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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	National Campaign on Youth Violence [partial] (1 page)	05/26/1999	P6/b(6)

COLLECTION:
Clinton Presidential Records
Domestic Policy Council
Eric Liu
OA/Box Number: 16243

FOLDER TITLE:
Youth Violence - National Campaign: Youth Violence - National Campaign

2013-0717-S
sb23

RESTRICTION CODES

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

P1 National Security Classified Information [(a)(1) of the PRA]
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YOUTH VOTE

MIT CAMPAIGN

I. Statement of Purpose

The problem of youth violence is a national tragedy that requires national action. Over the past year, the school shootings that have terrorized Pearl, Peducah, Jonesboro, Edinboro, Springfield, Littleton, Conyers and the rest of the nation remind us of the horror of these kinds of extreme violence. At the same time, juvenile violent crime remains high, much higher than the overall crime rate. We have simply lost too many children. In the face of these tragedies, a national effort is demanded, in which all Americans come together to protect our children from violence.

We intend to create an organization that can focus the skills and energy of Americans from a wide-range of regions, occupations, and backgrounds to work towards achieving a shared goal of great national importance: preventing youth violence in our country. This campaign's chief focus will be on how each of us can take responsibility to prevent youth violence, rather than pointing fingers or assigning blame.

The organization will devote itself to achieving tangible, quantifiable goals and using a variety of means including campaigning for Americans to work against violence in their communities, creating a national network to share effective techniques, and supporting community-based projects with promise. We recognize that while governmental action can help with this challenge, this is a campaign whose success will rely on the actions of American parents and children, businesses, spiritual and educational leaders. This organization will work to create support systems for our children so that they will turn away from violence.

II. Specific Goals

- 10 million American parents and children to take a pledge to work to reduce violence within one year.
- Reduce the number of children killed by youth violence by 25% in 5 years.
- Ensure our children are given a healthy start.

III. Specific Issues and Efforts for the Campaign

The campaign will work on many fronts to focus on a series of issues: blocking children's access to guns, expanding mental health services, limiting young people's exposure to violence, and giving parents more tools to keep our children safe. The campaign will identify strategies that work, help spread promising ideas to other communities, and work with the media to send the right messages to our children.

The problem of youth violence is a multi-faceted one, involving a range of problems – no single strategy will work. The agenda of this campaign is to work on several fronts at once and build

support across communities for action against youth violence.

Mental Health Services for Children

Too many of vulnerable children do not get the help they need: As many as one in every 33 children and one in eight adolescents may have depression. (U.S. Center for Mental Health Services (CMHS), 1996) Two-thirds of children with mental health problems are either not treated or are treated inappropriately. (CMHS, 1996) And, the rate of suicide for five to 24-year olds has nearly tripled since 1960. (AACAP, 1995)

The Campaign will work to raise awareness and help give parents and others the tools they need to address this problem by:

- Promoting successful initiatives that identify vulnerable children early.

- Increasing awareness of mental health issues by working with parents and others to spot the early warning signs of problems.

- Working with the media as well as community-based organizations to promote awareness of mental health issues amongst children.

- Focusing on counseling services in schools, including highlighting the critical role of guidance counselors and working with teachers to identify children with problems.

A Campaign to Keep Guns Out of the Hands of Our Children

Children's easy access to guns have had dire consequences: In 1996, firearms in murders, suicides, and unintentional shootings killed 4,643 children and teenagers. [Cite stat of kids who say they can get a gun in half an hour.] Gunshot wounds are the second leading cause of death for all people aged 10-34. And 20% of all gun-owning households had a loaded, unlocked gun in the home, a figure that was significantly higher among households that had a handgun. And 26% of all guns and 55% of handguns are usually kept loaded. According to a February 1997 report by the Centers for Disease Control, the rate of firearm deaths among children 0-14 years old is nearly twelve times higher in the United States than in 25 other industrialized countries combined.

The Campaign will work to break the connection between children and guns by:

- Developing a national education initiative to inform parents about the need to keep guns out of the hands of children.

- Advocating for greater use of technology to block children from using guns without the supervision of their parents.

- *Issue*: will the campaign work on legislation as Mothers Against Violence in America, and Mothers Against Drunk Driving have?

Addressing the Culture of Violence:
Children witness 8,000 murders and 100,000 other assorted acts of violence by the time they graduate from elementary school, and an estimated 200,000 acts of violence, and 16,000 simulated murders, by the time they are teens. And study after study has found that exposure to violent media makes children more aggressive. [check closely] Studies have also shown that television violence has a particularly negative effect on children who have a tendency towards aggressive behavior.

The campaign will work with the media to address the problem of violence by:

- Working with media organizations to support programs that work, e.g., public service announcements on mentoring, as well as ones to reduce youth violence more directly.

- Advocating for greater responsibility by the media -- video games, television, recordings, and movies -- to reduce the violence our children are exposed to.

- Working with those who sell media to enforce the ratings system and helping to implement the V-Chip.

Supporting Children and Families
We know that children need the support of their families and their communities to ensure that they grow up healthy. In fact, the campaign must address the sense of alienation that is plaguing too many children as they grow up without the support they need.

The campaign will help parents address the problem of violence by :

- Focusing on initiatives and strategies that work to give parents the support they need – from parental support programs involving home visitation to after school programs.

- Advocating on behalf of more support from the business community for family-friendly policies that allow parents to spend more time with their children.

- Obtain 10 million pledges by parents to address the needs of their children by listening to them more and ensuring they are safe from gun violence (see AOL pledge).

[*Other Issues*: it could also work on focusing attention on the need for smaller schools]

IV. Strategies to Reduce Violence

Identifying what works at the Community Level

It is critically important that the national campaign be grounded in the best information and research available, both on the causes of violence and on effective strategies that work to reduce youth violence. It will focus on strategies that are working to prevent youth violence, to reduce children's access to guns, to promote children's healthy development, to promote linkages to counseling and other services.

The national campaign will help identify promising ways to reduce youth violence at the community level by creating a web-site and publicizing programs like Boston. It will also increase the commitment of individuals, foundations and businesses to these initiatives and their evaluation.

The campaign will also help focus on coordinating these strategies to prevent violence. Currently, there are numerous programs that focus on some aspects of youth violence (e.g., mentoring programs, crime prevention, mental health services). The campaign will help to coordinate these multi-dimensional and varied strategies in order to more effectively address the problem.

Working to organize parents and others at the grass-roots level

The campaign will help to organize and involve parents and others to help end youth violence. Those who are on the front lines of this problem are critical to the success of the campaign.

Supporting and stimulating state and local action

The national campaign will support and enhance existing efforts in states and communities to prevent youth violence, and stimulate more states and major cities to develop well-organized coalitions to reduce youth violence.

Principles of the Campaign

- The campaign will be non-political and non-partisan.

- The campaign will be a private, non-governmental entity, though it will recognize that public-private partnerships and the involvement of major political leaders, including the President, are critical to its success.

- The campaign will be specifically designed to support and supplement, not supplant, the efforts of other groups and local communities. It will involve a broad diversity of people to work on

youth violence, including parents, teachers, religious and community leaders, elected officials and young people themselves.

- The campaign will be built on a solid foundation of evaluation of which approaches work and which do not.

A Call for Responsibility

The national campaign's chief focus will be on how each of us can take responsibility to prevent youth violence, rather than pointing fingers or assigning blame. The campaign would work on many fronts to focus on a series of issues, from blocking children's access to guns and mental health services, to media violence and parental and community involvement in the lives of our children. And one of its primary goals will be to coordinate these disparate efforts into effective strategies to prevent youth violence.

As the campaign focuses on developing specific strategies and solutions, it will also involve parents, schools, community groups, religious leaders, the media, gun manufacturers, and political leaders in addressing this issue.

Tasks

Supporting and stimulating state and local action

The national campaign will support and enhance existing efforts in states and communities to prevent youth violence, and, stimulate more states and major cities to develop well-organized coalitions to reduce youth violence.

Strengthening the knowledge base for effective strategies and programs

It is critically important that the national campaign be grounded in the best information and research available, both on the causes of violence and on effective strategies that work to reduce youth violence.

The national campaign will bolster existing efforts to synthesize knowledge about ways to reduce teen pregnancy at the community level; and increase the commitment of public and private funders to these initiatives and their evaluation.

- Focus on strategies that are working to prevent youth violence, to reduce children's access to guns, to promote children's healthy development and the like, to promote linkages to counseling and other services.

- Focus on coordinating these strategies to prevent violence. Currently, there are numerous programs that focus on some aspects of youth violence (e.g., mentoring programs, gun tracing initiatives, mental health services). The campaign will help to coordinate these multi-dimensional and varied strategies in order to more effectively address the problem.

- Enlisting the help of the media to reduce youth violence:

The national campaign will work with media organizations to support programs that work, e.g., PSA's on mentoring, as well as to support content that promotes anti-violence messages.

And/Or:

The national campaign can advocate for greater responsibility by the media to reduce the violence our children are exposed to.

Working to organize parents and others at the grass-roots level:

The campaign will help to organize and involve parents and others to help end youth violence. Those who are on the front lines of this problem are critical to the success of the campaign.

Principles of the Campaign:

- The campaign will be non-partisan.

- The campaign will be a private, non-governmental entity, though it will recognize that public-private partnerships and the involvement of major political leaders, including the President, are critical to its success.

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Violence -
Nat. Campaign

THE WHITE HOUSE

WASHINGTON

May 26, 1999

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed

SUBJECT: National Campaign on Youth Violence

This memo outlines our strategy for getting the national campaign up and running, and for taking additional steps to build on the success of the youth violence summit.

I. Organization

Over the last two weeks, we have had several discussions with Eli Segal and Sarah Brown to review their experiences with the Welfare-to-Work Partnership and the National Campaign to Prevent Teen Pregnancy, and work through the mechanics and structure of this new campaign.

As an interim step, Eli and Pam Eakes have agreed to head a small, informal steering committee of summit participants that will lead the search for an executive director and board of directors. This group will oversee the most immediate organizational steps:

001

1. **Executive Director:** This campaign will never really take off until we can hand it over to the right person outside the White House who can work full-time raising money and organizing. Several names have been mentioned – (b)(6)

(b)(6)

2. **Board of Directors:** Several people at the summit would be logical board members – (b)(6) But these decisions must be made carefully: The board needs to reflect the different sectors represented at the summit, have a common understanding of the campaign's mission, and be able to take the lead in raising money. (The teen pregnancy campaign relies on its board primarily for fundraising, and set up advisory task forces on the media, best practices, and grassroots efforts as a way to involve a broader range of experts and activists.)

3. **Prospectus:** Because a campaign like this could go in many different directions, we should make some choices at the outset. We are writing a draft prospectus that will give you and the First Lady a chance to mull over those issues, and that eventually

will serve as a mission statement for the organization and an entrée to foundations. The prospectus will spell out the guiding principles of the organization, the rationale for the campaign, an agenda for the first year, and measurable goals for the long term.

4. **Non-Profit Status:** One of the first steps the campaign needs to take is to formally organize under an existing non-profit (possibly the Kaiser Foundation or Mothers Against Violence), so that it can begin receiving contributions.

We have asked Eli and Pam to help us make recommendations to you in all these areas in the next 30-60 days, so that the organization can be up and running when school resumes in the fall. In the meantime, we are following up with every summit participant through phone calls, photos, and a letter from you thanking them for their involvement and seeking their continued support. We also are firming up commitments to the campaign that several major organizations (YWCA, AMA, Nat. Assn. of Elementary School Principals) made before the summit. Scores of other organizations have written the White House with offers to help the national campaign; we are sending them letters as well, and pursuing those that have the most promise.

II. Communications Strategy

To maintain the momentum of this effort, we will continue to look for new commitments from organizations that took part in the summit, additional actions you can take on your own, and new sectors you can challenge:

1. **Federal Trade Commission / Justice Department study:** Unless the Justice Department backs away from providing the funds, next Tuesday you can announce a joint FTC-DOJ study of whether the movie, recording, and videogame industries live up to their own systems of self-regulation, and to what extent those industries market violence to young people.

2. **Nationwide effort to train teachers to identify troubled youth:** We are working with the NEA and other education groups on a nationwide teacher training campaign. We're still working out the details, but we hope to be able to announce at the Mental Health Conference that Education, Justice, and these organizations would sponsor a series of teleconferences this summer with experts on identifying and helping troubled youth. The Education Department would then make videotapes of the sessions available to every school district before school resumes. In addition, we may be able to join in NEA's announcement of a school safety network that will provide satellite dishes, donated by a company in Littleton, to 1,000 school districts around the country.

3. **Other challenges:** We are working with the Vice President's office to see whether we can persuade a group of retailers to agree to strengthen enforcement of the videogame ratings system by refusing to sell adult-rated software to children. We would like to reach a similar agreement with Blockbuster and other videostores, but

have not gained a foothold yet. We will continue to press the National Alliance of Theater Owners to go along with your challenge to card under-age moviegoers. We have found a few people in the entertainment community who like your challenge not to market guns in ads or previews, but no big names yet. If any new commitments pan out in time, you and First Lady can announce them in your *Good Morning America* interview on June 4th.

July 30, 1999

DPC WORKING GROUP ON YOUTH VIOLENCE

Summary

- A number of Federal programs address aspects of youth violence, responding to particular problems and issues. Youth violence can appear as a juvenile crime issue, as a mental health issue, and as a school safety issue; in various geographic settings that call for different approaches in urban, suburban, and rural areas; and it can have differing impacts on particular socio-economic groups, such as urban, low-income, racial minorities.

- Policy coordination is necessary to address youth violence more effectively in all its various manifestations.

- Therefore, a working group under the direction of the White House Domestic Policy Council is needed to provide this policy coordination function.

Structure

- Chair. The Assistant to the President for Domestic Policy chairs the Working Group.

- Co-Chairs. Reflecting the three primary streams of program response, the Working Group has three Co-Chairs: The Attorney General, responding to the juvenile crime issues; the Secretary of Health and Human Services, represented as appropriate by the Surgeon General, responding both to the public health aspects and the family issues; the Secretary of Education, responding to the school safety issues.

- Other members. the Secretary of Housing and Urban Development, for urban and public housing issues; the Secretary of Labor for youth employment issues; the Secretary of Agriculture for family issues (i.e., his WIC and Food Stamps responsibilities) and rural development responsibilities; the Secretary of the Treasury, for firearms control issues; the Director of the Federal Emergency Management Agency, for his disaster response capabilities; the Director of the Office of National Drug Abuse Control Policy, for the extent to which drugs are an issue; and the Director of the Office of Management and Budget for his budget and policy coordination responsibilities. Such other officials as the Chair deems appropriate.

- Testifying. To present Administration strategies at Congressional hearings, the Working Group will be represented by one or more of the "advice and consent" co-chairs or other members, as the topic of the hearing may require and the Chair may specify.

- Staffing. Agencies will supply to the DPC, upon request, any staff and other resources, necessary to carry out the Working Group's functions. The Chair, in consultation with the three co-chairs, will appoint a Staff Liaison to coordinate efforts of the Working Group.

Specific duties of the working group

- Information. Develop and maintain an inventory of relevant agency programs, and analyses of their effectiveness. Make this inventory widely available in summary form, and upon request in more detail, through the services of a Working Group member, to elected officials, community groups, police organizations, school systems, parents, and others working on local solutions to these issues. The inventory and full texts of program reports and evaluations should be available on an easily accessible website. The availability of this compilation will be widely publicized. The Surgeon General may be asked to oversee the information dissemination functions.

- Study. As directed by the President in May 1999, at the White House Conference on Youth Violence, the Surgeon General will carry out a broad study of the potential causes of youth violence, in consultation with the DPC working group.

- Safe Schools/Health Students. This initiative of Justice, Education, and HHS is working well in providing combined flexible grants to communities from resources in each agency. The Working Group will oversee this effort and examine options for improving its structure and operations.

- Coordinated research agenda. The Working Group will oversee coordination of agency research agendas and the development of needed cross-agency research collaborations. The Working Group will seek to have this structure in place to guide the planning for and obligation of FY 2001 research funds, and wherever feasible, to improve the use of funds appropriated for FY 2000 and earlier years.

- The role of parents. The Working Group will explore the possibility and utility of devising a cross-program parenting strategy to the youth violence response, a coordinated approach across a number of family-focused programs, perhaps similar to what is now done under Safe Schools/Healthy Students.

  Among the programs to be reviewed for such coordination are: Education: Even Start, Parental Information and Resource Centers, IDEA's Parent Information Centers; HHS: certain Violent Crime Reduction programs, Community-Based Family Resource and Support grants; the Preserving Safe and Stable Families program, and with State or local agreement, elements of Social Services Block Grants, Community Services Block Grants, and TANF; Agriculture: the WIC program; Justice: the At-Risk Juvenile Crime Prevention Program and the Juvenile Mentoring Program.

- Meetings and development of further policy responses. The Working Group will meet at the call of the Chair, to discuss new findings from analyses of the youth violence issue and to consider new or modified Administration responses to it, especially those that involve more than

one agency. Recommendations for initiatives will be discussed in the Working Group for consistency with overall coordinated policy, before being presented for formal decision in the budget process.

TOWARDS A
WELFARE TO WORK FOUNDATION

A PROJECT OF AMERICAN BUSINESS

DRAFT STRATEGIC PLAN

February 21, 1997
Washington, DC

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VI. Goals and Indices of Success

A. Fundraising

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I. Introduction

The proposed Foundation is a coalition of businesses created to give employment opportunities to Americans seeking to leave public assistance. This document is intended to serve as a planning guide for the first month of decisions to be made by the founding Board members. It lists proposed functions, finances and timelines for the Foundation's creation.

At a preliminary meeting, representatives of the Board agreed the Board should incorporate itself as a non-profit organization, and agreed that Eli Segal would serve as interim Chair of the group. Subsequently, the Board agreed to the following Statement of Purpose.

We believe America faces a challenge of historic importance: to help those on public assistance prepare for and obtain employment. We believe that in order for our nation to be strong in the next century, we must begin now to ensure that all our citizens' talents are utilized, and that all citizens have the opportunity to fully contribute. Therefore, as business leaders and CEO's in the private sector, we accept the challenge to help those seeking to make the transition from public assistance to self-sufficiency.

We know that government alone will not be able to provide meaningful work for the many Americans who are seeking to obtain employment. We offer our commitment to help solve this problem in tangible ways through education, training and hiring with a pledge that this effort will be non-profit, national in focus, and open to all like-minded businesses.

Our commitment is made without regard to political affiliation. We believe that helping Americans obtain employment opportunities is the shared task of every American, and we rise to meet that challenge not out of partisanship, but from the knowledge that our nation's success depends on all of us working together to achieve this goal.

II. Legislative and Statistical Background

The following are the key components of the recent welfare reform legislation.

A. Welfare Legislation

* **Welfare Block Grants to States.** The legislation ends the federal entitlement to cash assistance to families with dependent children. Instead, states will receive block grants from the federal government and have the flexibility to determine who is eligible for cash assistance and to set benefit levels. States must still follow certain guidelines and timetables outlined in the law or their block grant will be reduced.

* **Work Requirement for Welfare.** All welfare recipients must participate in work activities after receiving cash assistance for two years. In each state, the percentage of families receiving assistance that must have at least one member working must be at least 25% in 1997, and up to 50% by the year 2002 and thereafter, or the state will have its block grant reduced up to 21%.

* **Five Year Time Limit for Welfare.** Families are eligible for cash assistance from the block grant for only a maximum total of 5 years, a period of time which does not have to be consecutive. States can use other federal funds to extend benefits for more than five years.

* **State Plans and Options.** States must submit their own plans for distributing the block grant by July 1, 1997 and every two years thereafter. States have the option to establish a time limit shorter than 5 years, to deny assistance to additional children born into families already on welfare, to deny assistance to unmarried teens, and to require educational activities by parents and/or their children.

* **Cuts in Benefits to Legal Immigrants.** Much of the estimated $54.5 billion in savings from the law results from a reduction in benefits to legal immigrants and from changes in the food stamp program. Legal immigrants, with limited exceptions, will be barred from receiving Supplemental Security Income (SSI) or food stamps. States have the option to provide welfare, Medicaid, and other means-tested federally funded benefits to current and future legal immigrants, subject to a five year ban on benefits for future immigrants from the date of their arrival.

  In determining an immigrant's eligibility for benefits, when the immigrant first applies or is required to reapply, states must "deem" his sponsor's income as available to the immigrant.

* **Medicaid.** There is no comprehensive Medicaid reform included in the new law. Unlike welfare benefits, Medicaid benefits will not be subject to work requirement or time limits or turned into a state-run program. However, as described above, states will have the option to deny Medicaid benefits to legal immigrants and, in any event, new immigrants will be barred from receiving Medicaid benefits for 5 years.

* **Child Care.** The law authorizes $13.85 billion to states through 2002 for child care. At least 70% of those funds must go to child care for welfare recipients, those attempting to leave welfare and those at risk of going on welfare. States must adopt plans demonstrating, among other things, how they are meeting the needs of the aforementioned groups.

* **Child Support.** If a person receiving assistance fails to cooperate with the state in establishing paternity, the state must deduct a minimum of 25% of the family's cash assistance grant and may deny the entire amount. Also, states will have the option to deny food stamp benefits based on a failure to cooperate. Generally, the new law contains sweeping revisions of the federal child support statute and restructures the administration of child support into centralized collections and disbursement and nationwide registries.

* **Food Stamps.** While much of the savings in the law results from changes in the food stamp program, the program does remain a federal entitlement. The law does impose a work requirement on all able-bodied recipients aged 18-50 and without dependents. Recipients who find work may receive food stamps for a total period of only 3 months over a three-year period.

* **State Plans.** State plans must be in effect by July 1, 1997.

B. Statistical Background

Time on Welfare by Selected Characteristics for a Beginning Cohort of Recipients

Characteristics at 1st AFDC Spell	% of all First-Time Recipients	% Who Will Spend Longer than 24 Mnths on AFDC	% Who Will Spend Longer than 60 Mnths on AFDC
All Recipients	100.0	57.8	34.8
Education			
<9 years	13.0	75.3	63.4
9-11 years	34.0	66.2	40.0
12+ years	53.0	48.2	24.3
Work Experience			
No recent	38.7	67.1	44.9
Recent	61.3	52.0	28.3
Age			
Under 24	52.7	64.5	41.9
25-30	24.9	51.9	25.6
31-40	19.3	48.4	28.3
Over 40	3.1	51.1	25.2
Race			
White/other	55.6	50.9	26.7
Black	28.4	66.4	41.4
Hispanic	16.0	66.9	50.7
Marital Status			
Never married	58.2	65.5	43.1
Ever married	41.8	47.2	23.0
Age of youngest child			
<=12 months	52.1	64.8	39.2
13-36 months	16.6	55.5	37.9
37-60 months	10.9	54.3	29.5
61-120 months	11.2	49.7	29.9
121 + months	9.3	37.1	15.2
Number of Children			
1	57.2	57.0	35.8
2	33.2	58.2	31.9
3	7.5	58.7	35.9
Over 3	2.2	71.0	43.1

III. Activities of the Organization

There are three broad categories of activities within which the Foundation will work: education; hiring; and grants. The Section that follows delineates the possible specific activities that the Foundation might undertake. Subsequently, the Section titled "Timelines" describes when those activities might be appropriately attempted. The categories and suggested activities are meant to be general directives to the staff regarding the type of programs the Foundation should undertake.

A. Proposed Functions of the Organization

1. Education

Activities include:

Business Outreach. The Foundation will be a comprehensive source of information to businesses interested in finding potential employees and uncovering what public and private resources are available. The Foundation will facilitate contacts between business people who have experience with employees who are former welfare recipients and companies interested in hiring employees who have received public assistance. The outreach effort will utilize a widely publicized toll-free telephone number.

Web Site. The Foundation will create a state of the art informational web site, with comprehensive information available to businesses.

Training. The Foundation will coordinate the use of company resources to aid in training workers, including using the training universities of companies (approximately 110 are in existence) and creating a human resources speakers' bureau to discuss successful programs with business leaders as well as prospective employees.

Recommendations to Government. The Foundation could seek to hold hearings and/or produce a report on what changes government should make to ease hiring of welfare recipients.

Job Readiness. The Foundation could investigate the feasibility and efficacy of using human resources personnel to teach Basic Skills classes, (directed to the 2 million Americans on welfare

who have never held a job), perhaps resulting in a Certificate which signifies the certificate holders understanding and competence in performing the basic skills needed to retain a job.

Targeted Companies. Whether a company has a job to offer or not, it is planned that they could participate in some education/training program. Companies of all sizes will participate.

2. Hiring

Pledges. Companies would pledge to hire or apprentice workers.

Awards. The Foundation will bestow recognition on participating companies creating an appropriate program, such as the *American Business Award.*

Consortium. Companies would agree to be part of a consortium, an ever-expanding group of businesses that would seek to hire workers who had left public assistance and received training or entry level positions at other member businesses.

Targeted Companies. It is planned that growing companies, or so-called intermediaries (job placement businesses) will participate in this program.

3. Grants

Among the options for disbursement of funds outside the Foundation:

Microenterprises. Grants to organizations that make loans to microenterprises.

Studies. Funding of studies to evaluate successful programs and successful non-profits in the field generally. Publicize successful models.

Model public-private partnership program. The project could organize businesses in different areas to help fund large-scale public works projects for the good of the community (rehabilitating a train station, creating a public park, etc.) using

a mix of skilled employees and mentoring former welfare recipients.

Advertising. Using paid and donated PSA's, the Foundation will encourage business and welfare recipients' participation.

Targeted Companies. All companies could donate funds, particularly large companies.

B. Proposed Timeline for Organization Functions

The Foundation will be capable of undertaking different tasks at different times. The following timeline is divided into three stages. First, Creation and Clearinghouse in which the Foundation is created and becomes a source of information for businesses seeking the names of like-minded businesses or useful resources in their area. Second, the Program Initiation stage in which the field organizing and education outreach programs are begun. In the final stage, In-Depth, the Foundation creates programs that evaluate model programs and award grants to successful models and in areas such as microenterprises

STAGE I: CREATION & CLEARINGHOUSE (1-3 months)

Logistics

* Incorporate with name
* Obtain funds
* Hire initial staff
* Obtain space
* Expand board
* Increase membership to "Golden 200"
* Name chairs
* Learn existing programs

Function

* Announce organization
* Announce Consortium idea
* Announce Gov't Report

* Open 800 number
  --Be able to connect businesses to existing resources
  --Accept Company's pledge to use their resources-- open training programs

--Accept pledges of new hires
* Create a web site.

STAGE II: PROGRAM INITIATION **(3-6 months)**

Logistics

* Field oriented staff expansion
* In-house support program
* Three program roll-outs

Functions

* Grants to study model programs
* Advertising/PSA's
* Basic Skills Certification-- commence program
* Complete Consortium and announcement
* Commence project in demonstration City

STAGE THREE: IN-DEPTH PROGRAMS **(6-9 months)**

Logistics

* Regular events with President, leading CEO's, Civic and Republican leaders
* Staff complete

Function

* Basic Skills Certification
* Model Public-Private Partnership
* Grants to organizations making microloans
* Begin to expand toll free line to welfare recipients

IV. STRUCTURE OF THE ORGANIZATION

The following proposal for staffing is predicated on the notion of the Foundation operating in three arenas: Education, Hiring, and Grants. It is suggested that we hire as many former welfare recipients (minimum 2) as possible, particularly in the staffing of our "800" number. The Foundation staff are permanent staff to be paid for and hired directly by the Foundation.

Foundation Staff (to be in place within 6 months)

Executive Director-- Oversees all functions of the Foundation and Liaison to the President and Board

Communications Director-- Directs press relations.

Financial Director-- Responsible for budgeting and expenditures.

Business Outreach Coordinator-- Supervises the "800" number, the awards program, and coordinates personal contacts with CEO's and business leaders who want to become involved.

Education and Hiring Program Coordinator-- Senior policy analyst for coordination of education, training and hiring campaigns.

Business Outreach Assistants-- Responsible for answering and operation of the "800" number. (2-3)

Staff Assistants-- Assistants serve as receptionist, assistant to the Education Coordinator, and assistant to the Executive Director. (3)

Loaned Staff

The above staffing is predicated on the expectation of the following in-kind donations.

Communication position-- Assist Director in formulation of press strategy and roll out of initial events.

Marketing position-- To solicit in-kind donations of free publicity including periodical and electronic media space.

Policy Analysts-- Personnel familiar with the Welfare to Work programs at their companies who can assist the Education coordinator in the creation of the

programs. These personnel could usefully rotate back to their companies, being replaced after 6 months by program directors from other companies.

Human Resources-- Personnel with human resources backgrounds will be used for outreach to corporate H.R. departments, education, and perhaps in training programs.

Staff Assistants-- One to work with business outreach, one to work with the finance director.

Technical Assistant: A person capable of setting up and maintaining a web site.

Internship-- The Foundation anticipates an active internship program with up to three full-time college age interns each semester.

Volunteers-- The Foundation will actively seek out volunteers, particularly to assist in Business Outreach and Education Program Coordination.

Staff Growth

The most significant source of anticipated staff growth would be the Foundation's plan to provide direct services to welfare recipients. This effort would entail the creation of a second "800" number available to welfare recipients putting them in touch with employers in their area who are interested in hiring, and a list of resources they can draw upon.

This will require the addition of one more senior policy analyst with expertise in welfare training programs, three workers who are able to go into the field and help put together a database (and possibly set up training programs), and 5 more outreach personnel to staff the telephones.

V. FINANCIAL PROJECTIONS

The following projections are predicated upon successfully carrying out the ambitious mission defined for the Foundation in the proceeding paragraphs. All dollar figures are in thousands. Non-bolded figures are in-kind grants.

	1st Year	2nd Year
Expenditures (outlays)	**1,743.4**	**1,980.2**
Expenditures (from in-kind grants)	725.9	701.9

Expenditures by Category

Wages & Salaries	**505 (11)**	**860 (20)**
In-kind grants	470 (8)	470 (8)
Payroll taxes & benefits	**111.1**	**189.2**
In-kind grants	103.4	103.4

*** Figures based upon 22% of salary costs. Percentage calculated as experience at typical comparable non-profit. Figure includes taxes, health and life insurance, pension plan, and worker's compensation.**

Hardware Expenditures: In-kind grant Computer @ 2000 w/software & networking (11), fax machine @1500 (1), copier @7000 a year lease (1)	30.5	25.5
Rent (In-kind grant)	50	50
Utilities	*****included in rent*****	
Furniture In kind grant	10	8
Insurance (Directors liability insurance & property)	**11**	**20**

Accounting, Audit prep & Legal	40	25
Phones (purchase outright)	10	8
Monthly costs (1000)	12	12
General and Administrative Expenses	5	5
Printing	5	5
Postage and mailing	15	15
Research (newspapers and lexis)	1	1
TV & VCR	.3	0
<u>Projects of the Foundation</u>		
Marketing	300	150
Education	250	500
Report on Government (Conference)	90	0
Grants (Models study by academics and support to microloans)	400	150
Travel (for visitors and outgo)	50	85

<u>Revenues Raised</u>		
Corporate contributions (includes trade ass'ns)	2,500	2,000
In-kind grants	1,000	1000
Existing Assets	0	2381.6

Foundation grants	500	500
Individual contributions	1,000	1,000
Interest (estimated at 1%)	50	63.8

VI. Goals and Indices of Success

A. Fundraising

The foundation seeks to obtain resources of $5,000,000 in its first year of existence.

B. Membership

The Foundation seeks to involve as many businesses as possible in moving Americans from welfare to work. In its first year the Foundation will endeavor to have 5,000 businesses across the nation pledge to join the effort to help, in some substantial and tangible way, move Americans off of public assistance.

C. Achievement

The Foundation seeks to give every American who wants the opportunity to work, the chance to work. It seeks to mobilize the business community to ensure that every business is given the information it needs to take advantage of the skills and talents of every American. Within two years we hope that half of all productive businesses are aware of this effort and know that they can obtain assistance from the Foundation.

A Prospectus for The National Campaign to Prevent Teen Pregnancy

This proposal lays out the rationale and need for a National Campaign, describes its mission and guiding principles, its proposed activities, and its leadership, organization, and funding.

A. Why The National Campaign to Prevent Teen Pregnancy?

There are at least eight reasons to mount a national campaign:

1. The magnitude of the teenage pregnancy problem is great.

• more than 40 percent of young women in the United States become pregnant before they reach age 20, producing the highest teenage pregnancy rate of any industrialized nation. In 1988, the teenage pregnancy rate in the United States was more than twice that of England and Wales, twice that of Canada, and almost ten times that of Japan.

• the teenage pregnancy rate has increased over the last two decades and by 1991 reached about 115 pregnancies per 1,000 young women ages 15 to 19; in 1976, the comparable rate was about 101 per 1,000.

• half of the almost 1 million pregnancies among teenage women each year end in birth and a third end in abortion; the rest end in miscarriage.

• the *birth rate* among teenagers is also very high compared to other industrialized nations and as of 1993 stands at about 60 births per 1,000 teenaged girls ages 15 to 19.

• the vast majority of pregnancies to teenagers -- about 85 percent -- are not planned or intended. Although many pregnancies to teenagers occur despite use of contraception, an appreciable portion are the result of unprotected intercourse, particularly among younger teenagers.

In the face of these high rates generally, and the poor position of the United States in particular, many have asked what the underlying causes might be. The truth is that no solid evidence is available to answer this question. Listed below are the explanations that have been most often cited and that were carefully considered in developing this proposal:

• less social stigma attached to pregnancy or childbearing by unmarried teenage girls; in fact, some argue that the social supports now available, including welfare payments and special services for teenage parents, work to encourage adolescent pregnancy;

• few consequences for the boys and men who father out-of-wedlock teenage pregnancies and births;

• the absence of clear, forceful messages from all social sectors and leaders that teenagers are too young for pregnancy and child-bearing -- that "parenthood is for adulthood;"

• a media environment that glorifies sexuality generally, and high-risk, non-marital sexual behavior in particular (which typically is portrayed with no serious consequences), and rarely addresses the moral issues, choices, and responsibilities that sexual behavior should entail;

• continuing arguments about whether and when sexual activity by unmarried teenagers is acceptable, and about whether abstinence or contraception is the best remedy for teenage pregnancy -- arguments that are often very divisive and hamper the ability of communities to take action to reduce teenage pregnancy;

• sexual abuse of young girls, which results, among other things, in an increased vulnerability to teenage pregnancy later;

• sexual exploitation of teenage girls by men who are older, sometimes by five years or more;

• a failure of parents and communities to nurture and supervise adolescent children -- to monitor and support them adequately in order to teach and enforce moral standards of behavior; to talk about and model respectful male/female relationships; and, to engage them in constructive after-school activities;

• earlier puberty combined with a later average age of marriage -- a gap that has led to increasing levels of premarital intercourse and a greater number of premarital sexual partners among teenagers;

• a judgment by poor teenage girls that there is little to be gained in postponing pregnancy and parenthood;

• the failure to develop a highly accessible system of family planning services and information for teenagers, or to develop contraceptive methods more suited to them; and,

• insufficient information provided to children and teenagers about human sexuality, how to avoid pregnancy and sexually transmitted diseases (STDs), and related topics in reproductive health -- either by parents, who are often ill-informed and reluctant to discuss these issues with their children, or by schools, which often have inadequate curricula and may also face opposition from community members.

2. The consequences of teenage pregnancy and child-bearing are serious and contribute to many of the nation's enduring social problems.

Teenage pregnancy and childbearing come hand in hand with high levels of risk for all those involved, particularly the teenage mother and her baby. The mothers are more likely to live in poverty and to depend on public assistance. They are much less likely to finish high school or to attend college, and have lower earnings once they finish school. Younger mothers are also quite likely to have a second birth relatively soon, which can further impede their ability to finish school or embark on a steady work life. These burdens on the mothers obviously affect their children who inherit a legacy of poverty and social disadvantage. The children of teenaged mothers, for example, are at greater risk of various health and developmental problems, including low birth weight and infant mortality.

It is important to add, however, that many of these risk factors characterize the lives of young women even *before* they become pregnant: younger mothers are more likely than older ones to be poor to begin with, and to come from socially disadvantaged backgrounds. For example, it is currently estimated that about 60 percent of adolescent girls who bear children are living in poverty at the time they give birth; they are also more likely to come from single parent homes than those who avoid child-bearing during adolescence. But it is also true that becoming pregnant and having a baby early in life exacerbates the disadvantage and makes it harder to build a better life. As The Alan Guttmacher Institute has summarized (1994), "Teenagers who become parents are disadvantaged, economically, educationally and socially, even before they have children....Nevertheless, early childbearing often compounds these early disadvantages and makes it more difficult for young parents to keep pace with their peers who do not become parents in their teenage years." The economic burdens should be noted as well. It is estimated that in 1991, U.S. taxpayers spent about $30 billion to support families started by teenaged mothers (Advocates for Youth, 1994).

3. The public is deeply concerned about the current state of the family in America, and sees teenage pregnancy as an important part of a larger crisis in values and community well-being. These somewhat diffuse but powerful concerns have not been channeled into useful action.

Although the data and perspectives summarized above should be enough to focus the nation's energies on reducing teenage pregnancy, there is another dynamic that motivates action as well. High levels of teenage pregnancy seem to symbolize our gnawing sense that somehow our families and communities are coming apart -- that we are failing to transmit a sense of values to the next generation, that parents have less influence over their children than they wish, that teenagers are not being helped to understand that pregnancy and child-bearing are among the most important tasks of adult life requiring years of devotion, and that our culture is not speaking clearly about all of these issues either to teenagers or to adults. Think of how often teenage pregnancy appears in the conventional list of social challenges: crime, drug use, school failure, and

-- always -- teenage pregnancy. It has almost become a code word for unresolved social problems, especially those that are closely linked to poverty.

Greater national leadership is needed to give voice to these somewhat diffuse concerns and to channel the worry into effective action at the state and local level to reduce teenage pregnancy.

4. There are too few leaders at the national level willing to state forcefully and repeatedly that teenage pregnancy is wrong and that the nation must take action to address this serious social problem.

Teenage pregnancy will not drop dramatically unless there is persistent, visible leadership to focus the nation's attention on this problem. Unfortunately there is not enough such leadership at present. Few high-profile, national figures speak forcefully and repeatedly about the critical need to reduce teenage pregnancy. Although many local and state groups are active in this area, and numerous expert groups continue to focus on the problem at the national level, their activities are rarely supported by powerful voices cheering them on, giving them visibility, and echoing their messages nationwide.

5. Reducing teenage pregnancy requires the help and power of the media, but forging partnerships with the media is a national task that individual communities cannot be expected to shoulder on their own.

Television, movies, music videos, radio, magazines, and other media have assumed overwhelming importance in the lives of Americans as the media have become ever more pervasive and persuasive. Indeed, interaction with some form of mass media has become the predominant leisure-time activity for all Americans. Teenagers spend more time in front of television than interacting with their parents; many spend up to two hours a day watching music videos; and few parents discuss with their children the messages that the media convey or set rules about media viewing. Moreover, several recent surveys of the sexual content of the media confirm what we all sense -- that there is a great deal of sexual material in the media; that sex between unmarried people without consequences or contraception is the norm in the entertainment media; and that sexual activity is rarely depicted in the context of loving, committed relationships.

Although the precise relationship of media exposure and content to sexual behavior is not known, few doubt that the media is a major socializing influence that affects overall cultural norms. Harnessing the power of the media to the cause of reducing teenage pregnancy is obviously a national task that requires leadership and funding well beyond the capabilities of individual programs or state coalitions. The need for national leadership is especially salient if the hope is to influence the content of programming or to produce and distribute a high-quality set of public service announcements.

6. Although there are some state and community coalitions focused on reducing teenage pregnancy, more are needed, and all require a higher level of support, power, and visibility.

Some states and communities have broad coalitions that address teenage pregnancy prevention. Some of these coalitions are sponsored by the state itself and include heavy representation of state agencies (such as the coalitions in California, Virginia, Alabama, and Florida); others are entirely in the private, voluntary sector (although public officials are often involved), such as the coalitions in North Carolina and Minnesota. These coalitions undertake a wide variety of tasks -- training and technical assistance, information sharing, advocacy, and networking among individual community-level programs.

But it is clear that existing efforts are no match for the challenge of teenage pregnancy nationwide. Moreover, without strong national backing, existing coalitions are often fragile and sometimes ineffective. Few states have well-established coalitions, with local affiliates, that are positioned and funded in a way that predicts longevity, visibility, and influence. Finally, most of the existing groups have few powerful friends and supporters, little access to key state and federal officials, live on shoe-string budgets, and do not see themselves as part of a larger movement that has captured the time and attention of the nation's leaders.

National leadership is required to stimulate new coalitions in states where none exist, to support and give added visibility to those that do, to back them up with adequate technical assistance, and to link them together as a national, coordinated movement.

7. Even though major disagreements about values and behavior impede the ability of communities to take actions to reduce teenage pregnancy, there is at present no national dialogue on these issues, and no systematic efforts to build common ground and to search for ways to move forward.

Many of the struggles over ways to reduce teenage pregnancy have centered more on differences in values, cultural traditions, and religious beliefs, than on such practicalities as cost or data about "what works." Indeed, it is in this domain that the nation seems most stuck -- unable to find common ground, to listen respectfully to differing points of view, or to tolerate diverse opinions about how best to reduce teenage pregnancy. A number of thoughtful people have suggested that these intangibles are as much a part of the problem and solution as is, for example, developing better information on effective programming at the local level.

Accordingly, part of a strategy for reducing teenage pregnancy should be a more overt discussion of religion, culture, and public values in this area, and an open airing of differences of opinion throughout the nation; for example, what do different people and communities mean when they use the term "responsible sexual behavior?" Although no national initiative can answer all enduring questions of morals and values related to teenage pregnancy, it may be possible to clarify some common values and to consider how these values can be expressed in, for example, media campaigns to reduce teenage pregnancy and in community-level programs as well.

8. The knowledge base of how to reduce teenage pregnancy through community-based programs needs to be strengthened, which requires new investments in program evaluation and more efforts to put current knowledge in the hands of states and communities.

There is a solid consensus that more investments need to be made in program evaluation generally, and that knowledge derived from already-completed evaluations needs to be synthesized on an on-going basis and made more accessible. Two groups especially need such information: (a) those who wish to put programs in place at the state or local level and are looking for model programs or "best bets," and (b) public and private funding entities who must make decisions about future investments in both programs and program evaluation.

At present, there are a number of individual investigators and research institutions evaluating specific programs to reduce teenage pregnancy (or conducting other relevant studies, such as basic behavioral research on the antecedents of teenage pregnancy). However, there is at present no leadership organization in place that regularly convenes the investigators, evaluates their results using strong scientific standards, synthesizes and distributes their findings, alerts funding entities to new ideas and findings emerging from the field, and identifies critical gaps.

In sum, we believe The National Campaign to Prevent Teen Pregnancy is well-justified and addresses a serious national problem. Such a campaign can fill an important leadership void, connect powerfully with existing public concerns about the future of American families, support and stimulate action at the state and local levels to reduce teenage pregnancy, harness the power of the media to help, strengthen the knowledge base for community intervention, and open a dialogue on issues of religion, culture and public values as they relate to teenage pregnancy.

B. The National Campaign to Prevent Teen Pregnancy: Mission, Goals, and Guiding Principles

There are many different views about what the specific mission of the national campaign should be -- to reduce the number of teenagers who become parents, to discourage unmarried teenagers from having babies, or to decrease sexual activity among teenagers. There is strong consensus, however, that the focus that can attract the **widest support** is, quite simply, to reduce teenage pregnancy. This is a broad mission and a precursor to achieving other goals, such as a reduction in teenage child-bearing. As such, it can be seen as a unifying theme, particularly if it is packaged in positive terms that stress the importance of providing children with the very best start in life.

In addition, the National Campaign is designed to reshape the thinking and actions of all Americans in ways that support a pregnancy-free adolescence. In essence, the National Campaign is attempting a "cultural sea change" in values, attitudes, and actions.

The mission of the National Campaign is to reduce teenage pregnancy by supporting values and stimulating actions that are consistent with a pregnancy-free adolescence.

The Campaign has set a numerical goal to provide a benchmark against which progress can be measured: to reduce the pregnancy rate among teenage girls 17 and under by one-third by the year 2005[1] -- a decline that would significantly decrease the gap between U.S. rates and those of other industrialized countries.

In addition, because the problem of teenage pregnancy often attracts strong feelings and strident disagreements:

The National Campaign will be based on an explicit set of principles, which can help to guide its work. These should include at least the following:

• The Campaign will be non-partisan and inclusive, respectful of the diversity of values held by different individuals and groups. Almost everyone agrees on the importance of reducing teenage pregnancy. However, no single approach to reducing teenage pregnancy has been shown to be effective in all situations, and tolerance for a variety of reasonable strategies is essential.

• The Campaign will be entirely private (non-governmental) while recognizing that public-private partnerships and the involvement of major political leaders (the President, governors, mayors, and others) will be important to its success.

• The Campaign will be specifically designed to support, not supplement, the efforts of other groups and local communities. Everyone needs to be involved: teachers, religious and community leaders, elected officials, the media, and teenagers themselves. Most importantly, parents and families must be central players, and be supported as the primary caretakers and educators of their adolescent children.

• The Campaign will recognize that social and economic deprivation remain important precursors of teenage pregnancy.

• The Campaign will be built on a solid foundation of knowledge about which approaches work and which ones do not, and seek to learn more about effective interventions.

• The Campaign will focus on boys as well as girls, and emphasize the importance of mutual respect between the sexes; shared responsibility for children; the need for pregnancy to be undertaken with deep commitment by both partners; further, the campaign should send a message that becoming pregnant and bringing a child into the world is an enormous responsibility, and that couples should not have a child until they are able to support, nurture, and care for that child.

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[1] In 1991, the pregnancy rate for girls age 15 - 17 was 74.6 per 1,000; for girls age 14 and under, it was 3.2 per 1,000.

• The Campaign will target adults as well as teenagers. Young men and women cannot be encouraged to "act responsibly" if the adults around them fail to do so. Parents and adults are role models whether they wish to be or not, and their own behavior must model and back up larger social messages about responsible behavior.

• The Campaign will celebrate success and good news wherever they are found, in order to create greater confidence that the battle against teenage pregnancy can be won.

C. The Campaign's Specific Tasks

What, then, will the National Campaign actually do? In keeping with our understanding of the problem and of the tasks best taken on by a national group, **The National Campaign to Prevent Teen Pregnancy will:**

- **take a clear stand against teenage pregnancy and attract the interest of more national leaders and organizations in this issue;**
- **enlist the help of the media to reduce teenage pregnancy;**
- **support and stimulate state and local action to reduce teenage pregnancy;**
- **lead a national discussion about the role of religion, culture, and public values in reducing teenage pregnancy; and**
- **strengthen the knowledge base for effective programming at the community level.**

Task #1: Taking a Stand Against Teenage Pregnancy

No identifiable set of highly respected and credible national leaders has been willing to state clearly and repeatedly that teenagers ought not to become pregnant or be parents. Leaders may feel it's taboo --"too hot to handle"-- but they should know that the President's statement in the 1995 State of the Union message that teenage pregnancy is "our most serious social problem" earned the loudest and longest applause of any portion of that speech.

Speaking out clearly against teenage pregnancy would do much to clarify values in this area, and to help those who work at the community level to reduce such pregnancies. As one local leader mused, "So many of the young girls and boys I see just don't think it's such a big deal if the girl gets pregnant." This observation goes to the core of the matter: it is a big deal, and the nation's leaders must say so, forcefully and repeatedly.

We believe that all those associated with the National Campaign must take a public and visible stand against teenage pregnancy and encourage others to do so as well.

Task #2: Enlisting the Help of the Media to Reduce Teenage Pregnancy

One of the strongest points of consensus among all those who have participated in planning the National Campaign is that enlisting the help and power of the media is central to the effort. Indeed, the importance of media leadership on this issue stimulated the most spirited exchange during an October meeting with the President, and has led to significant offers of help from People Magazine, Ogilvy and Mather, MTV, ABC Daytime Programs, CNN, and the Center for Health Communication at the Harvard School of Public Health.

The National Campaign will establish a Media Task Force to oversee an ambitious and multifaceted media campaign to reduce teenage pregnancy by:

- **educating media leaders generally about teenage pregnancy in order to gain their interest and cooperation, and to broaden the varieties of media drawn into the cause of reducing teenage pregnancy;**

- **encouraging the incorporation of messages that support teenage pregnancy prevention into many types of media programming (radio, television, magazines, movies), especially entertainment programming; and,**

- **developing a series of well-researched and targeted public service announcements (PSAs) that are distributed widely over a long period of time.**

Task #3: Supporting and Stimulating State and Local Action

Just as "all politics are local," it is also true that "all programs are local."

The National Campaign will, therefore, establish a Task Force on State and Local Action to:

- **celebrate and enhance existing efforts in states and communities to prevent teenage pregnancy; and,**

- **stimulate more states and major cities to develop well-organized coalitions to reduce teenage pregnancy.**

The National Campaign will accomplish these objectives in a variety of ways including:

- holding a series of regional hearings around the nation that shine the spotlight on a wide variety of local programs addressed to teenage pregnancy prevention; using these hearings to identify leaders in states without organized efforts, encouraging them to form coalitions, and offering tangible assistance including seed money.

• making certain that some PSAs allow local tags at the end -- phone numbers or addresses where viewers can learn more about "what is going on in your community;"

• offering a series of awards (at several high-profile, media-attractive events) to state and local activists to celebrate their efforts and urging the President to continue honoring leaders of broad state coalitions at White House ceremonies;

• developing and distributing a manual on forming state coalitions, which includes material on useful activities that state coalitions can conduct;

• developing, in concert with state leaders, numerical goals for reducing rates of teenage pregnancy in each state that are consistent with the overall national goal articulated earlier; and,

• talking to many national organizations with state chapters (e.g., the Urban League, the League of Women Voters, the Junior League, and many others) about ways in which they can help and to state councils on families and children about the need to put teen pregnancy prevention on their agendas.

To measure its progress in this area, the Task Force may want to establish a specific goal: that by the year 2005, at least three-quarters of the states in America will report a vigorous state-wide coalition focused on teenage pregnancy prevention with a parallel set of coalitions at the local level. It may be possible to establish a goal for cities as well.

Task #4: Leading a National Discussion About the Role of Religion, Culture, and Public Values in Reducing Teenage Pregnancy

Individuals who have tried to address teenage pregnancy prevention at the local level often report that their main stumbling block was not financial or organizational, but rather the stormy diversity of views that this issue often attracts. Groups argue over the moral value of abstinence versus contraception for preventing pregnancy, whether or not men are being held sufficiently accountable for impregnating girls and fathering children out-of-wedlock, the proper role of parents versus schools in teaching children about human sexuality, whether or not virginity until marriage is an outmoded concept in the late 20th century, whether or not the easy availability of contraception stimulates sexual activity among adolescents, and so on. Moreover, a wide variety of cultural values and traditions are represented in many areas of the United States -- differences that can make it especially hard for communities to agree on the best approaches to reducing teenage pregnancy.

The National Campaign obviously cannot resolve all of these issues, but it can lead a national discussion about them that attempts to clarify common values, and bring into public view the best research and information available on these topics. By failing to face up to honest differences, to listen respectfully to each other, and to search for common ground, we ensure that the "culture wars" over teenage pregnancy will continue to rage, and forward progress will be thwarted.

The National Campaign will, therefore, establish a Task Force on Religion, Culture, and Public Values to stimulate an explicit discussion of the underlying disagreements

and differences that often impede progress in reducing teenage pregnancy.

The Task Force will need to be creative in these uncharted waters, but obvious activities include convening groups with differing views to discuss their perspectives in a neutral environment and holding a series of "town meetings" around the nation to explore some of these controversial topics. In all such efforts, the perspectives of organized religion must be explored, given that Americans exhibit high levels of religious affiliation, that many religious groups are deeply concerned about the general state of American families, and that many are looking for ways to address the specific problem of teenage pregnancy in their own communities. Others who should be represented on the Task Force include those skilled in public civil discourse, scholars with a strong interest in public values and how they can be changed, and experts in organizing community discussion about hotly contested issues.

Task #5: Strengthening the Knowledge Base for Effective Programs

As noted throughout this proposal, it is critically important that the National Campaign be grounded in the best information and research available, especially on the question of program effectiveness.

The National Campaign will, therefore, establish a Task Force on Effective Programs to:

- **bolster existing efforts to synthesize knowledge about ways to reduce teenage pregnancy at the community level; and,**

- **increase the commitment of public and private funders to program evaluation.**

In the first area especially, the Task Force will work over time in collaboration with experts in program evaluation to assemble and synthesize available information on what is known at present about how to intervene. This synthesis will be packaged primarily for the use of state and local leaders eager to support useful programs to reduce teenage pregnancy. As such, it should become a key document for use by the State and Local Action Group discussed above, and will be widely circulated. This synthesis will also be updated annually in concert with researchers in the field, perhaps through an annual "teenage pregnancy prevention research meeting."

In addition, leaders of the Task Force on Effective Programs will identify areas where more information is needed. Finally, the Task Force will meet with private and public funders to share the results of their work and to emphasize the need for a deeper commitment nationwide to program evaluation in order to strengthen the knowledge base.

D. The Campaign's Leadership and Organization

The National Campaign requires an organization and leadership group that can spearhead a national movement, bring new resources to the field, support the existing groups already active in the area, and coordinate its own activities with those of other organizations. It must also be long-term and well-financed.

The National Campaign to Prevent Teen Pregnancy will have the following organizational structure:

- **a prestigious national board of 25 to 30 members with representatives from business and philanthropy; state and national political leaders (not in office); community, religious, and voluntary sector leaders; well-respected entertainment and sports figures; leaders in medicine and health care; and practitioners and experts in the field (please see attachment for current list of Board members). This group met for the first time in February and established by-laws. It selected a chairman (Thomas Kean), president (Isabel Sawhill), treasurer (Sarah Brown), and executive director (Sarah Brown); board members will serve for three-year, staggered terms;**

- **an Executive Committee that is chaired by the Campaign president and includes the chairs of the task forces set up to conduct most of the substantive work of the Campaign. The Executive Committee meets quarterly, inasmuch as its members represent the "working arm" of the National Campaign;**

- **a Development Committee to help ensure adequate, long-term funding for the Campaign;**

- **two advisory panels, one of parents and one of teenagers themselves (not yet established);**

- **a set of affiliated organizations and individuals ("Campaign Affiliates") who support the overall mission of the Campaign (not yet established);**

- **a small staff led by an Executive Director, who also serves on the Campaign's Executive Committee;**

- **an anticipated life span of at least ten years; and,**

- **a corporate identity with a tax-exempt 501(c)(3) status.**

The bulk of the Campaign's substantive work will be accomplished under the leadership of **four task forces**: one on media; one on state and local action; one on religion, culture, and public values; and one on the knowledge base for effective programming at the community level. Each task force would include 10 to 15 individuals, thereby drawing in more perspectives and extending the reach of the Campaign.