide range of accounts including among others:

THE CLINTON CAMPAIGN
THE SMITHSONIAN INSTITUTION
ROCK THE VOTE
ARCHITECTURAL DIGEST
THE NATIONAL COMMITTEE TO PRESERVE SOCIAL SECURITY
VERY SPECIAL ARTS
IN. MAGAZINE
AMERICANS FOR RESPONSIBLE TELEVISION
P.C. WORLD
CHEVRON TRAVEL CLUB
MADE IN THE U.S.A.
THE CALIFORNIA DEMOCRATIC PARTY
NISSAN, U.S.A.
THE CAMPAIGN FOR MILITARY SERVICE

The Corporation's major stockholders in addition to Miles ~~W. Miles~~ are Equitable Life, Donaldson, Lufkin and Jenrette, and Westinghouse Credit.

The agency is considered one of the most prestigious in the nation, and it has demonstrated an ability to achieve superior results for its clients.

At my urging, Strategic Response undertook the program for the Clinton Campaign in May of 1992, at a low point in our financial fortunes, and in short order achieved the following truly remarkable results:

- Provided approximately \$2,000,000 of up front credit to the Campaign to get the program underway.
- Raised a net amount of approximately \$15,000,000 for the Clinton Campaign, GELAC, and the Transition.
- Produced and distributed over 150,000 action video tapes for the campaign -- all without any additional cost to the campaign, as these costs were included within the fundraising amounts which produced the \$15,000,000 net.

There is no one who I can think of who did more substantively for the campaign -- even a cursory review of the letters which they produced for us will show their creative excellence and uniqueness of approach, which not only brought in all the funds we needed but gave us over 150,000 "Clinton Team Members" who became actively involved in the campaign.

Over and above the primary campaign itself we again turned to Miles and Jon Rubin to raise the funds we needed for GELAC and the Transition -- and they came through.

PHOTOCOPY
PRESERVATION

THE WHITE HOUSE
WASHINGTON

3/24

Rehm

As discussed... Need to move
forward on this by 6 P.M. today
(Note: all groups will be checked by the
FBI. Yours is really political.) I called
Brave about the Arkansas group, but have
not spoken to him yet.

Eli

THE WHITE HOUSE

WASHINGTON

March 22, 1993

The Honorable Jimmy Carter
1 Copenhill Avenue, N.E.
Atlanta, Georgia 30307

Dear President Carter:

Thank you very much for your kind letter of March 8th. I greatly enjoyed the opportunity to hear of your initiatives in Atlanta, Los Angeles, and Baltimore. Your letter was similarly thought-provoking, and I welcome the chance to continue our dialogue.

I appreciate your willingness to help us assess the efficacy of our new initiatives. One particularly useful affiliation could begin nearly immediately; I enclose a copy of an informational packet from the Commission on National and Community Service, which describes the President's Summer of Service Program. We are hopeful that the Atlanta Project and the Heal the World initiative will submit applications in Atlanta and Los Angeles, respectively, for this program. Your leadership in this respect would be most appreciated. We would also be most thankful for your thoughts regarding this program, as it goes forward.

Again, it was a pleasure and honor to spend time with you, and I look forward to working with you in the days ahead.

Very truly yours,



ELI SEGAL
Assistant to the President,
Director of the Office
of National Service

Enclosure

THE WHITE HOUSE

WASHINGTON

March 8, 1993

MEMORANDUM FOR RICK ALLEN
PETER EDELMAN
BILL GALSTON
JACK LEW
SHIRLEY SAGAWA
SUSAN STROUD
MELANNE VERVEER

FROM: ELI J. SEGAL

SUBJECT: Enclosed Article

I enclose an interesting article from the Philadelphia Inquirer. This paper has done at least four stories on national service since February 26.

Note the benefit formula for this program (\$8,800 + \$1,000 health insurance + \$5,000). A little richer than our pre-college formula, but essentially the same.

I cannot tell if the local communities are contributing money (or in-kinds). If not, is this just a rich VISTA program (given the loan forgiveness) with extra training thrown in?

Also, note the role and reward for part-timers serving only nine hours per week.

I have written to Amy Hart, the executive director. Do we know all of the Title D people and have we opened up dialogues with them? If not, we should do so as soon as possible.

EJS:ke

Pennsylvania Association of Colleges and Universities
800 North Third Street
Harrisburg, PA 17102
717-232-8639
FAX NUMBER: 717-233-4723

FAX MESSAGE

TO: Eli Segal
White House Office of National Service

FROM: Amy Hart

DATE: February 26, 1993

NUMBER OF PAGES: 3 (including cover sheet)

MESSAGE: For your information

Flyers whip the Devils

Recchi's scoring helps to ignite a vital victory. Sports.

St. Joe's wins at buzzer

Last-minute shot puts George Washington away. Sports.

The Philadelphia Inquirer

Friday, February 26, 1993

50 cents outside the eight-county Philadelphia area

a. putting a new spirit into service

Community volunteers start next month, many in Philadelphia. Tuition help is part of the pay.

By Howard Goodman
INQUIRER STAFF WRITER

Hoping to revive the spirit of the Peace Corps and VISTA, a new Pennsylvania Service Corps is preparing to send volunteers into communities that need help.

Next month, 35 to 40 people — teenagers, young adults and not-so-young adults — will convene in Harrisburg for a week of training, then fan out to beleaguered neighborhoods across the state — half of them to Philadelphia — for a year of community service.

They'll be paid \$8,800. When they're done, they'll receive \$5,000 toward college.

In June, they'll be joined by an additional 85 to 90 volunteers, helping the homeless, organizing town watches, teaching young children — and, organizers hope, spreading an ethic of social responsibility.

"As far as we're concerned, someone will be a success if, after the year is up, they spend the rest of their life being the community service director in a homeless shelter, or if they take a social conscience to Wall Street," said Amy Hart, the Pennsylvania corps' executive director.

About 100 people have applied so far, Hart said.

The project is financed by a two-year \$5.8 million federal grant and administered by the state Association of Colleges and Universities.

Pennsylvania's corps is one of eight model programs funded by the Commission on National and Community Service, established by Congress in 1990. Its self-proclaimed goal: "to renew a spirit of civic responsibility and national unity by weaving

SERVICE from A1
community service into the fabric of every American's life."

Though it was born during the Bush administration, the idea has picked up swift momentum with President Clinton's call to draw young people into national service and repay them with breaks in college tuition.

The Pennsylvania corps hopes this year to enlist 125 full-time and 200 part-time "corpsmembers," as they'll be called. Over the next three years, the corps plans to recruit 400 full-timers and 750 part-timers.

Two of the first crop will be heading for Drexel University to help organize community service work to be performed by Drexel students, mostly in West Philadelphia.

Another corpsmember will go to the University of Pennsylvania, to coordinate volunteers aiding a meal service for the homeless.

Three will be bound for Temple University, to help the school's Center for Public Policy run a number of programs aimed at revitalizing a section of North Philadelphia.

Three corpsmembers will be going into Philadelphia high schools to help struggling students stay in school by turning them into mentors for younger children.

Four will join the Philadelphia Ranger Corps, the guides who roam Fairmount Park.

Others will work for the YWCA of Chester; the National Clearinghouse for the Defense of Battered Women; the Atwater Kent Museum; St. Joseph's University, and World Game Institute, a West Philadelphia brainchild of R. Buckminster Fuller devoted to solving global problems.

"I see this as a win-win-win-win-win situation," said Ronnie Manlin, director of Drexel's community service volunteer program.

"Not only is it wonderful for the university to do volunteer work, but we can help to try to find solutions," Manlin said. "As for students, I see this as changing their lives. To help somebody else — who does that help more, sometimes?"

The corps hopes to build a cadre of leaders for community service. "We want to see if we can develop leaders in the field long after their year is up," said Michael Camunex, a program director.

One of the first to sign up was Jack Keifer, 24, a Drexel graduate who will combine his year of service with grad-school business studies and a part-time job as a teaching assistant.

The idea, he said, is to marshal Drexel's resources for intelligent attacks on the problems in neighboring communities.

"It's not just about giving \$10 to a homeless person, not just about working in a soup kitchen once a week," Keifer said. "Why don't we figure out a better accounting system for the homeless shelter, or develop an operating system so they

can improve their storage and deliveries? Why don't we have our engineers design better heating or refrigeration systems for them?"

In the end, Keifer says, he'll have his community service experience to go along with an MBA.

"I think it's going to be a great way for college students to get into community service," he said, "and we'll have a better corporate America down the road."

Participants will get three weeks of group training — in the beginning, middle and end of their service year — and attend 10 weekend sessions. They'll discuss the place of service work in a democratic society and learn how to write a grant proposal or run a meeting. They'll keep journals of their experiences.

In addition to their \$8,800 in pay and \$1,000 in health insurance benefits, they can use their final \$5,000 payment as a tuition credit or to pay back a federal loan.

Corpsmembers must commit to one year of service, with a limit of two years.

Unpaid part-timers must agree to serve an average of nine hours a week for three years. At the end of

MORE ON

Page 2

lay, February 26, 1993

THE PHILADELPHIA INQUIRER

Project puts a new spirit to work in Pa.

their service, they'll receive \$2,000 toward tuition for higher education, payment of a student loan or a down payment on a first house.

Hart said most full-time volunteers will be recent college or high school graduates, or students wanting to take a year off. High school students can join, but only if they agree to get their high school diplomas during their year of service; the corps will pay for the GED exam.

Because the pay is so slight, many young volunteers probably will live at home with their parents. Or room together. Some colleges are offering free room and board.

"Two people are quitting full-time jobs to do this," Hart said. "One is a probation officer, and one's an admissions officer at the college."

The Commission on National and Community Service has given money to seven similar demonstration projects. One is underway in Boston; others are getting started in the Mississippi Delta, Georgia, Maryland and Oklahoma, and with Seneca Indians in New York state.

In New Jersey, plans are underway for an Urban School Service Corps, in which 150 full-time volunteers

will work in 15 schools, beginning in September. They'll help with a statewide scheme to transform poor schools into community centers, a reform strategy advocated by psychiatrist James Comer, director of the Yale Child Study Center.

In addition, the commission is supporting more than 100 other community service projects for elementary schools, high schools and colleges and for a modern-day version of the Civilian Conservation Corps of the 1930s.

In all, the commission has made \$150 million in grants.

That's not much spread across the entire nation, but to those already committed to community service, the mood is one of high anticipation.

Said Mantlin: "I am so excited, I don't even know how to express it. This is really coming together and — I have a 10-year-old daughter, and I really want the world to change, and I see that this is how it can happen."

For More Information

■ Pennsylvania Service Corps,
1705 N. Front St., Second Floor,
Harrisburg, Pa. 17102. 717-233-
8577.

THE WHITE HOUSE

WASHINGTON

March 26, 1993

MEMORANDUM FOR MARCIA HALE

FROM: ELI J. SEGAL *EJ*

SUBJECT: Meeting with the President

As you know, we expect to introduce legislation on April 20. To accommodate that objective, it is necessary for us to meet with the President for 30 minutes prior to his departure for the summit. While a decision memo will be in his hands by the end of today, we will need the meeting to follow up on some of those decisions.

Since Rutgers on March 1, the President has had one meeting and a few brief phone calls on national service. While I know health care is more complicated, timber more visible, and Russia more frightening, national service is a signature program with more upside potential for the President than virtually anything else. If we do not get legislation introduced by April 20 and if we do not get the President's time well before that, I fear that we are going to get swamped by other priorities (particularly health care) as we move forward.

Please let me know when we can see the President (from our perspective, Monday or Tuesday would be better than Wednesday).

EJS:ke

Attachment

THE WHITE HOUSE
WASHINGTON

3/26

Marcia

I know the pressure you're under,
so I hesitate to add to it.

On other scheduling matters,

(1) how do I get closure on
April 20 (per the attached
memo) ?

(2) despite his memo, I am
not now an enthusiastic
supporter of George Stevens'
awards ceremony. Before you
schedule the President, please
give me an opportunity to
weigh in.

Thanks for your help.

El

THE WHITE HOUSE

WASHINGTON

March 23, 1993

MEMORANDUM FOR MARK GEARAN
MARCIA HALE
MACK MCLARTY
HOWARD PASTER
GEORGE STEPHANOPOULOS

FROM: ELI J. SEGAL

SUBJECT: Introduction of National Service Legislation

We expect to have a piece of legislation ready for introduction on April 20 -- a date chosen just after the Congress reconvenes and which happens to be National Youth Service Day.

We have a few national service policy issues yet to resolve which will require some of the President's time next week. I will be in touch with Marcia about this within a day or two. Secretary Riley has a few school finance issues to raise as well.

The legislation, coupled with reform of our student loan system, could be unveiled when the President and Mrs. Clinton reward approximately 100 young people, aged 18-25, for their community service at a high-visibility Rose Garden event, ideally at 10:30 a.m. (This event should not be confused with the more muted photo opportunity on April 22 -- the President's Volunteer Action Awards, incidental to Volunteer Action Week.)

Marcia and George are supportive of this event, and I would like clarification that it is set so we can: a) move forward with Secretary Riley and the Department of Education; b) move forward with the authorizing committees and appropriations subcommittees of the Congress; and c) make sure the event achieves our strategic, legislative and communication objectives.

EJS:ke

THE WHITE HOUSE

WASHINGTON

March 26, 1993

MEMORANDUM FOR HOWARD PASTER

FROM: ELI J. SEGAL *EV*

SUBJECT: Enclosed Letter

There are substantive, political, and logistical issues raised by the attached letter.

As you know, our plan is to introduce our piece of legislation with Dick Riley on April 20. By no later than tomorrow, you should be receiving a copy of our decision memo to the President on national service -- a necessary precursor to the introduction of the bill. Among other things, we propose a meeting just after the Summit with Senators Nunn and Mikulski, along with Kennedy, Wofford, Pell and Congressman Ford, to get their input on national service generally and "post-service benefit" specifically.

Frankly, we can easily buy into Nunn's and Mikulski's first suggestion (with some caveats) and get them to invest in our initiative in the process.

The second is a lot trickier because it is really about appropriations jurisdiction for the President's initiative more than the structure of the new entity. While Senator Mikulski will be unhappy that we propose to combine ACTION and the Commission (as opposed to what she proposes in the attached), we believe our substantive result is very much in the spirit of the program she initiated in 1990.

We need to respond to the letter. The President will indicate (ideally by Monday) whether he wants a meeting with the Senators, which could be our response. If so, we will have to think through the agenda, particularly the jurisdictional issue.

Do you see any problem waiting until Monday (or Tuesday) to respond to the letter? Should we make courtesy calls in the interim?

Let's discuss.

EJS:ke

THE WHITE HOUSE

WASHINGTON

March 30, 1993

Adele Simmons
President
MacArthur Foundation
140 South Dearborn Street
Suite 1100
Chicago, IL 60603-5285

Thank you for your time and for organizing the meeting with community leaders last Thursday, March 22. The trip was a great success, largely because of your effort.

We will follow up with the ideas that were discussed.

Sincerely,



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

THE WHITE HOUSE

WASHINGTON

March 30, 1993

Bill Daley
Amalgamated Bank
One West Monroe Street
Third Floor
Chicago, IL 60603

Thanks for organizing lunch at the Chicago Club with members of the Mayor's staff. We found the discussion very useful; particularly interesting was Chicago's community policing programs.

We'll keep in touch as we develop the President's national service program.

Sincerely,



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

The loan is held with Ed Bedore
already. Hopefully, some good will come
from this soon.



THE WHITE HOUSE

WASHINGTON

March 26, 1993

MEMORANDUM FOR HOWARD PASTER

FROM: ELI J. SEGAL *EV*

SUBJECT: Enclosed Letter

There are substantive, political, and logistical issues raised by the attached letter.

As you know, our plan is to introduce our piece of legislation with Dick Riley on April 20. By no later than tomorrow, you should be receiving a copy of our decision memo to the President on national service -- a necessary precursor to the introduction of the bill. Among other things, we propose a meeting just after the Summit with Senators Nunn and Mikulski, along with Kennedy, Wofford, Pell and Congressman Ford, to get their input on national service generally and "post-service benefit" specifically.

Frankly, we can easily buy into Nunn's and Mikulski's first suggestion (with some caveats) and get them to invest in our initiative in the process.

The second is a lot trickier because it is really about appropriations jurisdiction for the President's initiative more than the structure of the new entity. While Senator Mikulski will be unhappy that we propose to combine ACTION and the Commission (as opposed to what she proposes in the attached), we believe our substantive result is very much in the spirit of the program she initiated in 1990.

We need to respond to the letter. The President will indicate (ideally by Monday) whether he wants a meeting with the Senators, which could be our response. If so, we will have to think through the agenda, particularly the jurisdictional issue.

Do you see any problem waiting until Monday (or Tuesday) to respond to the letter? Should we make courtesy calls in the interim?

Let's discuss.

EJS:ke

J. JAMES EXON, NEBRASKA
CARL LEVIN, MICHIGAN
EDWARD M. KENNEDY, MASSACHUSETTS
JEFF BINGAMAN, NEW MEXICO
JOHN GLENN, OHIO
RICHARD C. SHELBY, ALABAMA
ROBERT C. BYRD, WEST VIRGINIA
BOB GRAHAM, FLORIDA
CHARLES S. ROBB, VIRGINIA
JOSEPH I. LIEBERMAN, CONNECTICUT

STROM THURMOND, SOUTH CAROLINA
JOHN W. WARNER, VIRGINIA
WILLIAM S. COHEN, MAINE
JOHN MCCAIN, ARIZONA
TRENT LOTT, MISSISSIPPI
DAN COATS, INDIANA
BOB SMITH, NEW HAMPSHIRE
DIRK KEMPTHORNE, IDAHO
LAUCH FAIRCLOTH, NORTH CAROLINA

ARNOLD L. PUNARO, STAFF DIRECTOR
ANTHONY J. PRINCIPI, STAFF DIRECTOR FOR THE MINORITY

United States Senate

COMMITTEE ON ARMED SERVICES
WASHINGTON, DC 20510-6050

March 22, 1993

The Honorable William J. Clinton
The President
The White House
Washington, D.C. 20500

Dear Mr. President:

We congratulate you on making an early and significant commitment to a national service initiative. Given all the competing pressures, it took an act of real courage to insist on this new effort in the first year of your Administration.

As you know, we are not newfound friends of national service. We represent the hard core of commitment to this concept as a fundamental element in the civic compact we form with each other and our country as citizens. We are prepared to champion your initiative in Congress and in every available public forum.

That is why we want to make two key suggestions about elements of your proposal, before the plan takes definitive form in legislation.

First, we understand fully that you want to create an option whereby students could attend college and then discharge loan indebtedness through national service. If, however, the amount of loan forgiveness available through post-college service is not kept commensurate with the educational benefits available to those who serve prior to college, then the borrow-and-serve option could easily undermine the incentives for the serve-and-earn approach.

The simplest way to prevent imbalance is to make the educational benefits as equal as possible for pre- and post-college service. An alternative is to tightly control access to post-college service to those who are willing and prepared to serve in a capacity that requires advanced skills, such as police work or teaching. Indeed, from an economic point of view, it makes sense to take that step even if you make pre- and post-college benefits the same.

Second, some care needs to be taken in ensuring that your initiative meshes well with the full- and part-time compensated service elements of the National and Community Service demonstration program that Congress authorized in 1990, but which is only in its first full year of operation due to delays attributable to the Bush Administration.

Actually, the demonstration program could provide an opportunity to phase in your initiative in a manner that continues to test the best methods for recruiting and deploying volunteers effectively. Your proposal appears designed to let states, localities and private non-profit groups compete for federal support, under the overall direction of either the federal administrator or the Governors. That objective could easily be achieved if you combine Subtitles C and D of the existing demonstration program and rewrite the legislation to promote flexibility and provide for post-college service. In addition, the reauthorization of the demonstration program would supply you with a ready-made legislative vehicle.

We have other, more detailed recommendations we would like to make about how your initiative can best be structured and stand ready to work with your staff as you move toward specific legislation. Quick movement toward a final proposal is essential to maintain its sharp focus and popular momentum.

Mr. President, we share your vision of national service and simply want to keep it from being blurred by the exigencies of the legislative process. Please let us help you make this vision a reality.

Sincerely,


Sam Nunn


Barbara Mikulski

✓cc: Eli Segal

THE WHITE HOUSE

WASHINGTON

March 27, 1993

MEMORANDUM FOR DAVID DREYER

FROM: ELI J. SEGAL *EJS*

SUBJECT: Enclosed Memo

Consistent with the President's calls for "public-private partnerships" and "rights and responsibilities," as well as his popular refrain that "we're all in this together," I think the enclosed memo offers an excellent "big speech" opportunity for the President to roll out community service in at least one non-traditional way.

On March 1, the President challenged young people to participate. On April 20, he will introduce legislation. In May/June, he challenges universities to do better at a high visibility commencement address. (And in at least one other dramatic way of driving his message of service, I would use June to couple a traditional service academy commencement address (e.g. West Point) with a youth service commencement address (e.g. City Year.)

I would like your thinking on this memo as well as your reaction to a national service commencement address, perhaps done in tandem with (but without in anyway trivializing) a more traditional service academy address.

EJS:ke

cc: Marcia Hale

THE WHITE HOUSE

WASHINGTON

March 27, 1993

MEMORANDUM FOR MARCIA HALE

FROM: ELI J. SEGAL *ELJ*

SUBJECT: Enclosed Memo

(1) If this works, here is what "service" would have on the President's schedule:

March 1:	Unveils vision
April 20:	Unveils legislation
May 20:	Commencement Address challenge to universities
June 10:	Commencement Address at Youth Corps graduation, e.g. City Year
June 25:	Appears at opening of Summer of Service (excellent visuals and political message of defense conversion at Treasure Island, CA)
August 20:	Youth Summit in or around Washington, D.C.

(2) If there is any time on the timber summit schedule, we could do a great service event. Bruce Babbitt tells me that one product of the summit will include thousands of new service opportunities in Oregon and Washington for young people -- clearing, reforestation, inspecting, etc.; excellent infrastructure already in place. I know this is late, but it would be a special opportunity to drive home a positive message, if you need one.

EJS:ke

Attachment

MEMORANDUM

To: Rick and Ed
From: Susan 
Re: challenge to college and university presidents
Date: 20 March 1993

In response to your note about aspects of a challenge from President Clinton to college and university presidents, I would make the following suggestions:

Financial Aid

1. use of college work study: The Higher Education Act now mandates 5% use of annually allocated funds to place eligible (need-based, so not available to all) students in community service positions. Additional funds are available through the legislation to the institution for administrative costs associated with operating the community service aspect of the college work study program.

Colleges and universities have the option of using a larger percentage or all of their college work study allocation for this purpose. Senator Wofford is likely to try to push this mandate from 5% to a higher percentage.

2. loan forgiveness programs for students who choose public service jobs after graduation: Several schools, eg Brown, Union, Stanford Law School (and other law schools), UMass medical school, have such programs. Most are funded with private donations. The UMass medical program loan forgiveness are funded from state funds and require the recipient to practice in general medicine in Massachusetts for two years.

Other colleges and universities could establish similar programs with private or state funds. They could be competitive programs (as at Brown) or available more widely with state funds for service in targeted areas (eg, teaching, public safety).

3. encourage use of state funds: States have available for use state college work study funds and federal funds administered through the states for state student incentive grants (SSIG). SSIG has a provision in the legislation that states can use part of these funds to support students in community service work. Only two states use the money for this purpose. The President could ask Governors and university presidents to design community service programs using these funds.

4. scholarships: Colleges and universities could make available scholarship money (need- and/or merit-based) for students who have demonstrated a significant involvement in community service, either prior to attending, during attendance, or upon graduation. There are a number of schools with these programs - Stride-Rite Fellows at Harvard, Starr Fellows at Brown, Gardner Fellows at Stanford. These could be funded with private or state funds.

Many of these programs apply only to students who qualify for financial aid. This is largely due to the opportunity we have had in the past several years to make modifications in existing financial aid legislation. There are two concerns here: 1) that we don't inadvertently condition receipt of financial aid on service, and 2) that some/most programs be available for students who are not receiving financial aid, to be consistent with the President's program.

Curriculum

This is the aspect of campus based service programs that is receiving the most attention at this point. In the first couple of years of the campus service movements in the mid-80s, we spent a lot of time thinking we needed to convince students to get involved. Over the last few years we have been satisfied that we do not need to spend our time getting students to serve - they have overwhelmed us with their numbers and their enthusiasm. Their leadership has resulted in hundreds, maybe thousands of service programs on campuses all over the country.

With a large number of university presidents involved and very significant response from students, the issue has evolved to the point of trying to make connections with the educational value of service. Most programs on campuses are not located within the academic side of the university - more typically they are in student affairs or the Chaplains office (eg Tucker Foundation at Dartmouth) with little or no connection to faculty. The Campus Compact has led the way with encouraging faculty involvement, course development, institution-wide curriculum planning.

At this point only a few schools really take this seriously (although almost all schools have a few faculty who make the connection between classroom and community). Rutgers is one, and Ben Barber has led the charge there. There are others. The Compact runs a summer institute (funding from Ford) that brings teams of faculty together from a campus to plan for curriculum efforts to integrate service and curriculum. We have had good results from these institutes, but it is slow going compared to setting up awards programs or scholarships. There are some specific ideas that could be put into a challenge from the President.

Training

A memo is coming from Tom Ehrlich and Julien Phillips in the next week about the role of universities in the training of community service program staff on campuses, in schools, and community based programs like youth corps. This is a very important issue and one that will be critical to the overall effort being able to grow quickly, support the growth, and in ways that assure quality. The precedent we should keep in mind is the role that universities played in the training aspect of the Peace Corps.

Research and evaluation

Admissions

Richard Danzig has argued for a number of years that the single most effective way to get a lot of high schools to start service programs would be for the most selective public and private colleges and universities to require, or at least heavily emphasize, significant community service involvement in high school. Cynics claim that we would then have high school students doing service only for their resumes.

Many colleges and universities would claim now that they look for community service experience as one of a lot of values in evaluating applicants. There's a big difference between current practice and having students check off community service on their application materials and submit evidence of their service experience.

Awards

Public recognition of students, faculty, staff, alumni and/or community members involved in service has enormous value to emphasizing the importance institutions place

on service. Every institution has many awards programs. Most do not cost much, if anything.

Timing: I suggest that Eli meet with the Executive Committee of the Campus Compact on April 21 and discuss a draft of the President's challenge. Invite them to the White House, and arrange for a brief discussion or walk-by from President Clinton.

The challenge could then be made at any one of a number of major commencement addresses he is sure to be asked to give in late May and June. Will need to give thought to accountability - collecting information about what the colleges and universities do in response to the challenge.

Audience: Major university commencement address with extensive press coverage and communications work before and after to get extensive coverage of the challenge. Mailing to all 3500 college and university presidents.

THE WHITE HOUSE

WASHINGTON

FAX COVER SHEET

Office of National Service
Room 145 - OEGB
Washington, D.C. 20500
(202) 456-6444 Phone
(202) 456-6420 Fax

TO: Alan Segal

ORGANIZATION: _____

FAX #: (718) 768-1681 PHONE #: ()

FROM: El Segal

DATE: 3/18

NUMBER OF PAGES (including cover sheet): _____

COMMENTS: As per our conversation. I'll speak to Bob
Kerr tomorrow. Have a good day. Love to
Nanibeth, Yamin, Kiara & Ariel.

El

(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.

March 18, 1993

Mr. Alan Segal
Bits & Pieces, Inc.
575 Boylston Street
Boston, MA 02116

Dear Alan:

This is to advise you that effective today, I am resigning as a director and officer of Bits & Pieces, Inc.

Sincerely,

Eli J. Segal

EJS:ke

March 18, 1993

Mr. Alan Segal
B & P Publishing Co., Inc.
575 Boylston Street
Boston, MA 02116

Dear Alan:

This is to advise you that effective today, I am resigning
as a director and officer of B & P Publishing Co., Inc.

Sincerely,

Eli J. Segal

EJS:ke

THE WHITE HOUSE
WASHINGTON

March 29, 1993

Mr. Joseph Landis
President
Indian Creek Foundation, Inc.
573 Yoder Rd.
PO Box 225
Harleyville, PA 14308-0225

Dear Mr. Landis,

Thank you for your letter describing the interest of your Association in being a pilot site for President Clinton's national service program. I am encouraged by the response of so many people to the idea of young people being involved in helping to resolve many of the issues facing our communities.

We are working hard to develop legislation for the President, and will know many more details of the national service program within the next several weeks. I have enclosed a copy of the President's speech at Rutgers University, which articulates his current thinking on national service.

Sincerely,

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

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

EJS:ss

THE WHITE HOUSE

WASHINGTON

FAX COVER SHEET

Office of National Service
Room 145 - OEOB
Washington, D.C. 20500
(202) 456-6444 Phone

TO: Brian Atwood

ORGANIZATION: AID

FAX #: () PHONE #: () 647-9620

FROM: El. Segal (re Mike Mahdesian)

DATE: _____

NUMBER OF PAGES (including cover sheet): _____

COMMENTS: Here is a very special candidate for a position
at AID. I worked with Mike in the Hart campaign
(major fundraising responsibilities) and the Clinton campaign
(Eastern European focus). Did all work with energy, effectiveness
& vision. If you need more info, please call. Regards, El.
(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.

Emerson FLE

MEMO TO: Clinton Transition, National Security, AID Cluster

MEMO FROM: Michael¹ Mahdesian
(818) 340-8186 (H)
(310) 204-5040 (O)

POSITION SEEKING: AGENCY FOR INTERNATIONAL DEVELOPMENT:
Senior Level/Executive Administrative Position

SPONSORS: DEREK SHEARER, GEORGE STEPHANOPOULOUS

REFERENCES: JOHN EMERSON, NANCY SODERBERG

OTHER REFERENCES: TONY COELHO, REP. LEE HAMILTON

I would like to be considered for a senior level position within the Agency for International Development (AID). My strengths are in management, operations, and communications (see **attached resume**). I've spent the last 6 years building up and running a profitable business which sells supplies to major aerospace and industrial firms such as McDonnell Douglas, Northrop, Allied Signal, TRW, and Chevron. In the wake of the devastating earthquake in Armenia, I took a leave of absence to serve as Executive Director for the United Armenian Fund's airlift to Armenia. I was deeply involved in all facets of the operation including filling the planes from the U.S., Canada, and Europe, securing landing rights and handling other formalities with the Soviet Armenian government, as well as setting up the distribution of goods there.

I have extensive political experience, including three years in Washington, D.C. with the Democratic Congressional Campaign Committee (1983-85). As Special Assistant to DCCC Chairman Tony Coelho, I worked integrally with the House Democratic Leadership, Committee and Sub-Committee Chairs, particularly the House Foreign Affairs Committee. Through this, I gained particular expertise working with ethnic constituencies from Eastern Europe and the Middle East. Most recently, I served as Director of Ethnic Outreach for the Clinton Campaign in California, and attended the Transition Roundtable on Aid and Trade to Eastern Europe and the former Soviet Union in Little Rock.

My background is rooted in international economic development. I received my M.A. at UCLA's School of Urban Planning specializing in international economic development (my thesis was completed in Spain where I worked on an economic development plan for the Autonomous Region of Navarra). I have lived abroad and traveled extensively throughout Europe and Asia. I speak French, Spanish, and functional Armenian. I'm fluent in most issues of foreign policy and economic development, and feel that AID has enormous potential in the post Cold War era. I would feel honored to serve the Administration at AID, and hope you will take my application under consideration. Thank you.

cc: George Stephanopoulos, Derek Shearer, John Emerson

Presidential Transition Resume Routing Form

C.O.D.

From: George Stephanopoulos

Name of Applicant: Michael Mahdavian Date: 1/6/92

Senior Staff Only: Will you sponsor this applicant? ☒ yes ☐ no

All Others: What is your 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
- ☐ NC: Not Campaign

(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:

ATD
see attached
letter

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

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



Pacifica Consulting Services, Inc.
3965 Landmark Street
Culver City, CA 90232
(310) 204-5040 (310) 204-5097 Fax

Date: 1-12-93

From: Mike Mahanian

Company: Clinton Transition

Number of pages transmitted
(including this page)

Attention: George Stephanopoulos

Fax No.: (501) 399-7195

2

Please contact this office if there is a problem with this transmission.

Message and/or Special Instructions:

George -

Happy New Year! First, I want to thank you for all your help. I really appreciate it. Mourad told me to get this to you. It's a revised copy of the one Mourad sent you (I was told to be more general in the area "Position Seeking").

Sorry for the delay. I knew how busy you were and didn't want to bother you. Good luck. Hope to see you at the Inaugural. Thanks again -

Michael Mahanian

MICHAEL MAHDESIAN

20651 Deforest Street
Woodland Hills, CA 91364
(818) 340-8186 (home)
(310) 204-5040 (work)

Campana
~~John Doe~~
~~John Doe~~

Public Affairs/Political Experience:

**Clinton/Gore Campaign: Deputy Campaign Manager/California,
Director of Ethnic Outreach (1992)
Clinton California Finance Board (December 1991-92)**

Organized Eastern European and Middle Eastern communities for state and national endorsements, favorable media stories in ethnic print and cable outlets, field and GOTV activities including large anti-Bush demonstrations. Also focused on getting Republican endorsements and pro-Clinton op-ed pieces in regional and ethnic press. Raised money and did outreach from December 1991 through the end of campaign.

United Armenian Fund (UAF), Executive Director, Armenian Airlift (1989-90)

Launched an ongoing airlift of humanitarian and medical supplies to earthquake victims in Armenia. Sent 10 planeloads valued at over \$5 million during first 6 months of operation. Organized airlifts from U.S., Canada, England and France. Accompanied several planes to Armenia to set up distribution with hospitals, volunteer relief groups, and small villages. Interfaced with Soviet Armenian Govt. regarding landing rights and other formalities. The UAF, an umbrella for the major Armenian organizations and churches, continues with monthly airlifts to Armenia.

**Democratic Congressional Campaign Committee (DCCC), Washington, D.C.
Political Consultant/Fundraiser (1983-85)**

Consulting work at DCCC included political fundraising, taking House Speaker Tip O'Neill and Majority Leader Jim Wright to major cities in U.S. to meet constituent groups, business leaders and local politicians, and bringing business leaders and constituent groups to D.C. for consultative meetings with the Democratic Leadership and House Committee Chairmen. Represented DCCC and Chairman Tony Coelho as ethnic constituency advisor to the DNC.

Hayden for Assembly, Policy Director, Press Secretary (1982)

Coordinated issue development, policy statements, constituency endorsements for Hayden's first electoral victory. Also served as Press Secretary to Hayden and wife, Jane Fonda during primary. Other functions included public speaking, fundraising, and speechwriting.

Laurel Springs Institute, Vista Training Program, Contract Supervisor (1979-80)

Wrote/secured contract for Laurel Springs Institute to train Vista Volunteers in community organizing for Federal Region IX. Logistics director for the four state region. *SP: CAM HR*

Presidential Transition Resume Routing Form

From: _____

Name of Applicant: MICHAEL MAJDESIAN Date: _____

Will you sponsor? _____ yes _____ no

C.O.D.

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

(H) 818-340-8186

N 310-204-5040

(2) Job Preference/Area of Interest:

☐ Accounting

☐ Administration

☐ Advance

☐ Clerical

☐ Congressional Relations

☐ Information Systems

☐ Intergovernmental Relations

☐ Legal

☐ Public Affairs/Press

(3) Job Level:

☐ Sub-cabinet

☐ Senior Level

☐ Entry Level

☐ Other (Please Specify)

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

☐ Agriculture

☐ Arts/Humanities

☐ Education

☐ Commerce

☐ Defense

☐ Energy

☐ Environmental Protection

☐ EEOC

☐ FDIC

☐ Health/Human Services

☐ Housing/Urban Development

☐ Interior

☐ Justice

☐ Labor

☐ NASA

☐ Office/Management & Budget

☐ Office/Personnel Management

☐ Science/Space/Technology

☐ State

☐ Transportation

☐ Treasury

☐ Veteran's Affairs

☐ Other (please describe)

(5) Comment:

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)

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	[Personally Identifiable Information] [partial] (1 page)	01/00/1993	b(6)

COLLECTION:

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

FOLDER TITLE:

Chronological-March 1993 [2]

2013-0661-F
rs2927

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]

Private Sector Experience

Pacific Consulting Services, Inc., Owner, CEO, (1986 - Present)

Pacifica provides maintenance supplies, equipment, and consulting services primarily to large industrial/aerospace customers throughout the Southwest including TRW, Hughes Aircraft, McDonnell Douglas, Northrop, Allied-Signal, Motorola, Magnavox, Mitsubishi, and AT&T. As CEO, responsible for overall company strategy, administrative oversight, purchasing, and customer relations.

Other Activities

California Workmen's Compensation Task Force (1992)

Executive Finance Board Dianne Feinstein for Governor (1990)

Board of Trustees, New Perspectives Quarterly Magazine (1985-87)

Director of California Gary Hart Associates Fundraising Program (during his aborted presidential campaign in 1987)

Education

UCLA School of Architecture/Urban Planning: M.A. in Urban Planning

(Regional Economic Development, Masters Thesis researched in Spain dealt with economic issues of Basque Autonomy) 1981

USC: B.A. in Cinema (emphasis during last two years in International Relations)

(Finished undergraduate studies in Geneva studying the United Nations) 1976

Travel

Extensive travel throughout Europe and the Orient. Lived two years in Europe (1975-77). Official travel delegations include: Congressional Delegation to Israel (1984) led by Rep. Tony Coelho; Delegation to Mexico (1985) led by ex-Gov. Jerry Brown (met with Bank of Mexico Director, U.S. Embassy officials, Carlos Fuentes, Octavio Paz); Delegation to China (1986) also led by Jerry Brown (meetings with U.S. Ambassador Winston Lord, Chinese Govt. and party officials in Beijing, Shanghai, Wu Han, Canton, and Shenzhen); airlifts to Armenia (1989-90).

Languages

Almost fluent French and Spanish. Functional Armenian.

Personal

Born [REDACTED] (b)(6) Married, two children.

References: John Emerson, Derek Shearer, Tony Coelho, Rep. Lee Hamilton

MEMORANDUM

TO: Phyllis Coven
FROM: John Emerson *JE*
DATE: January 12, 1993
SUBJECT: Resumes

I enclose, in no particular order, the following resumes. I have designated sponsor/recommend/simply-passing-it-on and specific positions where appropriate. The enclosed resumes are:

Maria Hummer: Mickey Kantor is sponsoring her for FCC. She is a Republican, by the way.

Tevan Aroustamian: Pass on.

Jeff Phillips: Energy; recommend.

Peter Shutan: Justice, DEA, or drug czar. Highly recommend.

Wilma Pinder: Pass on.

Steve Meixner: HUD; pass on.

Marilyn Barrett: Small business; pass on.

Paul Sczudlo: Tax lawyer; pass on.

Peter Bynum: Pass on.

Michael Haltzel: Sponsor: Ambassador to Germany.

Tom Epstein: Sponsor - See letter for positions.

Sandra Medof: Pass on.

Eileen Sheridan: Pass on.

Judith Johnston-Weston: Bureau of Indian Affairs; highly recommend.

Memorandum to Phyllis Coven
January 12, 1993
Page 2

Maeley Tom: Sponsor; Minority Business development; International Trade and Cultural relations.

Carol Fenelon: Sponsor; AIDS czar staff; N.E.A.; Education.

Suzanne Rosentsweig: Justice; highly recommend.

Hope Boonshaft-Lewis: Sponsor; Public Affairs at State, Justice, Transportation, HHS, or HUD.

Michael Mahdesian: Sponsor; A.I.D.

Elizabeth Clare Hunt: Pass on.

Diane Siegel: Highly recommend; various Public Affairs positions - see letter.

Steve Nissen: Sponsor; Director, Legal Services Corporation.

Phil Recht: Sponsor; see letter.

Roselynn Swig: Sponsor; see letter.

Lynn Alvarez: Sponsor; Justice; Legal Services.

Herbert E. Alexander: Highly recommend.

March 24, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL
SUBJECT: NATIONAL SERVICE LEGISLATION

Summary

We have made significant progress in developing National Service legislation. We plan to circulate a draft for comment within the Administration by the end of this month, with the goal of sending legislation to the Hill for introduction on April 20. We are working closely with the House and Senate Committees and expect that Senator Edward Kennedy and Congressman William Ford, the authorizing committee chairmen, will introduce the legislation enthusiastically for the Administration.

We are coordinating with the Department of Education so that our separate proposals can be meshed together and presented to Congress as comprehensive legislation addressing both national service and student aid reform/income contingent loans.

This memorandum summarizes my recommendations for national service legislation. Major policy issues presented in detail for the first time are set off for decision at various points within the body of the memorandum. Open policy issues, beginning on page 6, are presented with decision options. Two political considerations of which you should be aware are flagged at the end of the memorandum. We are also suggesting that we meet with you to discuss a variety of these matters further.

Criteria for Service Projects

In the new law, we would ~~propose~~^{define} general areas in which service could be performed -- human needs, public safety, education and environmental protection. We would allow more detailed priorities periodically to be set administratively to permit the program to be re-targeted as priorities change. Attached (Tab A) is a list of anecdotal examples of service which we are developing to answer the question, "What do you mean by service?" We have been consulting with organized labor to develop examples of service which meet national needs without creating a jobs displacement problem.

As we have discussed, at this point national service positions will typically not be professional positions (teachers and policemen) but will nonetheless be real service that makes a difference and accomplishes results (specifically in public safety and education). We continue to work with Bruce Reed and Dick Riley to develop professional positions apart from the core national service initiative.

Unlike legislative issues on which we need to make immediate decisions, these examples can be reviewed somewhat later in the process, but the examples we use should reflect your views. While they will not be written into law, they can appear in committee reports, are critical for communications, and will be very much a part of program implementation.

Federal Structure of National Service Program

Since national service will be one of your first domestic initiatives, the program will be judged not simply as a service and education program, but as a case study in reinventing government.

Our recommendations are based on several principles: (1) the President should be able to have a strong influence on setting priorities regarding the nature of funded activities; (2) ideally, service will not become a partisan issue; (3) the federal role should be as lean and entrepreneurial as possible, without inviting abuse through insufficient oversight and management; (4) we should avoid overlapping federal agencies; (5) strong state roles should be balanced with clear and enforceable federal standards.

Corporation for National Service

To promote an entrepreneurial program, we recommend that the new program be run by a new government corporation, the Corporation for National Service, similar in structure to the Corporation for Public Broadcasting and the Legal Services Corporation. The new corporation would have a strong chair, with decisional powers over hiring and firing, federal grant applications and state plans. The chair, as well as an advisory board and several top executives, would be appointed by the President and confirmed by the Senate.

The national corporation would fund the federal share of a minimum wage stipend, as well as health and child care benefits for participants. The corporation would also fund and administer the National Service Trust which will provide the educational benefits.

We could accomplish most of our policy objectives with a more traditional form of independent agency or commission, but there are several substantive and political reasons for the "corporate" structure:

- (1) the corporate form communicates the idea of a new entrepreneurial approach to government;
- (2) to permit more entrepreneurial management, we are proposing that new positions not be covered by civil service, a step which is less of an attack on civil service and politically more palatable when applied to a non-traditional government organization;
- (3) we are proposing a new form of state/federal coordination which we expect will be viewed positively by the governors, but might engender more resistance if we are simply doing business as usual at the federal level while we experiment at the state level;
- (4) a government corporation can have all of the authority and accountability normally associated with a government agency, with less burdensome procedures;

- (5) the corporate structure will facilitate both soliciting and accepting charitable contributions at the national level to supplement public funds and establish a public/private partnership.

Decision on Corporate Structure

Please indicate whether you approve or disapprove of the recommendation to adopt a corporate structure, or whether it requires further discussion.

Yes	_____
No	_____
Need to discuss	_____

Direct Federal Grants

We propose that half of the funds available under the new program be distributed on the basis of recommendations made by the states (discussed more fully below), and that half of the funds be allocated to the new corporation for direct grants to (1) other federal agencies; (2) innovative programs; (3) private programs (like City Year) with the potential of expanding to multiple states (to avoid the need for separate applications to numerous states); and (4) federally-targeted programs across multiple states (such as reforestation or rural home health care). We recommend that the corporation be given some discretion each year to reallocate funds between categories.

Existing Agencies

To streamline administration of service programs at the federal level, we propose that programs presently run by ACTION and the Commission for National and Community Service be brought together under the new corporation. Direct government programs (VISTA and the Older American Programs from ACTION and the Civilian Community Corps from the Commission) would be managed in an operating program division, while investment programs which fund activities through grants would be managed in a separate division. K-12 service learning programs would be treated as a special sub-set of investment programs.

This organization structure will preserve the independent character of the different programs, which in the case of VISTA and the Older American Volunteer Programs is particularly important to affected constituencies, while permitting a greater degree of coordination and efficiency. Federal funding for the Points of Light Foundation would be brought under the Corporation, which would direct the use of these funds.

We are concerned that the new program not be eclipsed at its birth by the burden of reorganizing existing programs, and would provide for at least a year of transition to permit the new program to go through a start-up year while existing programs operate as they presently do. We would allow the new Corporation's Chair to draw as necessary on the administrative resources now housed at ACTION and the Commission.

Commission programs, which are very similar to the new activities to be funded under the national service program, would in all likelihood merge immediately with the new program. VISTA

and the Older American Volunteer Programs, on the other hand, involve much more direct federal administration and have much larger staff structures. These programs would continue to operate more independently, with a gradual merger to be managed at a pace that allows the new program to succeed.

We would provide for at least a year of transition, to give ACTION staff interested in staying with the new corporation a strong incentive to demonstrate their ability and commitment, while those not interested in staying will have ample and fair opportunities to seek alternate federal civil service employment. To avoid a political firestorm about civil service exceptions, we propose grandfathering all civil service employees who directly administer VISTA and the Older American Volunteer Programs, while ACTION administrative personnel would be offered special consideration for new positions at the new corporation (but not absolute job protection), as well as customary placement rights for civil service hiring in other agencies.

State and Regional Offices

ACTION presently has both state and regional office to administer the VISTA and Older American Volunteer Programs. In general, the state offices seem to have the reputation of being accessible, particularly to disadvantaged and minority communities seeking VISTA volunteers. Some offices are better than others, but it does not seem that we would gain a great deal by radically changing the structure of the state offices.

The new Corporation for National Service would assign a staff member to work in each state office. This would build into the program a practical mechanism for federal/state partnership in which the corporation would work closely with states developing plans for federal approval (discussed more fully below in the context of the State role). The cost would be relatively modest since state ACTION offices are already in place and would infuse the entrepreneurial spirit of the new program into the existing offices.

ACTION regional offices now serve review functions which could be handled more efficiently at the national program offices of VISTA and the Older Americans Volunteer Programs. We propose shifting these functions, reducing the overall staff and closing the regional offices. Since there are presently a number of unfilled political slots in the regions, this can be described as either downsizing or as shifting jobs to manage the new program. Career employees are represented by AFSCME, which is presently guardedly supportive of national service. Attached (Tab B) is a description of where these offices are located and how many jobs would be affected.

As we approach a public announcement, we will work closely with your political and legislative staffs on outreach. While this is one issue where political pressure may force reconsideration, as a policy matter, the appearance of a three level review structure has few substantive supporters, and eliminating a level of review is consistent with the general thrust of the Administration on making government more efficient.

Room for
deviser
block?

Decision on Reorganization of Existing Agencies

Please indicate if you are comfortable with this recommendation or whether we need to discuss it further.

Approve reorganization plan	_____
Disapprove of reorganization plan	_____
Need to discuss	_____

State Role

We have assumed from the start that states will play a major role in the new program, because they understand local needs, and because we are committed to keeping the new federal corporation as small as possible. We propose that States be allocated thirty percent of the funds under the new program by formula, and an additional twenty percent on the basis of competitive applications. In every case states will be required to comply with national program criteria, and submit plans for approval by the Corporation for National Service. To avoid micro-management, these plans will be approved or disapproved in their entirety.

In reviewing options, we discovered that there is a wide range of views on how well state administered programs work. While Governors like Roy Romer would implement programs we are comfortable with, Bill Ford and Richard Daley are at odds with their governors and are distrustful of delegating full control to the governors.

We have tried to provide Governors with a strong incentive to undertake the new program energetically, and become personally and fiscally invested. At the same time, we have tried to balance concerns that (1) some states might exclude politically unpopular constituencies on partisan or regional grounds, and (2) a point raised by David Osborne in particular, that state bureaucracy may be even more constraining in some States than federal bureaucracy.

To parallel the independent character of a corporation at the national level, we propose that state authority be vested in independent State National Service Commissions. Members would be appointed by the governors, and would include representatives from several interested communities (students, educators, labor, business, etc.). Modelled on the present national Commission on National and Community Service, state commissions will be bi-partisan and elect their own chair. To support the commissions, federal funding would be provided for staff and administration, provided that states meet a match requirement, which would begin at 20 percent and gradually increase in later years.

To promote federal/state partnership, the Corporation for National Service representative in each state would participate in State Commission deliberations. This would assure that the Corporation fully understands state plans when they are submitted for review, and will provide early warning of possible problems that might result in disapproval of a plan. The objective is for state plans to be negotiated so that disapproval is never necessary, but to provide for a disapproval mechanism as a sanction of last resort.

We are designing a match requirement to encourage private as well as local and state government financial support of programs which receive federal funds. To make certain that at least part of the match is in cash, we would require that 15 percent of the basic minimum wage stipend for participants be funded through non-federal cash contributions. An additional matching requirement, which could be satisfied by providing facilities, equipment, etc., would bring the total match to fifty percent. Programs would also be able to supplement stipends and other benefits with their own funds.

Decision on State Commission Approach

Please indicate whether you are comfortable with the State Commission approach.

Approve _____

Disapprove _____

Need to discuss _____

Issues Requiring Further Guidance

Education Benefits

After our last meeting, we floated the idea of a differential benefit (\$5,000 for pre-college participants; outstanding loan amounts not to exceed \$10,000 for post-college participants). The idea has attracted a significant amount of criticism from the Hill (including a letter to you yesterday from Senators Nunn and Mikulski) and from groups promoting pre-college service. DLC criticism has been less pronounced after discussions in which I explained that, on average, the differential would be less than \$2,000, since outstanding loans average less than \$7,000.

Objections center on two issues: (1) concern that participation will be skewed towards college graduates; and (2) the implication that pre-college service is of less value than post-college service.

The differential arose out of the concern you raised at last month's NEC meeting that a \$10,000 educational benefit is too high for a recent high school graduate. The proposal was a compromise to preserve the possibility of a \$10,000 benefit (strongly supported by the DLC) and strengthen the relationship between service and paying for college. Senators Kennedy and Wofford and Congressman Ford are all more comfortable with lower benefits.

Given the criticism, I think we should re-think the differential. Setting the maximum benefit at \$6,500 for post-college participation would still allow repayment of the average loan balance of a graduate from a four year state college with one year of service. I recommend either a smaller differential (maximum post-college benefit of \$6,500) or setting a single benefit level of \$5,000 for all participants.

Reducing the size of the differential may not solve our political problems. Rather than float a revised proposal at this time, I would advise you to wait and resolve this issue at a meeting with key Members of Congress just after the Summit. This would be more likely to produce a final resolution

after which they would sign on to the package. Participants at the meeting should include Senators Kennedy, Nunn, Mikulski and Wofford and Congressman Ford.

Decision on Benefit Meeting

Please indicate whether we should arrange for a meeting before the April 20 introduction target.

Yes	_____
No	_____
Need to discuss	_____

Use of Educational Benefit

You have always talked about providing an educational benefit to pay for college and training. Many assumed that this would be applicable to graduate school as well. As a practical matter, by limiting the educational benefit to outstanding loans for college graduates, there will be numerous cases where outstanding loans are below the maximum benefit level and the full benefit cannot be utilized. In contrast, pre-college participants will presumably will use their full benefit in virtually all cases. Further, some students (who can never be assured in advance of participation in your program) may work through college and graduate debt-free -- but want to participate in the program after graduation, to help pay for grad school.

Decision on use of benefits

Since we never discussed this issue, I would like to flag it for discussion or decision.

Benefits only for college and training	_____
Excess benefits also for post-college education	_____
Need to discuss	_____

Maximum stipend

We are setting a federally supported stipend at minimum wage. We have always assumed that programs would be allowed to supplement these stipends with their own funds. We have never resolved whether there is a maximum stipend that should be allowed under our service program.

The arguments for limiting stipends, is to avoid service slots with "real" salaries which might be inconsistent with the idea of service and which could attract political criticism. There is also a concern that if there is no limit, state and local government will find ways to package proposals which will substitute national service dollars for local dollars presently being spent to hire teachers, policemen, nurses, public-interest lawyers, etc.

The argument for no limit (or a higher limit) is that in many instances, communities can gain most, and young people give most, through service in a professional position. A higher wage limit would allow "professional corps" to remain under the national service umbrella.

I recommend that in general, we cap the maximum stipend at twice the minimum wage. However, I think we should allow higher wages in professional corps programs in limited cases, in which I would limit federal support to the post-service educational benefit. This will avoid a substitution problem, but allow for professional placements in targeted professions.

Decisions on maximum benefit level

Cap at twice minimum wage, with the noted exception:

Yes _____

No _____

Need to discuss _____

Education benefit only for limited professional corps:

Yes _____

No _____

Need to discuss _____

Age Limit

While it is easy to determine a starting point for eligibility in terms of high school graduation, it is more difficult to set an upper age limit, and in fact, it may be preferable not to set an upper age limit for participation. An age limit of 25 or 27 would exclude from participation many who complete their education through a non-traditional course of study.

If we set the age limit anywhere over 30, we will appear to be discriminating based on age rather than status. As a practical matter, educational benefits will be of relatively little interest to many older participants, but in theory, they should be eligible if they meet all other program criteria. This is an issue we have never discussed which I wanted to flag to make sure you are comfortable with our assumption.

Decision on Age Limit

No age limit _____

Set age limit _____

Need to discuss _____

Program Name

We suggest using the name AmeriCorps for the college-age service program. We would like you approval to test this name (including through focus groups). By the way, while many will claim authorship of this name, you should know that Skip Rutherford played a key role.

Decision

Test AmeriCorps _____

Find other names _____

Need to discuss _____

Political Issues of Concern**Pell Grants**

I continue to be concerned that our policy towards the Pell Grant program will be perceived as a cut, particularly for middle income participants. If so, the national service initiative, which has no income test for participation, will be subject to additional scrutiny and criticism. This memorandum is not the appropriate place to present the case regarding Pell Grants, but the political fallout could be damaging to the funding of the national service initiative. Bear in mind the substantial difference between the size of our post-service benefit and the currently funded Pell Grant level (\$2,300).

Appropriations Jurisdiction

There is the possibility of a nasty jurisdictional battle within the Congress over which Appropriations subcommittee will have jurisdiction over the new program. In the budget, we remained neutral on this issue, which made Senator Mikulski unhappy. This issue is likely to resurface as we approach the allocation decision in Congress in mid-April. We have talked with Senators Mitchell and Pryor (and Howard Paster, among others) on this subject and would like the benefit of your perspective.

(Rick/ELI)

March 24, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: ELI J. SEGAL
SUBJECT: NATIONAL SERVICE LEGISLATION

Summary

We have made significant progress in developing National Service legislation. We plan to circulate a draft for comment within the Administration by the end of this month, with the goal of sending legislation to the Hill for introduction on April 20. We are working closely with the House and Senate Committees and expect that Senator Edward Kennedy and Congressman William Ford, the authorizing committee chairmen, will introduce the legislation enthusiastically for the Administration.

We are coordinating with the Department of Education so that our separate proposals can be meshed together and presented to Congress as comprehensive legislation addressing both national service and student aid reform/income contingent loans.

This memorandum summarizes my recommendations for national service legislation. Major policy issues presented in detail for the first time are set off for decision at various points within the body of the memorandum. Open policy issues, beginning on page 6, are presented with decision options. Two Several political considerations of which you should be aware are flagged at the end of the memorandum. We are also suggesting that we meet with you to discuss various of these matters further.

Criteria for Service Projects

In the new law, we would propose defining general areas in which service could be performed -- human needs, public safety, education and environmental protection. We would allow more detailed priorities to be set periodically administratively to permit the program to be re-targeted as priorities change. Attached (Tab A) is a list of anecdotal examples of service which we are developing to answer the question, "What do you mean by service?" We have been consulting with organized labor to develop examples of service which meet national needs without creating a displacement problem. jobs

As we have discussed, at this point ^{national service} these positions will typically not be professional positions (teachers and policemen) but will nonetheless be real service that makes a difference and accomplishes results. We continue to work with Bruce Reed and Dick Riley to develop professional positions apart from the core national service initiative.

(specifically including in public safety and education).

Unlike legislative issues on which we need to make immediate decisions, these examples can be reviewed somewhat later in the process, but the examples we use should reflect your views. While they will not be written into law, they can appear in committee reports, are critical for communications, and will be very much a part of program implementation.

Federal Structure of National Service Program

Since national service will be one of your first domestic initiatives, the program will be judged not simply as a service and education program, but as a case study in reinventing government.

Our recommendations are based on several principles: (1) the President should be able to have a strong influence on setting priorities regarding the nature of funded activities; (2) ideally, service will not become a partisan issue; (3) the federal role should be as lean and entrepreneurial as possible, without inviting abuse through insufficient oversight and management; (4) we should avoid overlapping federal agencies; (5) strong state roles should be balanced with clear and enforceable federal standards.

Corporation for National Service

To promote an entrepreneurial program, we recommend that the new program be run by a new government corporation, the Corporation for National Service, similar in structure to the Corporation for Public Broadcasting and the Legal Services Corporation. The new corporation would have a strong chair, with decisional powers over hiring and firing, federal grant applications and state plans. The chair, as well as an advisory board and several top executives, would be appointed by the President and confirmed by the Senate.

The national corporation would fund the federal share of a minimum wage stipend, as well as health and child care benefits for participants. The corporation would also fund and administer the National Service Trust which will provide the educational benefits.

We could accomplish most of our policy objectives with a more traditional form of independent agency or commission, but there are several substantive and political reasons for the "corporate" structure:

- Space →
- (1) the corporate form communicates the idea of a new entrepreneurial approach to government;
 - (2) to permit more entrepreneurial management of the new corporation, we are proposing that new positions not be covered by civil service, a step which is less of an attack on civil service and politically more palatable when applied to a non-traditional government organization;
 - (3) we are proposing a new form of state/federal coordination which we expect will be viewed positively by the governors, but might engender more resistance if we are simply doing business as usual at the federal level while we experiment at the state level;
 - (4) a government corporation can have all of the authority and accountability normally associated with a government agency, with less burdensome procedures;

- (5) the corporate structure will facilitate both soliciting and accepting charitable contributions at the national level to supplement public funds and establish a public/private partnership.

Decision on Corporate Structure

Please indicate whether you approve or disapprove of the recommendation to adopt a corporate structure, or whether it requires further discussion.

Yes _____

No _____

Need to discuss _____

Direct Federal Grants

(like City Year)

We propose that half of the funds available under the new program be distributed on the basis of recommendations made by the states (discussed more fully below), and that half of the funds be allocated to the new corporation for direct grants to (1) other federal agencies; (2) innovative programs; (3) private programs with the potential of expanding to multiple states (to avoid the need for separate applications to numerous states); and (4) federally-targeted programs across multiple states (such as rural home health care). We recommend that the corporation be given some discretion each year to reallocate funds between categories.

Existing Agencies

re forestation or Civilian

To streamline administration of service programs at the federal level, we propose that programs presently run by ACTION and the Commission for National and Community Service be brought together under the new corporation. Direct government programs (VISTA and the Older American Programs from ACTION and the Community ~~Development~~ Corps from the Commission) would be managed in an operating program division, while investment programs which fund activities through grants would be managed in a separate division. K-12 service learning programs would be treated as a special set of investment programs.

sub-

This organization structure will preserve the independent character of the different programs, which in the case of VISTA and the Older American Volunteer Programs is particularly important to affected constituencies, while permitting a greater degree of coordination and efficiency. Federal funding for the Points of Light Foundation would be brought under the Corporation, which would direct the use of these funds.

We are concerned that the new program not be eclipsed at its birth by the burden of reorganizing existing programs, and would provide for at least a year of transition to permit the new program to go through a start-up year while existing programs operate as they presently do. We would allow the chair to draw as ~~may be~~ necessary on the administrative resources now housed at ACTION and the Commission.

national Corporation's

Commission programs, which are very similar to the new activities to be funded under the national service program would in all likelihood merge immediately with the new program. VISTA

and the Older American Volunteer Programs, on the other hand, involve much more direct federal administration and have much larger staff structures. These programs would continue to operate *more* ~~independently~~ independently, with a gradual merger to be managed at a pace that allows the new program to succeed.

We would provide for at least a year of transition, to give ACTION staff interested in staying with the new corporation a strong incentive to demonstrate their ability and commitment, while those not interested in staying will have ample and fair opportunities to seek alternate federal civil service employment. To avoid a political firestorm about civil service exceptions, we propose grandfathering all civil service employees who directly administer VISTA and the Older American Volunteer Programs, while ACTION administrative personnel would be offered priority consideration for new positions at the new corporation (but not absolute job protection), as well as customary placement rights for civil service hiring in other agencies.

State and Regional Offices

ACTION presently has both state and regional offices to administer the VISTA and Older American Volunteer Programs. In general, the state offices seem to have the reputation of being accessible, particularly to disadvantaged and minority communities seeking VISTA volunteers. Some offices are better than others, but it does not seem that we would gain a great deal by radically changing the structure of the state offices.

The new Corporation for National Service would assign a staff member to work in each state office. This would build into the program a practical mechanism for federal/state partnership in which the corporation would work closely with states developing plans for federal approval (discussed more fully below in the context of the State role). The cost would be relatively modest since state ACTION offices are already in place and would infuse the entrepreneurial spirit of the new program into the existing offices.

ACTION regional offices now serve review functions which could be handled more efficiently at the national program offices of VISTA and the Older Americans Volunteer Programs. We propose shifting these functions, reducing the overall staff and closing the regional offices. Since there are presently a number of unfilled political slots in the regions, this can be described as either downsizing or as shifting jobs to manage the new program.

Career employees are represented by AFSCME, which is presently ~~very~~ supportive of national service. Attached (Tab B) is a description of where these offices are located and how many jobs would be affected.

As we approach a public announcement, we will work closely with ~~Rahm Emanuel and Joan Baggett~~ on outreach. While this is one issue where political pressure may force reconsideration, as a policy matter, the appearance of a three level review structure has few supporters, and eliminating a level of review is consistent with the general thrust of the Administration on making government more efficient.

*your political
and legislative
staffs*

substantive

guardedly

Decision on Reorganization of Existing Agencies

Please indicate if you are comfortable with this recommendation or whether we need to discuss it further.

Approve reorganization plan _____

Disapprove of reorganization plan _____

Need to discuss _____

State Role

We have assumed from the start that states will play a major role in the new program, because they understand local needs, and because we are committed to keeping the new federal corporation as small as possible. We propose that States be allocated thirty percent of the funds under the new program by formula, and an additional twenty percent on the basis of competitive applications. In every case states will be required to comply with national program criteria, and submit plans for approval by the Corporation for National Service. To avoid micro-management, these plans will be approved or disapproved in their entirety.

In reviewing options, we discovered that there is a wide range of views on how well state administered programs work. While Governors like Roy Romer would implement programs we are comfortable with, Bill Ford is at odds with his Republican governor and is distrustful of delegating full control to the governors. *and Rich Daley are*

We have tried to provide Governors with a strong incentive to undertake the new program energetically, and become personally and fiscally invested. At the same time, we have tried to balance concerns that (1) some states might exclude politically unpopular constituencies on partisan or regional grounds, and (2) a point raised by David Osborne in particular, that state bureaucracy may be even more constraining in some States than federal bureaucracy.

To parallel the independent character of a corporation at the national level, we propose that state authority be vested in independent State National Service Commissions. Members would be appointed by the governors, and would include representatives from several interested communities (students, educators, labor, business, etc.). Modelled on the present national Commission on National and Community Service, state commissions will be bi-partisan and elect their own chair. To support the commissions, federal funding would be provided for staff and administration, provided that states meet a match requirement, which would begin at 20 percent and gradually increase in later years.

To promote federal/state partnership, the Corporation for National Service representative in each state *would* participate in State Commission deliberations. This *would* assure that the Corporation fully understands state plans when they are submitted for review, and will provide early warning of possible problems that might result in disapproval of a plan. The objective is for state plans to be negotiated so that disapproval is never necessary, but to provide for a disapproval mechanism as a sanction of last resort.

We are designing a match requirement to encourage private as well as local and state government financial support of programs which receive federal funds. To make certain that at least

part of the match is in cash, we would require that 15 percent of the basic minimum wage stipend for participants be funded through non-federal cash contributions. An additional matching requirement, which could be satisfied by providing facilities, equipment, etc., would bring the total match to fifty percent. Programs would also be able to supplement stipends and other benefits with their own funds.

Decision on State Commission Approach

Please indicate whether you are comfortable with the ^{State} Commission approach.

Approve _____

Disapprove _____

Need to discuss _____

(including a letter to you yesterday from Senators Mikulski and Nunn)

Issues Requiring Further Guidance

Education Benefits

After our last meeting, we floated the idea of a differential benefit (\$5,000 for pre-college participants; outstanding loans not to exceed \$10,000 for post-college participants). The idea has attracted a significant amount of criticism from the Hill and from groups promoting pre-college service. DLC criticism has been less pronounced after discussions in which I explained that, on average, the differential would be less than \$2,000, since outstanding loans average less than \$7,000.

Objections center on two issues: (1) concern that participation will be skewed towards college graduates; and (2) the implication that pre-college service is of less value than post-college service. Attached (Tab C) is a letter received today from Senators Nunn and Mikulski on this subject and an article from TIME which discusses the criticism.

The differential arose out of the concern you raised at last month's NEC meeting that a \$10,000 educational benefit is too high for a recent high school graduate. The proposal was a compromise to preserve the possibility of a \$10,000 benefit (strongly supported by the DLC) and keep your campaign promise that benefits would pay for a college education. Senators Kennedy and Wofford and Congressman Ford are all more comfortable with lower benefits.

Given the criticism, I think we should re-think the differential. Setting the benefit at \$6,500 for post-college participation would still allow repayment of the average loan balance of a graduate from a four year state college. I recommend either a smaller differential (maximum post-college benefit of \$6,500) or setting a single benefit level of \$5,000 for all participants, (which would require two years of service to pay off the average state college loan balance).

Reducing the size of the differential may not solve our political problems. Rather than float a revised proposal, I would advise you to wait and resolve this issue at a meeting with key Members of Congress. This would be more likely to produce a final resolution after which they would sign on to the package. Participants at the meeting should include Senators Kennedy, Nunn, Mikulski and Wofford and Congressman Ford.

just after the Summit.

Strengthen the relationship between service and paying for college.

amounts

with one year of service

maximum

at this time

Decision on Benefit Meeting

Please indicate whether we should arrange for a meeting before the April 20 introduction target.

Yes	_____
No	_____
Need to discuss	_____

Use of Educational Benefit

You have always talked about providing an educational benefit to pay for college and training. Many assumed that this would be applicable to graduate school as well. As a practical matter, by limiting the educational benefit to outstanding loans for college graduates, there will be numerous cases where outstanding loans are below the maximum benefit level and the full benefit cannot be utilized. In contrast, pre-college participants will presumably will use their full benefit in virtually all cases. ~~We can also expect pressure to allow benefits to be used for other purposes, such as down payments on a first home.~~

Insert
Attached

Decision on use of benefits

Since we never discussed this issue, I would like to flag it for discussion or decision.

Benefits ^{only} for college and training	_____
Excess Benefits ^{also} for post-college education	_____
Need to discuss	_____

Maximum stipend

We are setting a federally supported stipend at minimum wage. We have always assumed that programs would be allowed to supplement these stipends with their own funds. We have never resolved whether there is a maximum stipend that should be allowed under our service program.

The arguments for limiting stipends, is to ^{FC}avoid service slots with "real" salaries which might be inconsistent with the idea of service and which would attract political criticism. There is also a concern that if there is no limit, state and local government will find ways to package proposals which will substitute national service dollars for local dollars presently being spent to hire new teachers, policemen, nurses, etc. public-interest lawyers,

The argument for no limit (or a higher limit) is that in many instances, communities can gain most, and young people give most, through service in a professional position, ~~such as teaching. While the Police Corps proposal is proceeding, there is no plan to fund Teacher Corps at present, and a higher wage limit would allow for the option of keeping "professional corps" under the national service umbrella.~~ to remain

Further, some students (who can never be assured in advance of participation in your program) may work through college and graduate debt-free -- but want to participate in the program after graduation to help pay for grad school.

I recommend that in general, we cap the maximum stipend at twice the minimum wage. However, I think we should allow higher wages in professional corps programs in limited cases, in which I would limit federal support to the post-service educational benefit. This will avoid a substitution problem, but allow for professional placements in targeted professions.

no underlining

Decisions on maximum benefit level

Cap at twice minimum wage; with the noted exception:

Yes _____

No _____

Need to discuss _____

Education benefit only for limited professional corps:

Yes _____

No _____

Need to discuss _____

Age Limit

While it is easy to determine a starting point for eligibility in terms of high school graduation, it is more difficult to set an upper age limit, and in fact, it may be preferable not to set an upper age limit for participation. An age limit of 25 or 27 would exclude from participation many who complete their education through a non-traditional course of study.

If we set the age limit anywhere over 30, we will appear to be discriminating based on age rather than status. As a practical matter, educational benefits will of relatively little interest ~~unattractive~~ to many older participants, but in theory, they should be eligible if they meet all other program criteria. This is an issue we have never discussed, which I wanted to flag to make sure you are comfortable with our assumption.

Decision on Age Limit

No age limit _____

Set age limit _____

Need to discuss _____

Program Name

Millions of Americans have been touched by your call to service, but relatively few will be able to participate in your service program. By finding a way to bring those outside the program under your service banner, you can maintain their support and expand the power of your initiative.

We suggest that you use two names to describe your effort: AmeriCorps for the college-age service program, ~~AmeriCan for the broader effort to encourage all Americans to serve.~~ Programs other than AmeriCorps would fall under the AmeriCan rubric, which could also be used to promote non-stipended service. We would like your approval to test ~~these~~ ^{using the name} ~~these~~ ^{these} names (including through focus groups), (By the way, while many will claim authorship of these names, Skip Rutherford played a key role.)

Decision

Test

Use AmeriCorps and ~~AmeriCan~~ _____~~Test~~

Use AmeriCan Find other names _____

Need to discuss _____

Political Issues of ConcernPell Grants

I continue to be concerned that our policy towards the Pell Grant program will be perceived as a cut, particularly for middle income participants. If so, the national service initiative, which has no income test for participation, will be subject to additional scrutiny and criticism. This memorandum is not the appropriate place to present the case regarding Pell Grants, but the political fallout could be very damaging to the funding of the national service initiative. Bear in mind the substantial difference between the size of our post-service benefit and the currently-funded Pell Grant level (\$2300).

There continues to be a significant controversy within the Congress over which Appropriations subcommittee will have jurisdiction over the new program. In the budget, we remained neutral on this issue, which made Senator Mikulski very unhappy. This issue is likely to resurface as we approach the allocation decision in Congress in mid-April.

is the possibility of a nasty jurisdictional battle

EJS:jjl

We have talked with Senators Mitchell and Pryor (and Howard Paster, among others) on this subject and would like the benefit of your perspective.

KOBER
Ride
Shirley

Eli --

I ran out of steam around 11:00 and as you can see,^ the memo is still not finished and needs some more editing.

Podesta was not in but I spoke with Todd Stern who suggested that you need to call Marcia Hale to set a time for a meeting and that we can work backwards to a deadline for the memo. The length of the memo does not seem to be a problem, and getting it to him on Friday will not preclude a weekend or early week meeting.

Please let me know if I need to call Marcia regarding the schedule or if we should send a note from you. Todd thought a meeting would be necessary given the scope of the decisions.

Feel free to call me at home tonight (I will get home around 11:30) or in the morning (I will be leaving by 7:00).

March 24, 1993

Memorandum to the President

From: Eli J. Segal

Subject: National Service Legislation

Summary

a) We have made significant progress in developing a legislative proposal to implement National Service. We plan to circulate draft legislation for comment within the Administration by the end of this month, with the goal of sending legislation to the Hill for introduction on April 20. We are working closely with the House and Senate Committees and expect that Senator Edward Kennedy and Congressman William Ford, the authorizing committee chairmen, will introduce the legislation enthusiastically for the Administration. legislation

We are coordinating with the Department of Education so that our separate proposals can be meshed together and presented to Congress as comprehensive legislation addressing both national service and student aid reform (to provide/income contingent loans).

This memorandum summarizes ^{my} the recommendations we for the legislation.
~~Since it has been several weeks since we discussed the issue at length, I think it is important to present our recommendations to you at this point.~~ Major policy issues which I am presenting ^{ed} in detail for the first time are set off for decision at various points within the body of the memorandum. In addition, there are several open policy issues beginning on page ___ on which we need further guidance from you. Along with these issues, at the end of the memorandum I will flag several political considerations which you should be aware of. ↑

Criteria for Service Projects

In the new law, we would propose defining general areas in which service could be performed -- human needs, public safety, education and environmental protection. We would allow more detailed priorities to be set periodically ~~by regulation~~ to permit the program to be re-targeted as priorities change.

administratively

at July 11
Attached is a list of anecdotal examples of service which we are developing to answer the question, "What do you mean by service?"

As we have discussed, these positions, at this point, will not be professional positions (teachers and policemen) but will nonetheless be real service that makes a difference and accomplishes results. We continue to work with Bruce Reed and Dick Riley to develop professional positions apart from the core national service initiative. J. [signature]

Unlike legislative issues on which we need to make immediate decisions, these examples can be reviewed somewhat later in the process, but the examples we use should reflect your views. While they will not be written into law, they can appear in committee reports, are critical for communications, and will be very much a part of program implementation.

Federal Structure of National Service Program

Since national service will be one of the your first domestic initiatives, ~~we are very aware that~~ the program will be judged not simply as a service and education program, but as a case study in reinventing government.

regarding the nature of funded activities;
Our recommendations are based on several principles: (1) the President should be able to have a strong influence on setting priorities, ~~when the program is implemented~~; (2) ideally, service will not become a partisan issue; (3) the federal role should be as lean and entrepreneurial as possible, without inviting abuse through insufficient oversight and management; (4) we should avoid overlapping federal agencies; (5) strong state roles should be balanced with clear and enforceable federal standards.

Corporation for National Service

To promote an entrepreneurial program, we recommend that the new program be run by a new government corporation, the Corporation for National Service. This new corporation, (similar in structure to the Corporation for Public Broadcasting and the Legal Services Corporation) would have a strong chair with ~~decisional powers over hiring and firing as well as approving~~ *and over* both direct federal grant applications and state plans. The chair, as well as an advisory board, would be appointed by the President and confirmed by the Senate.

The national corporation would fund the federal share of a minimum wage stipend, as well as health and child care benefits for participants. The corporation would also fund and administer the National Service Trust which will provide the educational benefits.

K-12

Existing Agencies

administered

sep sent attend

community

particularly

To streamline federal administration of service programs, we propose that ~~existing service~~ programs presently run by ACTION, ~~and the Commission for National and Community Service~~ (and the Points of Light Foundation) should fall under the new corporation. Direct government programs (VISTA and the Older American Programs from ACTION and the Civilian Conservation Corps from the Commission) would be managed in an operating division, while investment programs which fund activities through grants would be managed in a separate division. This will make it possible to maintain the independent character of the different programs, which, in the case of VISTA and the Older American Volunteer Programs is very important to affected constituencies, while permitting a greater degree of coordination and efficiency in central administration.

We are concerned that the new program not be eclipsed at its birth by the burden of reorganizing existing programs, and would provide for at least a year of transition to permit the new program to go through a start-up year while existing programs operate as they presently do. We would allow the chair to draw as may be necessary on the administrative resources now housed at ACTION and the Commission.

As a practical matter, most Commission programs (which are very similar to the new activities to be funded under the national service program) would merge immediately with the new corporation. ~~VISTA and the Older American Volunteer Programs now run by ACTION~~, on the other hand, which have much larger staff structures, would continue to operate largely independently, with a gradual merger to be managed at a pace that allows the new program to succeed.

separate

The

programs

and

will

that don't add up

Wm

To avoid a political firestorm about civil service exceptions, we propose grandfathering all civil service employees at VISTA and the Older American Volunteer Programs, while we give ACTION administrative personnel priority consideration for new positions at the new corporation (but not absolute job protection), as well as customary placement rights for civil service hiring throughout the government. If we provide for at least a year of transition, ACTION staff interested in staying with the new corporation will have a strong incentive to demonstrate their ability and commitment while those not interested in staying will have ample and fair opportunities to seek alternate federal civil service employment.

STC

Openings

State and Regional Offices

ACTION presently has both state and regional office to administer the VISTA and Older American Volunteer Programs. In general, the state offices seem to have the reputation as being accessible, particularly to disadvantaged and minority communities seeking VISTA volunteers. Some offices are better +

competent + accessible

OK

than others, but it does not seem that we would gain a great deal by radically changing the structure of the state offices.

We propose ^{that} the new Corporation for National Service ^{assign a} place a staff member in each state office ~~(in smaller states perhaps there would be more than one state assigned to a representative)~~. This would build into the program a practical mechanism for federal/state partnership in which the corporation would work closely with states developing plans for federal approval ~~without micro-managing the state process. This is~~ (discussed more fully below in the context of the State role). The cost would be relatively modest since state ACTION offices are already in place and would infuse the entrepreneurial spirit of the new program into the existing offices.

ACTION regional offices now serve ⁱⁿ review functions which could be handled more efficiently at the national program offices of VISTA and the Older Americans Volunteer Programs. We propose shifting these functions, reducing the overall staff and closing the regional offices. Since there are presently a number of unfilled political slots in the region, ~~this can be described as~~ either downsizing or as shifting jobs to manage the new program.

In addition to appointed positions which are unfilled, there are also career positions which are filled by staff represented by AFSCME, which is presently very supportive of national service. ~~We propose giving career people the first right to fill positions created at the national level, but realistically, the move would not be attractive for many. Attached is a list which~~ describes the jobs in regional ACTION offices. As we approach a public announcement, we will work closely with Rahm Emanuel and Joan Baggett on outreach. While this is one issue where political pressure may force reconsideration, as a policy matter, the appearance of a three level review structure has few supporters, and eliminating a level of review is consistent with the general thrust of the Administration on making government more efficient.

Decision on Reorganization

Please indicate if you are comfortable with the reorganization plan described above, or whether we need to discuss it further.

indent

Approve	_____
Disapprove	_____
Need to discuss	_____

as tabs
next B

*locations
and
number of*

~~State Role~~
~~Formula and Capital Allocation~~

top
high

We have assumed from the start that states would play a major role in the new program, because they are better able to evaluate local needs and because we are committed to keeping the new federal corporation as small as possible. We propose that States be allocated ^{four percent} ~~one third~~ of the funds under the new program by formula, and that ^{no less than twenty percent} ~~an additional one third~~ be awarded to states on the basis of competitive applications. In every case states will be required to comply with national program criteria, and would submit plans for approval by the Corporation for National Service. To avoid micro-management, these plans will be approved or disapproved in their entirety.

In reviewing options, we discovered that there is a wide range of views on how well state administered programs work. While Governors like Roy Romer would implement programs we are comfortable with, Bill Ford is at odds with his Republican governor and is distrustful of delegating full control to the governors.

We have tried to ^{provide} ~~balance the need to give~~ ^{an incentive} ~~authorities~~ to energetically undertake this responsibility, and become personally and fiscally invested, with concerns that some states might exclude politically unpopular constituencies on partisan or regional grounds, and concerns, raised particularly by David Osborne, that state bureaucracy may be even more constraining in some States than federal bureaucracy.

added regional experts

To parallel the independent character of a corporation at the national level, we propose that state authority ~~should~~ be vested in independent State National Service Commissions. Members would be appointed by the governors, and would include representatives from several interested communities (students, educators, labor, business, etc.). Modelled on the present national Commission on National and Community Service, the ^{new proposed} ~~state~~ commissions will be bi-partisan and ~~would~~ elect their own chair. To support the commissions, federal funding would be provided for staff and administration, provided that states meet a match requirement, which would begin at 20 percent and gradually ramp up.

federal

To further promote federal/state partnership, the federal Corporation's representative in a state will participate in State Commission deliberations. This will assure that the Corporation fully understands state plans when they are submitted for review, and will provide early warning of possible problems that might result in disapproval of a plan. The objective is for state plans to be negotiated so that disapproval is never necessary, but to provide for a disapproval mechanism as a sanction of last resort.

much less emphasis on state

We are designing a fund matching requirement to encourage private as well as local and state government support of programs

in later years.

each

which receive federal funds. To make certain that at least part of the match is in cash, and applied towards the basic stipend of participants, we would require that 15 percent of the basic minimum wage stipend for participants be funded through non-federal cash contributions. We would allow additional matching requirements to be met in-kind (providing facilities, equipment, etc.). Programs would also be able to supplement stipends and other benefits with their own funds.

Decision

The State commission approach seems to us to be a good way to have the States assume a very significant role in this program, while building in some checks and balances (without micro-managing). Please indicate whether you are comfortable with the Commission approach.

Approve _____

Disapprove _____

Need to discuss _____

Issues Requiring Further Guidance

Education Benefits

The differential benefit (\$5,000 pre-college; outstanding loans not to exceed \$10,000 post-college) which we floated for discussion after our last meeting has attracted significant amount of criticism from the Hill and from student groups. Objections center on two issues: (1) concern that participation will be skewed towards post-college participation and (2) the implication that pre-college service is of less value than post-college service.

At this point, the differential benefit is being criticized by Senators Nunn and Mikulski. DLC criticism has been less pronounced after discussions in which I explained that on average the differential would be less than \$2,000, since outstanding loans average less than \$7,000.

The differential benefit arose out of the concern you raised at last month's NEC meeting that a \$10,000 educational benefit is too high for a recent high school graduate. The proposal was designed as a compromise to preserve the possibility of a \$10,000 benefit (strongly supported by the DLC) and to keep your campaign promise that benefits would pay for a college education.

Given the criticism, I think we should re-think the differential. Setting the benefit at \$6,500 for post college

(approximately \$1500)

(could) Over all the multiple would be

Overall, health of all activities

Expected by the program would be funded by the two parts of the match

(for

(graduates)

rule, art-service

Education

Post-college

as well as groups promoting pre-college service.

Yesterday letter attached us for

Overall health of program would be improved with sharing requirement.

C/L not sold

~~Maximum~~
~~Maximum~~ smaller
would still allow repayment of the average loan balance of a graduate from a four year state college. I would recommend either a differential with a maximum post-college benefit of \$6,500, or ~~setting~~ a single benefit level if \$5,000 (which would require more than one year of service to pay off the average state college loan balance).
of

Account
I would advise against an
Reducing the size of the differential may or may not solve our political problems. I would advise you to resolve this at a meeting where the principal congressional players participate and become invested in the outcome. ~~An intermediate concession by changing our proposal would be unlikely to finally resolve this matter.~~ Participants at the meeting should include Senators Kennedy, Nunn, Mikulski and Wofford and Congressman Ford.
pre April 20
single

Please indicate whether we should arrange for a meeting.

Yes _____
No _____
Need to discuss _____
Call

Use of Educational Benefit

and training.
You have always talked about providing an educational benefit to pay for college. Many assumed that this would be applicable to graduate school as well. As a practical matter, by limiting the educational benefit to outstanding loans for college graduates, there will be numerous cases where outstanding loans are below the maximum benefit level and the full benefit cannot be utilized. In contrast, pre-college participants will presumably will use their full benefit in virtually all cases. As an additional background consideration, there is likely to be pressure to allow benefits to be used for other purposes, such as downpayments on a first home.

Since we have never discussed this issue, I would like to flag it for discussion or decision.

benefits applicable to
College only _____
Post-college _____
Need to discuss _____
and training

Benefits applicable to

Education

Should there be a maximum stipend

We are setting a federally supported stipend at minimum wage. We have always assumed that programs would be allowed to supplement these stipends with their own funds. We have never addressed whether there is a maximum stipend that should be allowed under our service program.

The arguments for limiting stipends is to avoid service slots with "real" salaries which might be inconsistent with the idea of service and which would attract political criticism. There is also a concern that if there is no limit, state and local government will find ways to package proposals which will substitute national service dollars for local dollars presently being spent to hire new teachers, policemen, nurses, etc.

The arguments for no limit would be to allow school districts, hospitals and other "professional" service providers to find a way to enter our program by using their own funds to provide the balance of a full salary and offer our post service benefit. Since there are limited funds available for police corps, and teacher corps is not proposed to be funded, this would allow for some investment in these positions through our national service program. This would not be consistent with our earlier discussion that police and teacher corps should be treated separately.

I recommend that in general we cap the maximum stipend at twice the minimum wage because we run the risk that the line between "service" and "professional" work will be completely blurred if we allow full salaries to be paid. To leave the door open for this type of funding in a very controllable way, we might allow for professional models to be submitted for funding through the innovative federal share of the program.

Decision

Cap at twice minimum wage:

Yes

No

Need to discuss

Allow professional models under federal innovative funding share of the program:

Yes

No

Need to discuss

While a separate corps is proposed, we have no plan at present to fund a higher limit (say, 3 x min wage) would allow for more positions. Addressing such For some participants, & higher skill, more professional & elite may provide both the greater & inherent to serve and the best use of their talents.

a federally supported

the national

offer

should be a

with

the (or a higher limit)

troubled

?

Age Limit

Pell Grants

Appropriations Jurisdiction

Displacement

Program Name

We are using AmeriCorps as a working name and need to know if you are comfortable with this name.

Yes _____

No _____

Need to discuss _____

THE WHITE HOUSE

WASHINGTON

March 17, 1993

MEMORANDUM FOR GEORGE STEPANOPOULOS

FROM: ELI J. SEGAL

SUBJECT: National Volunteer Week (April 18-24)

I fear losing momentum on our national service agenda in the aftermath of March 1, especially with the looming May 3 deadline for healthcare introduction. Therefore, I look at National Volunteer Week (NVW) as a critical period for us. I don't know the extent to which you are familiar with NVW activities (a week coincidental with, among other events, Earth Day, Holocaust remembrance, return of Congress from spring recess and unless we get it done before recess, campaign finance reform, not to mention the Gay Rights March the following weekend).

During that week, the following happens in Washington, D.C., along with hundreds of other volunteer events around the U.S.:

- a) President's Volunteer Action Awards (I expect the President will present the awards on April 23.)
- b) Youth Service Day (April 20) (Hillary is scheduled to appear in the Rose Garden)
- c) USA Awards for Service
- d) Big Brother/Big Sister Awards

Beyond this, I expect the following to be in place during the week:

- a) Our legislation, including the Department of Education's post secondary school finance piece, should be ready for introduction.
- b) We will be announcing the approximately six sites for our Summer of Service (note: there could be some interesting communications and political angles on this).

Mr. George Stephanopoulos
March 17, 1993
Page Two

c) We will have taken our inventory of all existing executive branch service and volunteer activities (a massive undertaking involving the cooperation of all Cabinet officers, etc.) which offers many media opportunities as well.

The issue is the extent to which we want to integrate any and/or all of these activities into an already busy week. Or, stated another way, are the communications needs of the national service agenda great enough for us to do more than just a photo opportunity incidental to the President's Volunteer Action Awards?

I argue yes. I don't think this is parochial. National Service is our best shot for a clear-cut 1993 legislative triumph, delivering on one of the President's central campaign commitments. While others may feel "this is a sure thing" so why invest in it, a) I'm troubled by our being tied to the more pedestrian and more confrontational student loan reform agenda, and b) it belies logic to do anything other than going to your strength.

Let's get together on this right away so I can plan accordingly.

EJS:ke

THE WHITE HOUSE

WASHINGTON

March 17, 1993

MEMORANDUM FOR GEORGE STEPANOPOULOS

FROM: ELI J. SEGAL

SUBJECT: National Volunteer Week (April 18-24)

I fear losing momentum on our national service agenda in the aftermath of March 1, especially with the looming May 3 deadline for healthcare introduction. Therefore, I look at National Volunteer Week (NVW) as a critical period for us. I don't know the extent to which you are familiar with NVW activities (a week coincidental with, among other events, Earth Day, Holocaust remembrance, return of Congress from spring recess and unless we get it don before recess, campaign finance reform, not to mention the Gay Rights March the following weekend).

During that week, the following happens in Washington, D.C., along with hundreds of other volunteer events around the U.S.:

- a) President's Volunteer Action Awards (I expect the President will present the awards on April 23.)
- b) Youth Service Day (April 20) (Hillary is scheduled to appear in the Rose Garden)
- c) USA Awards for Service
- d) Big Brother/Big Sister Awards

Beyond this, I expect the following to be in place during the week:

- a) Our legislation, including the Department of Education's post secondary school finance piece, should be ready for introduction.
- b) We will be announcing the approximately six sites for our Summer of Service (note: there could be some interesting communications and political angles on this).

Mr. George Stephanopoulos
March 17, 1993
Page Two

faller

c) We will have ~~finished~~ our inventory~~ing~~ of all existing executive branch service and volunteer activities (a massive undertaking involving the cooperation of all Cabinet officers, etc.) which offers many media opportunities as well.

The issue is the extent to which we want to integrate any and/or all of these activities into an already busy week. Or, stated another way, are the communications needs of the national service agenda great enough for us to do more than just a photo opportunity incidental to the President's Volunteer Action Awards?

I argue yes. I don't think this is parochial. National Service is our best shot for a clear-cut 1993 legislative triumph, ~~against our~~ campaign commitments. While others may feel "this is a sure thing" so why invest in it, a) I'm troubled by our being tied to the more pedestrian and more confrontational student loan reform agenda, and b) it belies logic to do anything other than going to your strength.

Let's get together on this right away so I can plan accordingly.

EJS:ke

SP
delivering
on
one
of
two
President's
Central

DRAFT ①

March 17, 1993

MEMORANDUM FOR GEORGE STEPANOPOULOS

FROM: ELI J. SEGAL

SUBJECT: National Volunteer Week (April 18-24)

or our national service agenda

I fear losing momentum in the aftermath of March 1, especially with the looming May 3 deadline for healthcare introduction. Therefore, I look at National Volunteer Week (NVW) as a critical period for us. I don't know the extent to which you are familiar with NVW activities (a week coincidental with, among other events, Earth Day, Holocaust remembrance, return of Congress from spring recess and ~~just before the Gay Rights March~~ and, unless we get it done before recess, campaign finance reform -- *not to mention the Gay Rights March the following weekend*).

During that week, the following happens in Washington, D.C., along with hundreds of other events around the United States:

a) President's Volunteer Action Awards (I expect the President will present the awards on April 23.)

b) Youth Service Day (April 20). (Hillary is scheduled to appear in the Rose Garden),

c) USA Awards for Service

d) Big Brother/Big Sister Awards

I think in recent years the then President presented awards to the winners.

Beyond this, I expect the following to be in place during the week:

a) Our legislation, including the Department of Education's post secondary school finance piece, should be ready for introduction.

our of Service
b) We will be announcing the ~~approximately six seasons of~~ *Service* sites for ~~the~~ *our* Summer (note: there ~~will~~ *could* be some interesting communications and political angles on this).

c) We will have finished our inventorying of all existing executive branch service and volunteer activities (a massive undertaking involving the cooperation of all Cabinet officers, etc.) which offers many media opportunities as well.

The issue is the extent to which we want to integrate any and/or all of these activities into an already busy week. Or, stated another way, are the communications needs of the national service agenda great enough for us to do more than just a photo opportunity incidental to the President's Volunteer Action Awards.

I argue yes. I don't think this is parochial. National Service is our best shot for a clear cut 1993 legislative triumph against our campaign commitments. While others may feel "this is a sure thing" so why invest in it, a) I'm troubled by our being tied to the more pedestrians and more confrontational student loan reform agenda, and b) it belies logic to do anything other than going to your strength.

Let's get together on this right away so I can plan accordingly.

EJS:ke