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CITIZENS FINANCIAL GROUP, INC.

LAWRENCE K. FISH
PRESIDENT AND
CHIEF EXECUTIVE OFFICER

January 21, 1993

Eli Segal
105 Plain Street
Wayland, Massachusetts 01778

Dear Eli:

The nation is lucky to have a President dedicated to a program of National Service. You have a momentous opportunity.

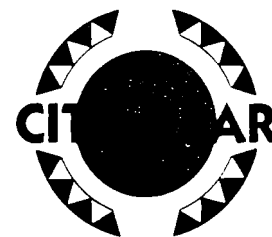
I'd like to talk to you about National Service as your thoughts come together. I took three months to do my own National Service last year (A copy of my letter to the United Way about my experiences is attached) and have some strong convictions. Just a few of my ideas:

- (1) High income people should "pay for the privilege" to send their children to Public Service. The program will be costly enough without having the children of wealthy parents being paid to serve the nation.
- (2) Don't forget executives and middle managers. Companies should be encouraged to provide sabbatical with pay for executives that want to serve the nation for a period of time.
- (3) Based on my own experience, don't underestimate the danger of National Service. The program must be able to be capable of guaranteeing safety for those who serve.
- (4) Don't set measures and goals for the program that are too quantitative and specific. The simple act of reaching out, hugging, caring, and giving will have enormous tangible benefits that defy measurement.

Good luck. Everyone who cares about the future of the country is pulling for this program and the work you are about to undertake.

Sincerely yours,

File



MEMORANDUM

CONFIDENTIAL

To: Eli Segal
From: Michael Brown, Alan Khazei
Re: Thoughts on developing national service that are key to your success.
Date: January 18, 1993

Rick
Good ideas
Please send
to David
Dreyer &
Jonathan
Prince for
their
assessments
in commu-
cation
strategy
Global
should
see it
too.
CL

Introduction:

Sun Tzu, the ancient Chinese strategist said that there are four key options to achieve one's aims:

- Build Alliances
- Break others alliances
- Attack
- Lay Siege

If you build successful alliances, then you never have to fight the war in order to win it. The Key to success for Clinton's National Service Initiative is building strategic alliances for a new initiative:

- The Single Most important alliance is between Clinton and young people
- The Second most important is with the Private Sector, particularly entrepreneurs and entrepreneurial companies;
- The Third is with Parents, in particular of the 60's generation, who will understand the importance of national service for their kids.

If you come up with the correct **strategy** for each of these groups, you will significantly increase your chances of ultimate success. The following outlines some of our initial ideas on how to go about building alliances with each of these three key groups:

1. Building an alliance with young people: Pres. Clinton should hold a Youth Service Summit at Camp David

This summit should be used as the kick-off for a go to the people, in particular our young people, campaign to build support for the national service initiative. The national service plan should be fairly outlined although not fully completed to allow for some input by the participants by the time the summit happens. The summit, however, should not focus on the Clinton plan, rather it should focus on the young people and the value of

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their service experience that is already happening. We outline below some ideas on the summit.

-- **Hold it at Camp David:**

This would show that Clinton cares so much about this idea that he will invite young adults into his own personal space and the place where great initiatives such as the Camp David Accords have come from. We would be willing to bet that there have *never* been young people at Camp David. You could play this point up big time, the symbolism alone of this would be extraordinary.

-- **Invite only young people in service right now to be participants in the roundtable discussions.**

They should come from all of the different streams of service -- school-based, colleges, youth corps, Peace Corps and Vista, etc. Do not have any program people, policy makers, advocates, or experts, as participants, they should only be there as observers and to listen and learn, and in some cases help facilitate new games and ice breaking exercises. The core theory of this is that the young people in service are the first people we should salute and listen to.

-- **Make it a weekend the young people should definitely stay overnight. It should be planned like a retreat.**

The weekend should be scheduled like a mini-retreat with ice-breaking new games, group-building activities, a service project and roundtable workshops. We've found at City Year that some of the most powerful aspects of the youth service experience can be achieved in overnight retreats. (We've now done more than 15 retreats from 2 to 5 days in length for both staff and corps and would be happy to help plan this out for you if you are interested.)

-- **Workshop, discussion focus:**

Like the economic summit, selected young people could be asked to make presentations on their programs, in some cases, you could show videos already done on the programs from either the programs or the news media. In addition, Clinton could have a series of discussions with the participants focused on the following questions:

- why they decided to do service
- what they get out of it
- what difference they think they make
- what would it do for the country if there were more opportunities to serve
- what ideas they have for national service
- what are young people good at, what needs can they best meet
- what do you learn from service

- what do you get from service that you don't or can't get from anywhere else
- what has surprised you about your service experience
- what is hard about your service experience

-- **This summit could be like Clinton's Boys State Experience really blown out.** He could charge the young people who come and those they represent to take the lead on advocating for more service opportunities across our country.

-- Summit follow-up:

Clinton could follow up on the summit with a whole host of things such as visits to programs, speeches at schools, serving along side corps members, etc.

These are just some of our initial thoughts on a Youth Service Summit. If you are interested in this idea, we would be happy to work with you to develop it more fully.

2. Build an alliance with the private sector.

One way for you to send a message that national service is going to be a new and creative initiative is for you to wrap yourself in the private sector right away. You can do this in a number of ways, we'll bullet just a few initial ideas.

- Appoint some prominent private sector person(s) such as Alan Patricoff to the National Service Commission.
- Use a challenge grant, matching fund mechanism to fund the operating side of national service programs in which the federal government would match private, state and local funds one to one.
- Set up the national service trust fund as an independent entity and capitalize it initially with private sector funds. Invite the country's top money managers to manage the fund on a pro bono basis and try to get the greatest return.
- Hold a major event at the White House for private sector folks who commit themselves to support national service programs.
- Use the private sector, perhaps through the Points of Light Foundation to promote national service programs and launch a "Give A Year" or "Serve a Year" campaign to encourage young people to do national service.

- Ask businesses to give preference in hiring and schools preference in admissions to young people who have done national service.

3. Build an alliance with Parents of the so-called "lost generation" in particular parents who grew up in the 60's who will see their idealism re ignited in their kids.

As a parent yourself, you understand the untapped potential of getting to the parents through their kids. It is important to see these parents as a key group to build an alliance for national service. Just a few key thoughts:

- Clinton shouldn't just challenge young people to serve, he should challenge their parents to support them in their desire to serve.
- Clinton should meet with parents who have kids in service and talk to them about what a difference it has made not only to their kids, but to their relationship with their kids. (Parents of City Year corps members often say that City Year was the best thing for their relationship with their kids, the kids say the same.)
- Keep the parental perspective in mind when doing all of your marketing and promoting for national service.

Suggestion for a staff person:

As Alan suggested to you on Saturday, we know a terrific young lawyer named Jonathon Wiener who we think would be a tremendous asset to you and the national service effort. Jonathon is a classmate of ours, was on the Harvard Law Review, has clerked for Judge Weinstein of the NY Federal Southern District Court and Judge Stephen Breyer of the 1st Circuit. Currently, Jonathon is the senior staff attorney at the Council of Economic Advisors. Perhaps he could stay there and just be assigned to assist you with developing the national service legislation. Jonathon has a strong service background and thinks very creatively. He can be reached at: 202 395-5012 (o) or 202 543-0273 (h). We think he would be terrific.

Conclusion:

These are just some of our initial thoughts that we thought we'd jot down. Our thinking is developing rapidly as we focus on the possibility of national service really happening. We would welcome an opportunity to have a general strategy and ideas session with you at your convenience. Thanks again for coming to our breakfast, we really appreciate it!