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Chronological - August 1993

Stack:

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Row:

66

Section:

2

Shelf:

7

Position:

3

THE WHITE HOUSE

WASHINGTON

August 3, 1993

The Honorable Karen McCarthy
Room 315
Capitol Building
Jefferson City, MO 65101

Dear Karen:

Thanks for your letter. Hopefully, by the time you receive this, national service will have made its way through conference and be ready for signing by the President.

National service is viewed by many here at the White House as "the little engine that could." Our dirty little secret, however, is that we couldn't have done it without the support of people like you and communities like Kansas City. By the way, I mentioned my trip to Kansas City and Henry Block's support in my meetings with Nancy Kassebaum and Bob Dole.

These six months have been extraordinary ones for me, at least in part because of the great friendships developed and built upon. My special thanks to you for a perfect trip and my best to Jack Holland.

With best wishes and warm regards,

Sincerely,



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

EJS:ke

THE WHITE HOUSE
WASHINGTON

August 13, 1993

MEMORANDUM FOR DAVID WATKINS

FROM: ELI J. SEGAL *EJS*

SUBJECT: Temporary Parking

Phil Caplan, of my staff, is directing our Summer of Service "summit" at the University of Maryland. He has to drive between the White House and College Park daily beginning Monday, August 16 through Tuesday, August 31. Please issue him a temporary parking pass for the complex.

If you have any questions, please call me at x6444. Thanks much.

EJS:ke

THE WHITE HOUSE
WASHINGTON

8/2/93

Dear Senator,

Because I'm not sure whether you saw Senator Kennedy's remarks, and because I still feel that your vote would help build confidence in the national service initiative, I'm taking the liberty of sending his remarks.

There is much about the final work product which bears your unmistakable imprint. You (& , of course, your staff) did a first rate job in making the case for service -- albeit a different version.

While your vote on Tuesday needs to be on the merits, it would mean a lot to us if you were with us... My best personal regards.

Eli

THE WHITE HOUSE
WASHINGTON

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

TO: Kris Iverson / Senator Hatch

ORGANIZATION: _____

FAX: # 224-6331 PHONE#: _____

FROM: Eli Segal

DATE: _____

NUMBER OF PAGES (including cover sheet): _____

COMMENTS: KRIS - Thanks for your time. I hope
Senator Kennedy's remarks make the case
satisfactorily. Sincerely,
EL

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tingency fund of at least \$2 billion to deal with anticipated needs from this ongoing disaster.

This morning's news reports tell us the damage total is more like \$12 billion with that number rising every day, just like the flood waters. So the aid proposed doesn't match even half of the damages we know about. And I am convinced that the Federal Government must absorb 50 percent of these losses because they are so massive and widespread.

Despite the obvious emergency, I recently heard some insisting that we find offsetting cuts to fund flood relief. And I have received letters from some Senate colleagues urging the same thing.

Let me respond to those who would delay this critical aid package even further on the grounds that we must find offsetting spending cuts.

In the last several years Congress has funded relief efforts for: Kurdish refugees, Hurricane Bob, Hurricane Andrew, Hurricane Iniki, Typhoon Omar, the Chicago flood, and the Los Angeles riots.

Those relief efforts were emergency spending bills. We did not hesitate to help.

I have no problem with paying as we go. But it should not prevent us from immediately responding to disasters, as we always have before.

For example, in May 1991, Congress approved \$715 million for Kurdish refugee relief. That was not even in the budget. It passed by a voice vote.

Most recently, in September 1992, the Senate voted 84 to 10 to give \$5 billion to people and communities hit by Typhoon Omar in Guam and Hurricanes Andrew and Iniki. That was emergency funding. We did not seek to offset that spending.

It is very ironic that some of the very same people who did not worry about where that aid would come from then, want to hold up flood relief now.

Well, my priority is helping the victims of this disaster. If people want to find spending cuts to offset this money, that is fine by me. In fact, I know where we can find the money.

I spoke on this floor about possible spending cuts 6 weeks ago, when the rain was just beginning.

One of the things I suggested was that we cut Government overhead by 2 percent. If we want to pay for this flood relief as we go along, a 2-percent overhead cut for just next year would yield \$5 billion. That is enough to pay for the House bill, the President's additional request, and the contingency funding we will need to see us through this crisis.

It has been raining in America's heartland for 6 weeks. In my home State of North Dakota rivers are rising right now.

Why cannot we do for midwestern families, farmers, and small businesses what we did for Kurds in northern Iraq and for the resorts on the island of Kauai?

This disaster is not over. Let us pass a flood relief package and give the victims of this flood the same assistance we gave everyone else. And let us include contingency funding to help deal with the massive damages yet to come.

CONCLUSION OF MORNING BUSINESS

The PRESIDING OFFICER (Mr. CAMPBELL). Under the previous order, morning business is closed.

NATIONAL AND COMMUNITY SERVICE TRUST ACT OF 1993

The PRESIDING OFFICER. The Senate will now resume consideration of S. 919, the national service bill, which the clerk will report.

The assistant legislative clerk read as follows:

A bill (S. 919) to amend the National and Community Service Act of 1990 to establish a Corporation for National Service, enhance opportunities for national service, and provide national service educational awards to persons participating in such service, and for other purposes.

The Senate resumed consideration of the bill.

Pending: KENNEDY amendment No. 709, in the nature of a substitute.

The PRESIDING OFFICER. Under the previous order, there will now be a period for debate with the time to 12 noon equally divided and controlled in the usual manner. At 12 noon the vote will occur on cloture at that time.

The Senator from Massachusetts.

Mr. KENNEDY. Mr. President, a parliamentary inquiry.

The PRESIDING OFFICER. The Senator will state it.

Mr. KENNEDY. The time is divided?

The PRESIDING OFFICER. The time is divided equally between the managers.

Mr. KENNEDY. Mr. President, I yield myself 8 minutes.

The PRESIDING OFFICER. The Senator from Massachusetts is recognized.

AMENDMENT NO. 709 IN THE NATURE OF A SUBSTITUTE

Mr. KENNEDY. Mr. President, I urge the Senate to invoke cloture on S. 919, the National and Community Service Trust Act of 1993. There is no justification for further delay on this measure. We must bring the legislation to a final vote.

The Senate stands at a crossroads. Cloture is the path of cooperation and solutions. The filibuster path represents divisiveness and obstructionism. National service is a litmus test for whether Republicans are truly interested in working with Democrats to enact legislation that Americans desire and demand. If Republicans choose to filibuster national service, it states clearly their desire to be partisan thorns in the administration's side, rather than bipartisan solvers of the Nation's challenges. There is a difference between loyal opposition and

disloyal obstruction, and a Republican filibuster crosses that clear line.

House Republican Congressman STEVE GUNDERSON from Wisconsin stated in a letter to Republican Senators:

As a fellow Republican, I plead with you not to [filibuster]. * * * I urge you not to allow our party to become "the obstructionist" party. * * * [O]ur opposition on this legislation, in its present form, will certify to the nation that Republicans indeed have no desire to work in a bipartisan fashion at any time on any issue. * * *

National service is a natural bipartisan issue. It relates to ideals which all Americans—Democrats and Republicans—have consistently and enthusiastically supported: community, patriotism, responsibility, opportunity.

We have a solid history of bipartisanship on this issue in Congress, and it is regrettable that some Senators now seem willing to break with that history. Just last night, the House of Representatives approved its version of the national service bill. The vote was 275 to 152 with significant bipartisan support. Many Republicans supported this bill—a bill with far fewer of the accommodations that we have made in the Senate to obtain Republican support.

The Senate too has a history of bipartisan support for national service. In 1990, the National and Community Service Act was enacted by 78 Senators, demonstrating broad support by both Republicans and Democrats. The pending Senate bill is an amendment to that act which incorporates its essential features: service learning, full-time national service with educational awards, and a decentralized service program administered through grants to the States. It deserves the same bipartisan support. As introduced, it had Democratic and Republican cosponsors, and was endorsed by all of the Democrats and a majority of the Republicans on the Senate Labor and Human Resources Committee.

In the course of this debate, we have reached out in good faith to address Republican concerns. We have heeded many Republican suggestions and modified the bill accordingly. A Republican vote against cloture at this point is a signal that Republicans did not truly care about the concerns they were voicing. A Republican vote against cloture at this point is a repudiation of that process.

Let me highlight just some of the changes we have made in 3 days of Senate floor debate and a week of negotiations:

Republicans said they wanted the program authorized for a shorter time period and with less open-ended obligations for the Federal Government. The substitute amendment before us does that. The legislation reduces the authorization from 5 to 3 years, so that Congress can modify the growth and structure of the program on the basis of the first 3 years of experience.

We put in specific authorizations of \$300 million in 1994, \$500 million in 1995, and \$700 million in 1996—an eminently

reasonable compromise between the President's original request and Republican counteroffers.

Republicans voiced fears that the national service program would be an entitlement program. We have reworked the language to clarify that it is not.

Republicans said they wanted to examine the fundamental premises of the program. They wanted to see if post-service educational benefits were needed to encourage people to participate. They wanted to know the extent to which this program is opening new opportunities for disadvantaged Americans. They wanted to examine if there were still better ways to create an efficient and streamlined administrative structure for the program. We said that there would be no sacred cows—we now require the Corporation to reexamine all these issues.

Republicans wanted to make sure—if we were paying the high cost to support full-time national service participants with post-service educational benefits—that the programs were meeting vital national and community needs. The Kennedy-Durenberger-Wofford-Jeffords substitute meets this concern by requiring the Corporation to set priorities for service programs which tie the service to the identified areas of greatest need.

Republicans wanted to place more specific administrative cost limits on the program for ACTION and the Corporation for National and Community Service. We have worked with them to set limits on administrative costs, in order to direct the maximum possible amount of funds to national service participants.

Republicans felt that there needed to be a more explicit program for rural community service. We have included one.

Republicans voiced concern that the national Corporation had too strong a role in administration. We gave a larger role to the State commissions in setting priorities for the program, and we gave the States the power to identify priorities that should not apply to them. We reduced the role of the Corporation's representatives on State commissions to an ex-officio, nonvoting status to ensure that Federal oversight of the State commissions is not intrusive.

Republicans were upset that participants might receive child care, even if they did not demonstrate their need for such assistance. We clarified that this could not be the case.

Republicans wanted to make sure that national service participants could not get more than 2 years of living allowances. We made sure of this.

Republicans wanted to ensure that no national service participants would be paid to engage in lobbying. We put in language to ensure this would not happen.

Republicans wanted to leave the requirements for applicants for service learning programs to regulations. We agreed to this.

Republicans wanted to clarify that Native Alaskans and their regional corporations could apply to the programs. We did so.

When they said they wanted something, we found a way to do it. Where proposed changes would have devastated the program, we submitted these amendments to a vote.

Now, after all these days of debate and negotiation—after all these days of incorporating their changes—after all these days of searching for common ground, the specter of Republicans filibustering our path to final passage still casts a large shadow over this important bill.

During the debate last night, the minority leader said that he had conveyed a reasonable offer to the White House that was ultimately rejected. Let me briefly discuss that offer.

As Members of the Senate know, the proponents of national service have already agreed to scale back the President's proposal from its initial size. We are prepared to agree to a 3-year, \$1.5 billion program—\$300 million in the first year, \$500 million in the second year, and \$700 million in the third year. That is the compromise embodied in the Kennedy-Durenberger substitute amendment pending before the Senate.

We have also said that we would be willing to leave the amount of the appropriations in the third year of the program indefinite, by authorizing "such sums as are necessary." But it is vital that this bill be authorized for 3 years.

If it is a 2 year authorization, there will be doubt about whether this program will continue. Legislative counsel has informed me that the Congress of the United States authorizes a 2-year bill only in the rarest of circumstances.

The Republican offer would have authorized \$300 million for the first year and \$500 million for the second year, but for the third year the minority leader proposed to authorize such sums as may be authorized. That is a meaningless phrase. The Republican offer would not authorize the program for a third year. As a practical matter, it would mean that the program would shut down after 2 years.

Congress almost never authorizes programs for as little as 2 years, and there are good reasons for that. Two years is too short a period of time to permit a major new initiative to develop fully and to prove its worth. In particular, it will take time for this national service program to reach its full potential in 2 years because of the necessary lag time between recruiting participants and the fulfillment of their service to the community.

A 2-year authorization is unacceptable to those who want to see national service succeed and flourish, and for that reason the minority leader's offer was unacceptable. We will continue to work with him and others to fashion appropriate language, but it must in-

clude authorization of the program for a third year.

If the process of conciliation with the Republicans over this legislation is not enough to convince Republicans to vote for cloture, maybe their constituents can.

On Monday, a rally was organized within 48 hours of the start of Republican filibustering. It drew an overflow crowd of close to 1,000 young people to the Dirksen Senate Office Building. Participants from Boston and many other cities drove to the District of Columbia in disbelief that Republicans would threaten to filibuster a measure such as this with such broad public support. At the rally, it was announced that 25,000 postcards have already been received from Americans who want the national service bill to be passed now. The same group has committed to collect 100,000 Americans' signatures before this bill reaches the appropriations stage.

Many of those at the rally were citizens who wanted to make a difference. Nicole Thomas, a young mother, noted that "It's strange how I am here today because politics never really matter to me before." She said she was committed to national service because she wanted to make the world a better place for her daughter.

If Republican and Democratic Senators cannot listen to the people they represent, if Senators are more interested in scoring political points than securing passage, if we cannot find a way to work together, then this is truly a sad day for America and for the Senate. We stand at the threshold of passage of legislation inspiring a generation to come. Those who vote against cloture register their vote of gridlock, their vote against the wishes of Americans, and their votes for obstructionism. If we work together, we can accomplish so much. House Republican STEVE GUNDERSON wrote:

At a time when the American people desperately cynical about Washington, Republicans have a chance to show the best of bi-partisanship, not the worst of gridlock. If we Republicans kill national service, the public can legitimately ask: "what are for?"

The time for obstruction is over. The time for national and community service is here. I urge the Senate to vote for cloture, end this unseemly and conspicuous filibuster, and pass the bill.

Mr. SPECTER addressed the Chair. The PRESIDING OFFICER. Chair would inform the Senator from Pennsylvania that the Senator from Kansas controls the time.

Mrs. KASSEBAUM. Mr. President, yield 10 minutes to the Senator from Pennsylvania.

The PRESIDING OFFICER. The Senator from Pennsylvania is recognized. Mr. SPECTER. I thank my distinguished colleague from Kansas.

One word of explanation, Mr. President, about the hat. I recently had an operation. It is for decor only.

THE WHITE HOUSE

WASHINGTON

8/2/93

Dear Bob

Thanks for your help on national service at a critical moment.

While Senator Dole wasn't able to put together a middle position, it was not for lack of trying. As you probably know, he has been a supporter of national and community service in the past, so I look to him for encouragement and support as we translate our legislation into a program we can all be proud of.

Best regards,

Eli

THE WHITE HOUSE
WASHINGTON

August 2, 1993

MEMORANDUM FOR RECORDS MANAGEMENT

FROM: ELI J. SEGAL, OFFICE OF NATIONAL SERVICE *ES*
SUBJECT: Autopen

I authorize Karen Ewing and Jim Kreidler from my office to autopen my signature on letters. If you have any questions, please call me as x6444. Thanks.

THE WHITE HOUSE
WASHINGTON

8/3/93

Dear Jeff,

Ditto! Your special note
meant a great deal to me.

This has not been the best
period for any of us. One of the
small consolations -- no, make that big
consolations -- are some of the clever
acts you meet who respond to their
circumstances with grace and grit.
And at the top of that list is you!

Thanks for taking the time
to think of me.

Ed.

THE WHITE HOUSE
WASHINGTON

7/30

Dear Dan,

On the eve of the passage of national service legislation, I couldn't help but think of you -- and your words of wisdom a few weeks ago in New York.

While it doesn't seem like it today, passing the bill is the easy part. Translating the vision into reality is going to require hard work and tough decisions. Your research and conclusions will guide us in the years ahead.

My best regards,
EJ.

THE WHITE HOUSE

WASHINGTON

5/5/73

Dear Jerry -

Thanks for your letter.

Henry Kamen's idea is great. The
legislation accommodates his idea too!
If a non-profit applies for funds
and agrees to compensate participants
with locally generated funds in excess
of the minimum wage, it's a perfect
example of the public private partnership
we're encouraging. Apart from the educational
award, the federal government puts up 85%
of the minimum wage (totalling about \$6800)
and the local nonprofit (with private support)
supplements it by any amount it chooses up
to 20% of minimum wage.

Best regards,
Eli

Urgent -
Please deliver
immediately

THE WHITE HOUSE
WASHINGTON

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

TO: David Broder / Washington Post

ORGANIZATION: _____

FAX: # 334-5547 PHONE#: _____

FROM: Eli J. Segal

DATE: _____

NUMBER OF PAGES (including cover sheet): _____

COMMENTS: Because I feel so strongly about excess
bureaucracy and national service, I have taken
the liberty of giving you some clearer thinking
on the subject. Don't hesitate to call if it would
be helpful. Eli

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THE WHITE HOUSE

WASHINGTON

August 4, 1993

MEMORANDUM FOR DAVID BRODER

FROM: ELI SEGAL

I just wanted to reiterate certain corrections of common misconceptions of national service.

(1) National service does not cost the Federal Government \$20,000 per year. At most, we are talking about \$4725 for education awards, \$6400 for stipends, and modest additional amounts for administration and health care (perhaps \$4000 more). For part-time programs and certain types of professional programs in which the Government will pick up no stipend costs, the per participant cost will be significantly lower than the \$15,000 average figure.

(2) National service does not rely on costly bureaucracies. The legislation combines two existing agencies, thereby reducing bureaucracy, and it allows States to rely on existing structures if they so choose. The Corporation structure permits unusual flexibility in hiring and operation. And participant selection is left to individual programs, to avoid a complicated lottery or placement procedure. Most importantly, specific safeguards will ensure that the vast majority of programs are operated by non-government entities. Not only does the program mobilize youths to tackle the nation's problems, then; it mobilizes community organizations, as opposed to government bureaucracies.

(3) National service requires results. The legislation strictly mandates measurable outcomes in meeting unmet needs. Programs that fail to achieve these -- immunizing X infants, cleaning Y parks, tutoring Z children -- will be defunded. We are willing to face the toughest tests of quality established by journalists and by the American people, and we believe the program will grow only because it will succeed in meeting real needs.

(4) The program structure is competitive. No program is guaranteed funding. Only one-third of funds are awarded to States by formula, and even this allocation can be denied. Another third is allocated to States on a competitive basis, and a final third directly to programs on a competitive basis. These allocations create incentives to promote high performance from all involved.

THE WHITE HOUSE

WASHINGTON

5/6/93

Dear Mr. Chiamon,

This is not one of those standard thank you notes which Washington is so good at exchanging.

This is one from the heart -- a special note of gratitude, respect and affection for your extraordinary and tireless work for national service. And perhaps even more. Your availability, your encouragement and your public comments about my contribution are things I'll never forget.

Sincerely,

El.

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President
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Vice President
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July 28, 1993

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Al Swift
Jolene Unsoeld
John W. Warner
Don Young

Executive Director
Robin K. Pasquarella

Ms. Susan Stroud
Director of Program Development
Office of National Service
The White House
Washington, DC 20500

Dear Susan:

I so enjoyed the opportunity last month to have dinner with you and to meet your friends from the Wellcome Trust. Thank you so much for including me and for the great White House tour!

You may recall my mentioning to you that the Jackson Foundation will be presenting the Henry M. Jackson Award for Distinguished Public Service to Tom Foley at a reception at the Capitol on Tuesday, September 28. We have extended an invitation to President Clinton to participate in the ceremonies and to use this occasion to speak about national service. You very kindly had offered to follow-up on our invitation with the scheduling office.

Enclosed is a copy of the letter which was sent to the President. We would appreciate anything you could do to ensure this request receives serious consideration.

Again my thanks.

With warmest regards,

Robin K. Pasquarella
Executive Director

Marcia Hale

In my role as a
national service lobbyist;
this event will be three
days before the launch of
the National Service Corps.
Could be good opportunity for
the president.

El.



Principal Office
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Exec. Asst. to the Chairman

July 22, 1993

The Honorable William J. Clinton
President of the United States
The White House

Dear Mr. President:

On Tuesday evening, September 28, the *Henry M. Jackson Award for Distinguished Public Service* will be presented to the Speaker of the House, Tom Foley, at a reception on Capitol Hill. I would be very honored if you would join me and the Henry M. Jackson Foundation in paying tribute to this great American for his years of dedicated service to our nation. We would be very pleased if you would make some brief remarks recognizing Tom's lifelong commitment to public service and addressing the values reflected in your plan for National Service.

The reception, which will be held in the Cannon Caucus Room from 5:30 p.m. to 7:30 p.m. for 500 guests, will also mark the tenth anniversary of the Foundation.

As you may know, the Henry M. Jackson Foundation was established in September 1983 shortly after the death of my husband, Senator Henry M. "Scoop" Jackson, to carry forward his interest in the advancement of education and excellence in public service. To this end, the Foundation has provided grants for programs to enhance the quality of public service and to provide opportunities for young people to develop leadership skills through participation in community service. In addition, the Foundation's distinguished public service award has served to honor individuals who, like the Speaker, have made significant contributions to the nation and share the qualities of leadership which Scoop personified. Previous recipients include David Packard and Senator Mike Mansfield.

We sincerely hope your schedule will allow you to accept this invitation and join with us in expressing our appreciation for Tom's many contributions over thirty years of public service.

Respectfully yours,

Helen Jackson

Helen H. Jackson
Chairman

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THE WHITE HOUSE

WASHINGTON

FAX COVER SHEET

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

TO: Mary McGarry

ORGANIZATION: _____

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FROM: El. Segal

DATE: _____

NUMBER OF PAGES (including cover sheet): 4

COMMENTS: I enclose the Elizabeth Dole letter and
the letter signed by 16 Republican Congressmen
women... I'll send Bob Dole's speech ASAP.
El.

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

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National Headquarters
Washington, DC 20006

Elizabeth Dole
President

July 9, 1993

The Honorable William D. Ford
U.S. House of Representatives
Washington, DC 20515-6100

Dear Senator Ford:

The American Red Cross supports HR 2010, the National and Community Service Trust Act of 1993. We welcome your continued efforts to enhance opportunities for all Americans to serve their communities. We particularly appreciate the proposed act's strong emphasis on:

Renewing the ethic of civic responsibility;

Engaging locally based and diverse organizations in a system of service delivery that is both decentralized and nationwide;

Facilitating the replication of existing successful service programs; and

Providing service opportunities for both stipended and non-stipended participants and for persons of all ages.

We understand that community service is neither a panacea for the nation's problems nor a substitute for traditional volunteerism. However, your bill will enlarge the means by which individuals can make a difference in their community.

We look forward to the bill's passage into law and to the opportunity of offering more than one hundred years of Red Cross experience to its implementation.

Thank you for your leadership in this vital area.

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Dole".

Elizabeth Dole



CONGRESS OF THE UNITED STATES

JULY 9, 1993

NATIONAL SERVICE -- TRULY REPUBLICAN

Dear Republican Colleague:

As Republican cosponsors of H.R. 2010, the National Service Trust Act, we encourage you to take a close look at the legislation proposed by President Clinton and reported out of the Education and Labor Committee, with slight changes.

We believe national service is a basic Republican idea and that the President's proposal is structured as a Republican would have structured it and that it deserves broad Republican support.

Establishing a program of National Service promotes sound public values while providing a measure of college tuition assistance and a significant benefit to our communities, states, and nation. Young Americans across the country will participate in programs addressing the many challenges of our communities including illiteracy, child immunization, environmental enhancement, crime prevention, and drug education:

This program will produce young Americans with a sense of individual and civic responsibility and a keen understanding of the value of service.

National service participants will disperse throughout the country, carrying with them a belief that personal betterment results from contributing to the betterment of society and enriching the lives of others.

Some have said the President's national service proposal will compete with existing non-profit organizations -- not so. In fact, the program's very structure builds upon these institutions and harnesses their energy to magnify the impact of service in local communities.

While we currently provide grants and loans to students on a needs basis, this program embodies the truly Republican principle of having individuals earn the right to educational assistance.

The decentralized nature of the organizational structure ensures decisions will be made at the state and local level by people who know what a community's needs are and the best ways to address these needs.

Congressman Christopher Shays, Fourth District Connecticut
1034 Longworth Building, Washington, DC 20515-0704
Bridgeport 579-5870 • Stamford 357-8277 • Norwalk 866-6469 • Washington, DC 202/225-5541

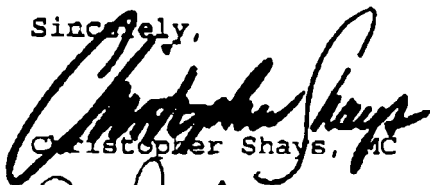
Lastly, we want to clear up any misunderstanding regarding the relationship of this legislation to the proposed restructuring of the guaranteed student loan program. H.R. 2010, the National Service Trust Act, contains NO provisions providing for direct lending. These two proposals are contained in entirely separate pieces of legislation.

Finally, it should be noted this legislation contains a specific authorization only for fiscal year 1994 and authorizes "such sums" in the out years. Congress will need to appropriate funds each year based on the program's ability to support continued or increased funding.

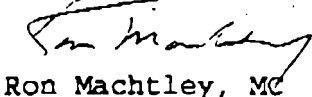
When the Senate Labor and Human Resources Committee reported this legislation, it did so with the support of four of the Committee's seven Republicans. In the House, 19 Republicans signed on as original cosponsors of this legislation, which was reported by voice vote out of the Education and Labor Committee.

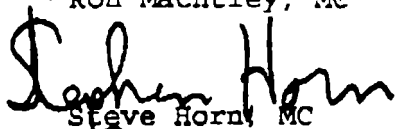
We hope you will carefully consider the impact this legislation will have and that it will have your support on the floor.

Sincerely,


Christopher Shays, MC

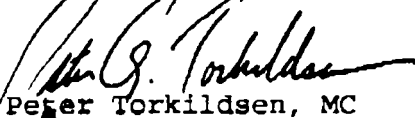

Ben Gilman, MC

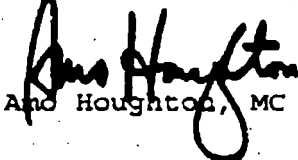

Ron Machtley, MC


Steve Horn, MC

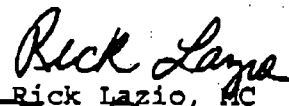

Connie Morella, MC


Pete Hoekstra, MC

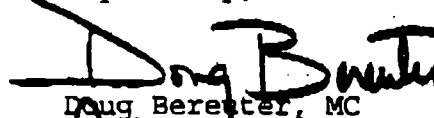

Peter Torkildsen, MC


Ann Houghton, MC

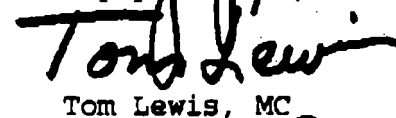

Steve Gunderson, MC


Rick Lazio, MC


Jay Dickey, MC


Doug Bereuter, MC


Olympia Snowe, MC


Tom Lewis, MC


Peter Blute, MC


Fred Upton, MC

THE WHITE HOUSE

WASHINGTON

8/9/93

Dear Mickey,

Thanks for your thoughtful note.

As soon as the Senate returns to Washington in September, we should complete action on the President's national service initiative. That you're eager to help us turn this legislative victory into something far more important thereafter is very gratifying.

I'll be in touch shortly.

Sincerely,

Eli

Michael P. Schulhof
President
Chief Executive Officer

SONY

Sony Corporation of America
9 West 57th Street
New York, New York 10019
Telephone (212) 418-9415
Fax (212) 755-8458

July 23, 1993

Mr. Eli Segal
Assistant to the President
The White House
Washington, D.C. 20500

Dear Eli:

I am so sorry we weren't able to get together while I was in Washington last week, but I completely understand the circumstances of the day. You were where the President most needed you to be, so keep up the good work.

I understand from Jim Free that he has conveyed to you my offer to be of assistance to you in your work with the National Service program. I hope perhaps we can see each other on some other occasion when I am in Washington.

Sincerely,



Michael P. Schulhof

MPS:jc

THE WHITE HOUSE
WASHINGTON

8/9/93

Dear Alon,

At the crucial moment for
national service, John Chafee was
there. We've exchanged several
phone calls and notes since he had
the courage to vote for cloture
last week... A gentleman & true patriot.

I can't tell you how much
I have appreciated this new friendship.
Thanks for your time and wisdom.

El:

THE WHITE HOUSE

WASHINGTON

August 12, 1993

MEMORANDUM FOR ROY NEEL, DEPUTY CHIEF OF STAFF

FROM: KAREN D. EWING, OFFICE OF NATIONAL SERVICE KDE

SUBJECT: Summer Vacation

Eli J. Segal will be on vacation beginning Friday, August 20 and returning to the White House on Wednesday, August 25. He will carry his SKY-PAGE (PIN #2074680). Rick Allen will handle Eli's responsibilities during this time.

Rick Allen will be on vacation beginning Thursday, August 26 and returning to the White House on Monday, August 30.

Jack Lew will be on vacation beginning Thursday, August 19 and returning to the White House on Monday, August 30.

If you have any questions, please call me at x6444.
Thanks.

/kde

THE WHITE HOUSE

WASHINGTON

PERSONAL AND CONFIDENTIAL

August 18, 1993

MEMORANDUM FOR JAN PIERCY

FROM: ELI J. SEGAL *EV*

SUBJECT: Selection to the Board of the National Service Corp.

I enclose a list of people, many of whom have the qualifications to be on the Board. You will find a shortage of names in the following areas:

- 1) People of Hispanic origin (don't forget about the person from the foundation world who you and Jim Joseph mentioned).
- 2) Young people (legislation requires at least one between the ages of 16 and 25, and I recommend two; I will be receiving names momentarily).
- 3) People from "the heartland"
- 4) Republicans (and independents and unknowns)

In an ideal world, we would develop a slate of 15 people (no more than eight of whom can be Democrats) who would be nominated in September. We have a gap in that the Corporation exists as of October 1. While the Corporation can operate without its Board in place, it is certainly to be avoided to the extent possible.

I would be happy to review this with you and whomever you think appropriate at your earliest convenience.

EJS:ke

Attachment

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: VB DATE: 4/6/16

~~CONFIDENTIAL~~

This is my list of "strongest" candidates as of August 18.

Democrats

Tom Ehrlich (IN)
[Hispanic Youth] (TX?)
Jerry McEntee (DC)
Willie Williams (CA)
Jim Josephs (DC)
Walter Shorenstein (CA)

Pam McDermott (MA)
Adele Simmons (IL)
Reatha Clark King* (MN)
Johnetta Cole (GA)
Kathleen Townsend (MD)

* May be Republican

Republicans

Les Lenkowsky (IN)
Ray Chambers (NJ)
Tom Kean (NJ)
David Rockefeller (NY)
Jack Welch (NY)

Deborah Szekeley (CA)
Elaine Chao (VA)
Jennifer Haug (NJ)
Teresa Heinz (PA)

THE WHITE HOUSE
WASHINGTON

August 19, 1993

MEMORANDUM TO DAVID GERGEN

FROM: ELI SEGAL *ESV*

SUBJECT: AUGUST 31 PRESIDENTIAL EVENT - NATIONAL SERVICE

On Tuesday, August 31, the President will attend a Forum on National Service at the University of Maryland with representatives of the Summer of Service and VISTA Summer Associates programs (and others). This memorandum outlines the particulars of the visit; we would appreciate your thoughts prior to the end of this week, as we are obviously already engaged in implementation.

I. Context

This event will precede by about one week the anticipated final Congressional action on the national service legislation -- the Senate's approval of the Conference Report. We hope for Bill passage between September 7 and 8; accordingly, we are planning (and will shortly send you a memorandum regarding) a signing ceremony to occur during the period between Thursday, September 9, and Tuesday, September 14.

August 31 represents the official close of the Summer of Service ("SOS") program. The President committed to participating in a closing summit-type discussion with SOS participants in his speech (at Rutgers on March 1) calling for the summer program as an opportunity to put a face on the concept of national service even prior to passage of legislation.

SOS was developed under the supervision of the Commission on National and Community Service (the "Commission"); after failure of the stimulus package, approximately \$10 million in funding was obtained when the Commission re-directed defense conversion monies provided to it under 1992 legislation. 16 programs in 12 cities/rural areas were selected, out of more than 450 applications. The 1500 SOS participants (17 to 25 years old) received a week of national training at the Treasure Island Naval Base (in San Francisco Bay) before beginning eight weeks of service work in their communities. Each program focused on the problems of youth at risk, within the four substantive areas of education, health, environment and public safety. The programs committed to producing measurable results in their communities from the summer's service work.

The Commission also funded other varieties of service work during the summer: VISTA's Summer Associates program involved 700 young participants in more than 33 cities (also doing work related to children at risk) and 15 youth and conservation corps placed 1,000 young people in service work in 13 states.

Press coverage (including by all networks and most major newspapers) of SOS has been extensive, and nearly unanimously favorable (although the philanthropy/education trade press reported some modest racial tension at Treasure Island). Nearly 70% of all SOS participants are people of color, reflecting the principal community to be served: urban youth at-risk.

VISTA Summer Associates also received favorable local print coverage.

The end-of-program Forum begins on Sunday, August 29, with the arrival of two participants from each SOS program (32 total), 22 VISTA Summer Associates and 16 corps members, together with leaders from the programs and their communities. Monday will be a closed conference discussion between the program participants and staff from our office and the Commission. Secretaries Cisneros and Reno have expressed interest in participating, and may be luncheon/breakfast speakers on Monday. Mrs. Gore has indicated her desire to attend the bar-b-que that evening.

II. August 31

A. *Advance details:* The event is on the President's schedule for 10 a.m. to 1:30 p.m. (travel time inclusive) at the University of Maryland, College Park. The event will be open to the press.

B. *Forum:* The 65 young service participants will be seated facing a stage. Behind them, the remainder of the audience will consist of the program directors and community leaders and other invited guests, for a total crowd of up to 250 people, not including press. The President (and perhaps the Vice President) will be on stage (in an arrangement like the Richmond debate or the Peter Jennings-moderated White House children's town hall) together with 5 service participants.

The program will begin with a 5 minute video with footage from several of the SOS sites. Then, after the President gives brief introductory remarks, he will hear sequential presentations of five minutes each from four selected SOS participants (racially balanced), outlining the work of the various SOS programs within health, education, environment and public safety, respectively. After each of the presentations, the President and Vice President will have question-and-answer dialogue with the young presenter and other SOS participants in the audience. One VISTA Summer Associate then will make a presentation about that program (followed by the same style dialogue). We hope to involve home-state Senator Mikulski (a leading proponent of national service and the Chair of the applicable Senate Appropriations subcommittee) to introduce the President, and possibly also to be the discussion facilitator.

Estimated duration of Forum event: one hour.

Communications image: low-keyed, intimate substantive exchange between the President and young "service warriors".

C. *Private Meeting*: The President will then move to a reception (in the same site) with representatives from the University, and selected business and community leaders who have supported SOS. He will attend the reception for approximately a half an hour.

D. *Service Walk of Fame*: Remaining in the same building, the President will next move down a hallway containing 22 four foot-by-eight foot story boards, featuring pictures and other materials reflecting the summer's work. There will be one board for each of the 16 SOS sites; four for VISTA; and two others. Stationed at the appropriate board will be the program participants, to explain the board to the President. We will also group the local and regional press at the appropriate board locations.

Estimated time: Forty-five minutes.

cc: Bob Boorstin
David Dreyer
Mark Gearan
George Stephanopoulos
Isabelle Tapia

THE WHITE HOUSE

WASHINGTON

August 18, 1993

Dr. Johnetta Cole
President
Spelman College
350 Spelman Lane, S. W.
Rockefeller Hall, Room 100
Atlanta, GA 30314

Dear Dr. ~~Cole~~: *Johnetta*,

I thoroughly enjoyed meeting you in Atlanta on Monday, and thank you for the tour of Spelman and the surrounding neighborhood. I know Atlanta and Spelman have a rich history in community service, and I hope we can build on that tradition.

I enclose a copy of the public safety memo written by one of our White House Fellows. Perhaps we should use this as a reference point in a fall meeting with the presidents of the historically black universities and colleges.

I look forward to working with you as we implement the President's vision of national service.

With best wishes and warm regards,

Sincerely,

EQ.

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

EJS:ke

Enclosure

Johnetta

*Just spoke to Donna who was ecstatic
about your new "No Smoking" policy.*

*Regards.
EQ.*

THE WHITE HOUSE

WASHINGTON

August 18, 1993

The Honorable Sam Nunn
303 Dirksen Building
Washington, D.C. 20510

Dear Senator:

Thanks for a fabulous day in Atlanta on Monday. The College Park Elementary School may well have been the best SOS Program I visited this summer. It was particularly impressive to see so many community leaders involved. I enjoyed listening to the suggestions and observations of the servers, students and teachers.

Thanks again for your unstinting help on the legislation. Given your longstanding commitment to service, I hope you are taking more than a small measure of pride in what all of us have done together.

Best regards,



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

EJS:ke

THE WHITE HOUSE

WASHINGTON

August 18, 1993

Ms. Dawn Randolph
Office of Senator Sam Nunn
75 Spring Street
Suite 1700
Atlanta, GA 30303

Dear Dawn:

Thanks so much for taking the time to drive Karen and me around Atlanta on Monday. We so much appreciate your willingness to help out. Should you ever need anything from us, please don't hesitate to call. I hope we will see you again when next in Atlanta.

Best regards,



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

EJS:ke

THE WHITE HOUSE

WASHINGTON

August 18, 1993

Mr. Terry Matthews
Office of Senator Sam Nunn
75 Spring Street
Suite 1700
Atlanta, GA 30303

Dear Terry:

I enjoyed meeting you in Atlanta on Monday, and very much appreciate your driving us to the College Park Elementary School. I think it was the best visit to a summer program this year. The participants were inspirational, and the children were delightful. And I was glad to see so many community leaders in attendance.

Thanks again for your help, and if there is anything we can do for you here, please don't hesitate to call.

Best wishes,



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

EJS:ke

THE WHITE HOUSE

WASHINGTON

August 18, 1993

The Honorable Andrew Young
Co-Chairman
Atlanta Committee for the Olympic Games
250 Williams Street, Suite 6000
P.O. Box 1996
Atlanta, GA 30301-1996

Dear Mayor Young:

I enjoyed seeing you on Monday in Atlanta. I'm glad to know that the 1996 Olympic Games are progressing very well for you and for Atlanta.

Thanks for your offer to host a gathering of leaders from both the business and university communities to discuss the ways in which they can become involved in the national service program. We definitely accept with enthusiasm and appreciation. Karen Ewing, from my office, will call Doug Gatlin to arrange a convenient day.

Thanks again for making time for us, and I look forward to seeing you again in September for our roundtable discussion.

Best regards,



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

EJS:ke

THE WHITE HOUSE

WASHINGTON

August 19, 1993

The Honorable Barbara Mikulski
United States Senate
Washington, D.C. 20510

Dear Senator Mikulski:

When the Senate reconvenes next month we will be poised to cross the final hurdle in making national service the law of the land. I can't thank you enough for your leadership, your remarks on and off the floor of the Senate and general moral support. We couldn't have done it without you.

As you know, when the President outlined his vision for national service in his March 1 speech at Rutgers, he announced the Summer of Service program. Summer of Service (SOS) is an immediate initiative designed to meet critical needs of children at-risk this summer while at the same time building future national service leaders. SOS officially ends tomorrow. Over 3,000 young people have been engaged in service throughout the country since June. SOS includes 16 programs administered by the Commission on National and Community Service, VISTA Summer Associates and several Youth Corps programs.

On Tuesday, August 31, the President will convene a "Forum on National Service" to discuss the impact of the summer with the young people. The Forum will be held in your backyard at the University of Maryland at College Park. (The University is the sponsor of the MPOWER Summer of Service program.)

About 75 young people will travel to College Park from across the country and serve as representatives of the various summer programs. They will meet with the President (and possibly the Vice President) in a conference-style setting from 10:30 am - 1:00 pm in the Stamp Student Union on campus. While we are still working on the agenda and final details, I hope that you can join the President and the SOS participants at the event, introduce the President and participate in the discussion. Diana Aldridge will serve as the point of contact in my office. Please do not hesitate to have your staff contact her at 456-6444 with any questions. I hope to see you there. Thank you.

Sincerely,



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

EJS:pe

August 4, 1993

MEMORANDUM FOR DAVID BRODER

FROM: ELI SEGAL

I just wanted to reiterate certain corrections of common misconceptions of national service.

(1) National service does not cost the Federal Government \$20,000 per year. At most, we are talking about \$4725 for education awards, \$6400 for stipends, and modest additional amounts for administration and health care (perhaps \$4000 more). For part-time programs and certain types of professional programs in which the Government will pick up no stipend costs, the per participant cost will be significantly lower than the \$15,000 average figure.

(2) National service does not rely on costly bureaucracies. The legislation combines two existing agencies, thereby reducing bureaucracy, and it allows States to rely on existing structures if they so choose. The Corporation structure permits unusual flexibility in hiring and operation. And participant selection is left to individual programs, to avoid a complicated lottery or placement procedure. Most importantly, specific safeguards will ensure that the vast majority of programs are operated by non-government entities. Not only does the program mobilize youths to tackle the nation's problems, then; it mobilizes community organizations, as opposed to government bureaucracies.

(3) National service requires results. The legislation strictly mandates measurable outcomes in meeting unmet needs. Programs that fail to achieve these -- immunizing X infants, cleaning Y parks, tutoring Z children -- will be defunded. We are willing to face the toughest tests of quality established by journalists and by the American people, and we believe the program will grow only because it will succeed in meeting real needs.

(4) The program structure is competitive. No program is guaranteed funding. Only one-third of funds are awarded to States by formula, and even this allocation can be denied. Another third is allocated to States on a competitive basis, and a final third directly to programs on a competitive basis. These allocations create incentives to promote high performance from all involved.

Even design features like these cannot guarantee that national service will work. Our success will depend on the creativity of our communities and the enthusiasm of our youth. But we have taken every measure to ensure that government promotes excellence, instead of hampering it. That's all one could hope for, anyway.

INDIANA UNIVERSITY

THE PRESIDENT'S
OFFICE

Eli J. Segal
The White House Office of National Service
OEOB - Room 145
Washington, D.C. 20500

Dear Eli:

Congratulations, again, on your splendid leadership in presenting the case to Congress that the President's program of national service makes sense for all Americans. You may be sure that I will continue to help in meeting the challenges of implementing that program.

Three points seem to me of particular importance in the months ahead. Since we were not able to talk at length on the phone due to the press of legislative issues, it seems to me well to summarize the points in this letter. I hope you will call me later this week to discuss them.

First, the primary criterion of success in should be the impact of the program on the character of the participants, particularly young people. The impact on the problems they tackle — urban decay, rural health, crime, and so forth — will certainly be significant. (Indeed, unless participants have meaningful work, the program cannot succeed.) The program should not be judged, however, by the extent by which it solves or contains ills that have been with our society for generations.

Second, the program should not be or be seen primarily as an advocacy effort for social or political change. When I was leading the Legal Services Corporation, there were great pressures to view legal services primarily as a tool to overcome poverty through reforming the legal system. And, in fact, a number of important reforms were achieved by legal services lawyers. Those reforms grew out of real problems of real clients, not just the desires of young advocates to change the system. In the same sense, national service participants will work to make our communities better places and, in the process, will certainly help promote needed reforms. Some of the community programs we sponsor may even be specifically aimed at encouraging advocacy. Advocacy should not become the driving force, however, or the central mission.

Finally, participants should have an important role in shaping and evaluating local projects. Service, like education, is not a spectator sport, and little is learned unless participants believe they have a real stake in the learning process. That stake should not mean control, but it does require time and patience on the part of those in charge. Occasionally, the process of involving participants can be frustrating, as I well know from a lifetime in education.

Bryan Hall 200
Bloomington, Indiana
47405-1201

812-855-4613
Fax: 812-855-9586

Susan -
Congratulations to you, too.
I'll try to reach Eli by phone
on Thursday.
Chuen,

August 2, 1993

Shirley

I have trouble with this. I know why Tom says it (fear of overblown promises) but it's not the residents' fault.

Every once in a while the statement of a young person about service particularly strikes my mind and heart. At a press conference I chaired last month to promote the President's proposed legislation, a student from Notre Dame named Chad Christophersen spoke. I enclose his entire statement. These words particularly moved me:

"I am excited because I think of no more natural or appropriate marriage of motivations than that of joining service to education.

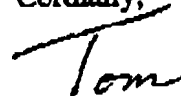
"I am excited because service is an education in and of itself. It is a synthesis of classroom and caring, a communion of the head and heart. It is an education in humanity.

"I am excited because I can think of no better way to cultivate, illuminate, and grow the facts and figures of formal classroom learning than by putting them to the test -- by serving other flesh and blood people -- by making the knowledge gleaned from textbooks and professors meaningful, potent, and alive."

I am convinced young people like Chad, with the benefit of the President's program, will make a key difference in our country's future.

With applause and good wishes,

Cordially,



Thomas Ehrlich

cc: Catherine Milton
Susan Stroud

Enclosure

P.S. What do you think of the following idea? A group of colleges and universities particularly interested in national service, perhaps starting with those in Campus Compact, might pre-accept high school seniors who volunteer for national service, pledging financial assistance if needed to support undergraduate education following service. (The idea emerged most recently in an exchange with the head of Sallie Mae, but I have talked about similar suggestions with others.) In all events, I hope the possibility of a challenge by President Clinton to college and university presidents is still being considered by you and Susan. Perhaps it could be raised by the President at the closing Summer of Service session.



NATIONAL AND COMMUNITY SERVICE TRUST ACT

Indianapolis Press Conference
Hawthorne Community Center
July 13, 1993

Good afternoon. My name is Chad Christophersen, and I am a junior at the University of Notre Dame majoring in math and pursuing concentrations in social science and public policy. Today, I would like to share with you a young person's perspective on volunteerism/service and the ***National and Community Service Trust Act***.

Let me begin by saying that my first service experience was "forced": I did not volunteer to volunteer. My parents pushed me to get involved with a service group called the ***Youth Diplomat Corps*** when the Pan American Games came to Indianapolis in 1987. But as I became involved, hesitation gave way to excitement.

I continued to volunteer simply because I could not stop - the experience was contagious. Since that time I have been involved in big brother/sister programs including ***Project Leadership Service***, various tutoring initiatives, sporting events, camps, and other programs and projects throughout high school and at Notre Dame.

The more I become involved, the more I realize that, in any service experience, the volunteer receives much more than he or she gives, and...that every little bit helps - every envelope, every hour, every call, every smile. As a result of these enlightening experiences, I have come to view service as a vocation.

That is one of the reasons that I believe in the ***National and Community Service Trust Act***: it goes a long way in recognizing service as a vocation.

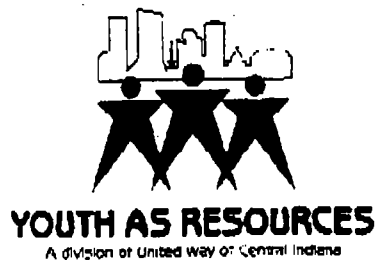
Let me tell you why I am excited about the ***National and Community Service Trust Act***.

I am excited because I can think of no more natural or appropriate marriage of motivations than that joining service to education.

I am excited because service is an education in and of itself. It is a synthesis of classroom and caring, a communion of the head and heart. It is an education in humanity.

I am excited because I can think of no better way to cultivate, illuminate, and grow the facts and figures of formal classroom learning than by putting them to the test - by serving other flesh and blood people - by making the knowledge





gleaned from textbooks and professors meaningful, potent, and alive.

I am excited about the *National and Community Service Trust Act* because as a college student, a longtime volunteer, and a future public servant - a middle school teacher - I cannot help but be excited by the vocational vision which this initiative embodies.



THE WHITE HOUSE

WASHINGTON

Confidential Memorandum

TO: Eli
FR: Chris
RE: Implementation of National Service
DT: 8/3/93

When you conclude staff meetings you usually ask if anyone has "any comments, questions, or concerns to share." I have a concern.

One stubborn problem with national service doesn't want to go away. The problem has emerged in different forms at several junctures during the development of our initiative. It has blurred our message, stressed our relationships with CNCS and ACTION, challenged our legislation, tainted our SOS training week, and rendered our press coverage less predictable than necessary.

The predominant issue threatening the future of this program is the clear gap between the President's vision of national service and the vision of those we are empowering to implement it. This gap is swiftly leading the movement to its next (post-legislative) dilemma. The challenge before us is not whether the current infrastructure can "absorb" x number of participants by FY '94, but whether it can support x number of participants doing the kind of service work envisioned by the President and the people who voted for him.

The final bill which passes Congress will be cut from its original size. Its purpose, approach and over-all intention, however, will remain intact. The President has said that he wants national service to be a program where kids of varied economic and ethnic backgrounds work side-by-side doing real work to improve their communities. He wants the private sector to cooperate by contributing funds and sponsoring programs. Finally, he believes the organization should be decentralized, non-bureaucratic, bi-partisan, and fiscally responsible from top to bottom.

But I fear that the President's vision of national service may not be realized. While the intentions of the legislation are clear, there is room for interpretation and maneuvering at the programmatic level. Goals and roles for implementation are not

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: VB DATE: 4/6/16

clear to me. I am not sure that everyone understands what we want and how we are going to get it. It sounds basic, but unless we share a vision and work together on implementation, national service will fail.

Within the implementation working groups there are, as expected, differences of opinion. Indeed, discussing various positions has already led to good decisions. To the degree different views achieve positive ends, they should be encouraged. Occasionally, however, difference in opinion reveals difference in motive. All too often ONS and CNCS are at odds. While one organization represents the President, the other, it seems, represents something called "the service field."

At first thought it makes little sense that the two organizations could be in conflict. After all, the service field has never received such a boost in money or leadership as it has under President Clinton. On the other hand, a "new direction" in service, like any change, could be threatening to the guardians of what has been. What "has been" in the field of service is CNCS and on matters that call for change, we often fail to see eye-to-eye with them.

Some disagreements have been relatively minor while others have gone to the core of the President's program. Diversity, measurable results, and even service itself, for instance, do not always have the same meaning and significance on 14th St. and Pennsylvania Ave. As you know, a lot can be learned from SOS in this regard.

Within the first few weeks of this administration, for example, ONS received notice from CNCS that the President had to stop uttering the words "City Year" because that organization does not represent the "service field". At a recent state structure meeting, ONS was told not to correspond directly to Youth Corps and National Service demos "because it might send a bad signal to the service field which believes the President doesn't care about K-12 and Higher-Ed programs."

The President's program must and will redefine the meaning of "service field." And if he has it his way, the "service field" will be more national, more visible, and a whole lot more like City Year. As for K-12 and higher-ed programs -- the President has proposed doubling their funding levels. The service field must realize, however, that the American people did not elect the President for his position on K-12.

CNCS spent \$20 million last year on national service demonstration projects. The President is going to spend \$300 million, on similar programs, in the first year alone. No longer will money be divided evenly among several subtitles. In fact, it will not really be divided at all. Almost all of the new Corporation dollars will go toward expanding the number of programs currently authorized under one or two subtitles at the

Commission. Therefore, our program and structure meetings should revolve around the replication of and states' capacity to handle only the most successful programs under these subtitles.

When our meetings are focused this way one fact may become painfully clear: there just ain't many Alan Khazeis out there. In other words, as much as we intend to build off and bolster the current infrastructure, we must realize that there are very few people in the "service field" (infrastructure) who have proven that they can implement the type of program the President thinks of when he says, "national service." Programs do not need to be run by entrepreneurial Harvard graduates (although one of our goals, undoubtedly, must be to attract more of this type to the field). But programs should, to the greatest extent possible, truly diverse, have corporate sponsorship, and produce clear and measurable benefits to the communities they serve.

Since there are so few programs out there that match this description, it is imperative that localities and leaders have a lucid picture of the President's national service prototype. Local programs must understand that while they provide the prioritization, recruitment, and leadership, they are part of something larger. A kid in an urban youth corps in New York must be able to relate to a kid in an environmental corps in Oregon based on their experience in national service. National service needs an *esprit de corps* that transcends the perception that our bill simply puts a couple billion dollars into subtitles C and D at the Commission.

One of the main reasons City Year and Teach For America have succeeded is that they have stretched beyond the traditional network of service. They expanded recruitment (to Ivy League universities, for instance), picked up corporate sponsorship, created cool logos, and sought media. Particularly in the case of Teach for America, participants performed real work that made a difference in their community (City Year has taken issue with this objective). It is not surprising that both programs have been, at one time or another, ostracized by the "service community."

There are a few areas, in particular, I believe we could focus on to ensure that the President's vision gets channeled to those empowered to implement it. The first is on people. Who are the leaders going to be and from where are they going to come? We need to make this program attractive to people who may have been unmoved by the "service field" in the past but have been interested in the development of President Clinton's national service initiative. We should not be shy in searching for successful leaders in other fields and recruiting them for national service.

We also must focus on participant recruitment. Although participants mainly will be selected from each program area, the legislation creates a national network which should be

effectively used. The national network will add to the sense that all local programs are part of national service.

Another issue surrounding participant recruitment is diversity. Not all programs will be diverse but the Corporation should put a great weight on the objective of diversity when reviewing applications. The issue of diversity alone could make or break national service. Thousands of kids from different backgrounds answered the President's call to serve this summer. Yet, we had no control over whether or not SOS programs chose these kids to participate. These are the people most likely to provide the necessary energy to make national service a success.

The Corporation must also be scrupulous its designation of national representatives to state commissions. This job is the most important one in the whole national service structure. More than anyone, the Corporation representative must know how to convey and implement the President's vision. He or she is the President's link to what is actually going to happen in the streets, parks, schools, and homes. Undoubtedly, CNCS will have a lot of names for possible representatives in every state. We should work with them during the selection process. Their lists may not be comprehensive, however, and we must not be limited in our thinking. Like program leaders, some of our most effective representatives may have no present relationship with the service field at all.

Another important area, although it may sound silly, is the image of national service. We must get a logo and make it familiar to the American people. East Bay Conservation Corps as well as MPOWER tee-shirts should have the American Corps (American Opportunity Corps is my best offering) logo on their sleeve. Public service announcements should be hip. National service needs to be perceived as "cool" and prestigious if it is to gain the popularity it needs to endure over time.

Finally, national service needs a highly visible torch carrier. This person must be a strong leader that Corporation employees can look up to, the "old" service field can respect, and the American people can associate with the movement. Presently, there seem to be quite a few cooks in the national service-implementation kitchen. It might help if this CEO of national service addressed everybody (ONS, CNCS, ACTION) to explain the President's vision and how it is our job to make it happen.

This is not a plea for more centralized control. We have done well to craft a policy, carefully, with the knowledge that successful programs are conceived of and operated at the local level. Nor is this memo meant to be overly critical of CNCS, for their views do not always represent the "service field." The Commission is a wonderful resource of knowledge, full of great people, and a strong beginning for the next phase of service in American history. But we must not forget that this is national

service. It was envisioned and created by the President of the United States. His objectives are not easy (which explains why so few programs have tried to achieve them) but they must be our guide if the initiative is to succeed.

The new "service field" is the American people and nothing less. We must all work together with a clear vision -- the President's vision -- as we deliver the national service program they so eagerly want to see.

THE WHITE HOUSE
WASHINGTON

July 28, 1993

MEMORANDUM TO ELI SEGAL

FROM: RICK ALLEN

SUBJECT: THE POLITICS OF NATIONAL SERVICE

The introduction to this memorandum outlines the perfect scenario: a triumphant President Clinton kicking off his 1996 reelection campaign by pointing to the success of his signature initiative -- national service. Rhetoric aside, the mock speech pinpoints what will clearly be the political cutting-edge characteristics of national service:

- measurable results that help solve important and clearly-identified national problems;
- locally-guided programs;
- demonstrable cost-effectiveness;
- enhanced college access for a substantial number of Americans;
- lack of waste (real work, not make-work), corruption (including political patronage) and a large bureaucracy (especially at the federal level); and
- racial, economic, geographical and educational diversity of participants.

Achieving these results requires substantial balance between substantive goals and political realities. You have said that program drives our efforts -- we both know that the driver really is politics (certainly in its most noble sense). Tab 3 identifies the assets, constituencies and tools that define our political landscape. What follows in this cover memorandum are the central questions which give definition and texture to our overriding objective: making national service a recognized success by 1996, clearly credited to Presidential leadership. Tab 4 lays out various tactics to address the first group of these questions -- if you tell me I am on the right track, I will work up the rest of the answers. (I would also like you to review Sarah's May 17 memorandum to you, setting out the essential questions we wanted the respective task forces to address -- a copy is attached at Tab 5. Virtually all of these questions were framed with the ultimate 1996 goal in mind. With the exception of the Communications and Program areas, I am fairly confident that these questions will be answered in a timely fashion by the working groups. In a separate memo, included at Tab 6, I have flagged for you the central immediate questions in each area.)

Achieving our desired political result will require us to construct a national service program which answers the following essential strategic questions:

1. **How can we create a clear national identity for the program and its participants, inextricably linked with Bill Clinton?**
2. **How do we avoid program problems with political fall-out, including:**
 - **make-work projects (like CETA)**
 - **waste and fraud (by programs and participants)**
 - NOTE: our control over make-work, fraud and waste is diminished because we have delegated principal monitoring responsibilities to states**
 - **Congressional pork and patronage (at any level)**
 - **unprovable impacts, or unimportant targeted needs (from the viewpoint of most voters)**
 - **a focus on political power (advocacy) rather than direct service that solves problems**
 - **lack of racially, geographically, economically and educationally diverse participants, particularly since recruiting will be out of our control**
 - **no integration of the "service field", the issues world (eg., environmental organizations) and the traditional charitable community**
4. **How do we avoid communications problems, including:**
 - **continued lack of common understanding on the part of Corporation/ACTION employees and consultants, program applicants, service participants, Congress and the public about national service's aims and parameters**
 - **a press, public or Congress unprepared for the risks inherent in decentralized innovation**
 - **a perception that our program is small (vis campaign "promise"; extent of problems; or size of student or of unpaid volunteer populations) and not cost-effective**
5. **How do we avoid crippling operational problems, such as:**
 - **being unable to track the federal money advanced and/or achievements/shortcomings of programs while in process, because of decentralization of program operation and oversight**
 - **programs not being able to raise their required matching funds**
 - **donors (at any level) who embarrass us**
 - **the Corporation being swamped by the number of direct applicants**
 - **the Corporation being ripped off by programs using the grant (or sub-grant) process to double-dip (including by getting funding through the state process and then also from the Corporation directly)**

- the Corporation buying something that used to be (or could be) free to the federal government-- for example, if formerly a state or local government had been paying for the service, or if the service had been provided at a lower cost (or entirely free) by volunteers and charities
- state commissions that are composed of gubernatorial cronies; slow to form; corrupt in awarding grants; weak in monitoring grants; insensitive to mayors; hostile to the Administration; or off message
- Any of the ACTION staff or Corporation's Board taking programs or the public discussion off of message

Overall, we also have the challenge of charting a third alternative to the two traditional views of "service":

1. The Republicans have generally opted for an approach which grows out of Judeo-Christian concepts of an individual's responsibility to the less-fortunate. Among ascetics and prophets, this became a sublimation of self to the needs of others -- it was grubby to give any thought to the impact of service on anyone other than the served. It is fairly easy to drift from this into a quasi-colonial separation between the angels of god and the unfortunate heathens. Paradoxically, this tradition can also easily degenerate into a sense of noblesse oblige, which ends up emphasizing the value of service to the *server*: one does it because it is expected, or because helping others assuages guilt. As currently practiced, this approach to service also fosters related problems: a focus on maintenance activities (soup kitchens) rather than societal change; and a total reliance on disconnected individual involvement, with no useful role for government as a problem-solver.
2. On the other side of the ideological fence, from the mid-60s on, two streams of liberal activism seemed to emerge. Some activists walked away from direct service into advocacy -- and the shortcomings of the resulting confrontation-based politics have been provocatively discussed in Robert's memorandum on the subject. The second stream retained a commitment to direct service, but developed an ideological fixation on radical decentralization. National goals and standards, much less accountability to national overseers, was rejected as an anathema. Frequently, this end of the continuum bent around to share some perceptions with the Points of Light-types: the unwillingness to accept the necessity of measurable results stems in part from a belief that the direct effect of service on a community is far less important than the servers' own experience and that it is an acceptable result merely to show motivated people working on a community's behalf. Traditional charities are often ignored or scorned as the province of part-time dilettantes and purveyors of the status quo.

Our third way needs to steer clear of the excesses of each of the traditional paths. I would describe our philosophy as follows:

-- *We believe in the collective effort of communities, not merely the largesse of individuals. We also believe that communities are as strong as the relationships among their citizens, so that working together on common problems literally builds communities. Finally, we believe that problems are solved by applying sufficient resources and focus to achieve the result. As a consequence, we favor a team or corps approach to service over individual placement.*

-- *We maintain that at its heart, service is a delivery system for change -- and that the principal goal of national service is to help communities change themselves for the better. These principles require local program design whenever possible. Further, projects which move toward fundamental change and institution-building, rather than maintenance are preferred.*

-- *We recognize that money is a scarce commodity, and we won't spend it unless we are certain in advance what demonstrable results will be achieved by any given program, if funded. Programs will be accountable for achieving these results, and will be required to have interim benchmarks -- unless they hit their targets or can convincingly point to corrective measures that will let them get caught up, their funding will get cut off. The impact of service on the community (not on the server) will be given priority.*

-- *We think that inherent in our system of representative democracy is the recognition that the President has been elected to set national priorities. Citizens expect him to determine to which problems we give emphasized attention. Accordingly, the Corporation will not hesitate to establish the required foci for service efforts, reflecting these Presidential mandates.*

-- *We believe that service is a consensus-building activity. Fundamental to its success is the concept that everyone can serve; this presumes that service not be used to pit one group against another. Advocacy must necessarily not be the aim of any nationally-supported service program.*

-- *Finally, we see the history of the last 12 years as clearly proving that government must be involved in solving central societal problems. Regardless of the extent of private generosity, modern problems are simply too numerous and complex to be solved without enlisting the resources of the federal government and the intensity of public attention which can best be inspired by the President. We can no longer fight powerful enemies such as poverty, disease, illiteracy and environmental degradation with one hand tied behind our backs.*

ASSETS, CONSTITUENCIES AND TOOLS

The Politics of National Service

Assets (actual and potential):

- issue is generally popular (and in the spirit of the times) and service is effective and transformational
- POTUS; VPOTUS
- Executive apparatus:
 - ONS
 - White House
 - Executive branch
 - CNCS
 - ACTION
- young people
- some national models we like & believe to be replicable
- press generally inclined to be favorable
- constituencies mildly favorable (except veterans)

Constituencies

- Congress:
 - Republican supporters
 - Democratic leadership
 - Appropriations Committee members
 - Swing Dems and Reps
 - Republican leadership
- intergovernmental:
 - mayors
 - governors
 - state legislators
- labor:
 - government unions
 - teachers unions
 - police unions
- service field:
 - program operators
 - groups in various coalitions, including the legislative support group
 - intermediary institutions, e.g., YSA
- broader world of voluntary organizations:
 - large national organizations esp. United Way, Red Cross, etc.
 - smaller, community-based organizations (VISTA's clientele)
- religious groups:
 - major church, etc., organizations
 - those involved in service
- civil rights & poverty groups

- issues-related groups:
 - health
 - homeless
 - education
 - literacy
 - mentoring
 - environmental
 - public safety
- ACTION
 - VISTA (staff, volunteers)
 - VISTA's supporters (Friends of VISTA, Congressional supporters)
 - OAVP
 - OAVP's supporters
- academia:
 - higher education
 - K-12
- foundations:
 - national
 - entrepreneurs'
 - community-based
- business
 - progressive (SVN, BSR, BENS)
 - local
 - national (driven by promotional possibilities)
- military:
 - active duty (including reserves and National Guard)
 - veterans
- Executive branch:
 - POTUS/VPOTUS/1st Lady
 - Senior staff
 - Cabinet secretaries
 - Agency/department senior staff

Tools

- Free media:
 - TV
 - print
 - radio
 - targeted:
 - youth/student press
 - MTV
 - business press
 - educational press
 - union newsletters
 - military papers

regional vs local vs national

how to use SOS?

during summer

regional summits

national summit

- Free advertising (Ad Council)
- Outreach:
 - meetings
 - mailers
 - speeches
- what is the value of campus organizing?
- special events (eg., national servathon like Make a Difference Day)
- Mass fundraising techniques:
 - licensed products (QVC, catalog and other distribution)
 - Greer's stamp idea
- Mass recognition techniques (eg. Sam Beard's idea)
(must be clearly different from 1000 points of light)
- Informational/promotional video

PRESIDENT CLINTON LAUNCHES 1996 REELECTION CAMPAIGN

...And as we look back on our first term, the Vice President and I are especially proud of the first of our major initiatives to become law: national service. National service was a popular topic on the campaign trail during 1992, but frankly, I don't know if those cheering crowds understood how transformational it would be for our country. And yet in three short years we have made history:

- We saw problems in our biggest cities and smallest rural hamlets, and we began to solve them the old-fashioned American way: neighbor to neighbor, with a great deal of hard work. During this first term, thanks to our Americorps,*
 - ** ___ hundred thousand children now read or now read better -- and so do ___ thousand adults;*
 - ** more than ___ parks, once abandoned to weeds and drug dealers, are once again playgrounds for children and families;*
 - ** every child in America is now fully immunized before their second birthday -- so that all of our children have the greatest gift our society can give: the chance to live a healthy life;*
 - ** and ___ thousand Americorps safety rangers helped to keep our streets and school halls safe -- so that for the first time in our lives, crime rates began to decline.*

Some had thought that our problems were too hard to solve, or that institutions had become so rigid that no change was possible, but national service made our communities better.

- And it also provided the chance for hundreds of thousands of Americans to attend college. They showed us they had a strong sense of responsibility to us -- and we rewarded their hard work. And aren't we all better for it? Because we helped those Americorps graduates become college graduates, our economy is stronger now, and will continue to be stronger for decades to come.*

There were those who said they did not understand if we were trying to make stronger communities, inspire better citizens, or broaden college access -- but now all Americans know that we were determined to do all three -- and we did!

We did so without wasting the taxpayers' money. When we found programs that weren't measuring up, we cut off their funding. When we found people cheating, we threw them out of the system -- and once or twice, into jail. And we learned that each Americorps service warrior was almost literally worth his or her weight in gold, returning \$_ in benefits for every dollar we invested.

Now, some politicians wish we had given them control. They wanted a big work-force in Washington. But Eli Segal kept his word, and today the Corporation for National Service spends more money cleaner and better than any other federal department -- and with the smallest staff -- by far -- of any major federal initiative since my Momma was born. That is why we have had such extraordinary cooperation from the nation's governors and mayors: we have set strong national priorities, but then let local programs show us the way to achieve real results. Where Washington once smothered, we nurtured.

But I may be most proud of our Americorps members themselves. They came from every county in this nation. They had a range of skin tones that only the biggest box of Crayolas could duplicate. They came from the big house on the hill and the little trailer by the railroad tracks. Some had always succeeded -- and others had long since been given up for failures. But each of them was great, because each of them served. And they taught all of us who watched them with such quiet wonder why we were so proud to be Americans.

None of us can see the years ahead as clearly as most of us insist on judging the times behind, but we know that in the last three years, we have seen new heroes join a line that stretches back to the earliest days of the Republic. In 1993, some had questioned whether our people, particularly our young people, could answer the call to service that each earlier generation had risen to answer in their turn. Today, none can doubt the result: an America smarter and more secure, healthier and closer to nature. Americorps has helped us all recapture the promise of America...

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July 28, 1993

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-- *Finally, we see the history of the last 12 years as clearly proving that government must be involved in solving central societal problems. Regardless of the extent of private generosity, modern problems are simply too numerous and complex to be solved without enlisting the resources of the federal government and the intensity of public attention which can best be inspired by the President. We can no longer fight powerful enemies such as poverty, disease, illiteracy and environmental degradation with one hand tied behind our backs.*

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 - Swing Dems and Reps
 - Republican leadership
- intergovernmental:
 - mayors
 - governors
 - state legislators
- labor:
 - government unions
 - teachers unions
 - police unions
- service field:
 - program operators
 - groups in various coalitions, including the legislative support group
 - intermediary institutions, e.g., YSA
- broader world of voluntary organizations:
 - large national organizations esp. United Way, Red Cross, etc.
 - smaller, community-based organizations (VISTA's clientele)
- religious groups:
 - major church, etc., organizations
 - those involved in service
- civil rights & poverty groups

- issues-related groups:
 - health
 - homeless
 - education
 - literacy
 - mentoring
 - environmental
 - public safety
- ACTION
 - VISTA (staff, volunteers)
 - VISTA's supporters (Friends of VISTA, Congressional supporters)
 - OAVP
 - OAVP's supporters
- academia:
 - higher education
 - K-12
- foundations:
 - national
 - entrepreneurs'
 - community-based
- business
 - progressive (SVN, BSR, BENS)
 - local
 - national (driven by promotional possibilities)
- military:
 - active duty (including reserves and National Guard)
 - veterans
- Executive branch:
 - POTUS/VPOTUS/1st Lady
 - Senior staff
 - Cabinet secretaries
 - Agency/department senior staff

Tools

- Free media:
 - TV
 - print
 - radio
- targeted:
 - youth/student press
 - MTV
 - business press
 - educational press
 - union newsletters
 - military papers

regional vs local vs national

how to use SOS?

during summer

regional summits

national summit

- Free advertising (Ad Council)
- Outreach:
 - meetings
 - mailers
 - speeches
- what is the value of campus organizing?
- special events (eg., national servathon like Make a Difference Day)
- Mass fundraising techniques:
 - licensed products (QVC, catalog and other distribution)
 - Greer's stamp idea
- Mass recognition techniques (eg. Sam Beard's idea)
(must be clearly different from 1000 points of light)
- Informational/promotional video

THE WHITE HOUSE

WASHINGTON

August 10, 1993

VIA FACSIMILE

202-586-0019

Mr. Richard Stephens
Director, Office of University
Science Education
Department of Energy
ST-50, 3F-061
1000 Independence Avenue, S.W.
Washington, D.C. 20585

Dear Mr. Stephens:

As you know, Kasse Andrews-Weller, from your staff, has been volunteering in many offices within the White House for the past six months, and most recently within the Office of National Service. I would like to request Kasse's full-time assistance in our office from August 26 to September 6, 1993. Kasse has been working closely with my executive assistant (who will be travelling) over the past few months and is familiar with the ongoing projects in our office and will be able to maintain a needed continuity during this time.

I appreciate your willingness to help the national service program by allowing Kasse to fill in during this time frame. Should you have any questions, please do not hesitate to call me at 456-6444. Thank you.

Sincerely,



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

EJS:ke

THE WHITE HOUSE
WASHINGTON

August 25, 1993

Jane Perkinson
Chair
Permanent Housing Committee
5-17 Granada Crescent
White Plains, NY 10603

Dear Ms. Perkinson:

Thank you for sending us your suggestions for the national service initiative.

President Clinton is committed to a program that builds on the strength of America's nonprofit and community organizations. He wants national service to empower schools, religious organizations, businesses, and nonprofit groups to work together to tackle our country's problems. Organizations like yours are central to the President's vision of renewed vitality in the American community.

As you may be aware, the National Community Service and Trust Act of 1993 has moved through the legislative process very quickly. Congress is now in the process of reconciling the two versions of the bill, and we look forward to final passage of this landmark legislation in September.

In anticipation of final passage, we are working to organize the Corporation for National Service proposed in the President's bill. The legislation also provides for the creation of State Commissions on National Service, so we shall be working closely with state agencies in their development.

We expect the Corporation and the State Commissions to distribute grant applications in January or February. I hope you will be in touch around that time. Again, thank you for your interest.

Sincerely,



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

EJS:snd

*Per Phil
Jim
Standard reply*



Jane Perkinson
Chair, Permanent Housing Committee
5-17 Granada Crescent, White Plains, NY 10603

**Sheltering the Homeless
Is Our Responsibility**

August 7, 1993

Mr. Eli Segal, Assistant to the President and
Director, White House Office of National Service
Room 145 OEOB
Washington, DC 20500

Dear Mr. Segal:

I am interested in helping a local small nonprofit organization become a site for National Service volunteers. Trevor Cornwell, who was an associate of yours on the Gary Hart campaign, has suggested that I ask you how best to undertake this.

The organization in need of assistance is the Housing Action Council, Tarrytown, N.Y., which advises nonprofit groups in Westchester County on the legal, technical, and fundraising aspects of affordable housing projects. I am a volunteer member of one such group, SHORE, an interfaith, all-volunteer organization which operates a men's overnight shelter and permanent housing for families.

The Housing Action Council at present has a staff of five, and relies on scarce grants and donations for funding. Volunteers provide some supplement by doing research, writing, editing, public relations, and administrative work--but the volume of what can be accomplished is restricted by the limited number of people to do it. The office could use a steady National Service volunteer or volunteers--perhaps students or young adults planning to study further in law, government, or community work--to help with the workload and at the same time learn, through direct involvement, about such widely varying aspects of the field as architectural measurements, building permits, zoning, title searches, lease agreements, community relations, or homeless services referrals.

I would appreciate any information you might provide toward helping the Housing Action Council apply to become a National Service site. I would be happy to furnish further information or to meet with whomever you would recommend.

Sincerely,

Jane Perkinson
Tel. (914) 761-6398 (H)
(212) 512-4467 (W)

cc: Trevor Cornwell