

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Dorothy Stoneman to Shirley Sagawa [partial] (1 page)	12/15/1998	P6/b(6)
002. paper	YouthBuild Stories of Transformation (22 pages)	ca. 1998	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 23243

FOLDER TITLE:

AmeriCorps Background Stuff

2013-0124-S

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RESTRICTION CODES

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

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

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

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RR. Document will be reviewed upon request.

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

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

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[Youth Initiative Shaping the World]



Youth Initiative
Shaping the World

**Youth
Venture**



Youth Initiative Changing Communities

Being a Youth Venturer has really changed my life. Every year, I'm able to change the lives of about 40 families. I'm leaving all my problems behind to be with people who are struggling just to get basic medical supplies. I'm giving them help that's pushing them in a new direction and making their life span longer. It's really been a profound experience.

-- Jesse Fuchs-Simon, 18

December 9, 1998

Ms. Shirley Sagawa
Executive Director
Learning First Alliance
1001 Connecticut Ave, NW - Suite 335
Washington, DC 20036

Dear Shirley:

Hear that? That's the sound of dreams coming true.

And if you're interested in making thousands of other young dreams come true, then Youth Venture needs you.

In nearly four years of operation, Youth Venture has helped more than 700 Americans between the ages of 12 and 18 become real-life entrepreneurs -- through viable private and civic ventures that serve the needs of tens of thousands of young people and community members.

We are proud of what we have been able to accomplish ... but we can't rest there. We are out to create nothing less than a nationwide mass movement that redefines the role of young people in our society. And we need your help to do it.

You have previously expressed interest in the Youth Venture concept. I am asking you now to help us raise this concept to a higher level of scope and effectiveness. Whether you can contribute \$2,500 or \$25, you can be sure that your gift will help to nourish a new generation of entrepreneurs and leaders.

That cause, as you know, is near and dear to my own heart. In the two decades I've spent with Ashoka, championing entrepreneurial endeavors around the world, I've learned that young people possess an enormous and virtually untapped capacity to make a difference. That's why we created Youth Venture.

What we are telling young people, in essence, is this: "You can shape your world. You can take responsibility for your own life and your own community. You can bring positive change to society. And we're here to help you do it."

How do we help? By connecting young venturers with allies (mentors) who can assist them without controlling them. By working through partner organizations to provide technical assistance and the funds they need to get their ideas off the ground. And, by building these young entrepreneurs and their advocates into a national youth movement.

In the end, however, it's up to the youths themselves to generate and realize their own concepts. That's the beauty of the Youth Venture model. We empower young people to transform their own ideas into action.

It's a model that really works ... but don't take my word for it. Ask Ranflin Estrella, a teenager in the Washington Heights area of New York City who recruits young people to help the poor, homeless, and elderly.

Ask Tania Valverde, Paulina Mauras, and Saquora McLauren, the Cambridge, Massachusetts teens who started their own video festival to showcase the filmmaking talents of inner-city teens. Ask Jesse Fuchs-Simon (quoted at the top of the letter), a Washington, D.C. high-schooler who provides support structures for diabetics and their families in Ecuador.

Ask the teens who have organized art classes, tutorial services, theater festivals, inner-city basketball leagues, graphics design services, bicycle repair shops ... these are just some of the ways in which Youth Venturers are meeting the needs of their peers and communities.

And in the process, they are acquiring new levels of self-esteem. According to Hilda Salazar, a young Guatemalan-born woman who runs a bilingual education venture, being an entrepreneur "*made me see that -- yes! -- youth have the power to succeed even though -- maybe because -- we're young people. We are 100 percent capable of making a change in the community and beyond.*"

We're proud that Youth Venture has made this kind of difference in young people's lives. And we want more young people to have the same experience.

We are now piloting partnerships with such national organizations as ASPIRA and the Boys and Girls Clubs -- partnerships that will spread the Youth Venture model further and faster, extending our reach to thousands more young people in every region of America.

But we need your help to seed these new relationships, to endow the next generation of ventures. And that's why I'm asking you to step forward now -- by filling out the response card in the enclosed brochure and returning it with the most generous contribution you can manage.

As a "donor ally," you will be helping Youth Venture build a nationwide network of young leaders, all engaged in the marvelous work of changing the world. I hope that means as much to you as it will to them.

Sincerely,



Bill Drayton
Chair

P.S. At this very moment, a young man or woman in your community has an idea crying out to be realized. And you can help them realize it ... by contributing generously to Youth Venture. Believe me: You couldn't make a better investment in our nation's future.



Youth Initiative Changing Communities

JOB DESCRIPTION – PRESIDENT, YOUTH VENTURE, INC.

Youth Venture is looking for a president who can sustain rapid growth and lead the creation of a large-scale national movement in youth entrepreneurship. The presidency offers a rare career opportunity for a creative, independent entrepreneur who has the vision and ability to build a national organization through a unique model of collaboration with other organizations. The president reports to the entrepreneurial chairperson of the Board and must manage and build relationship with an extremely talented and prestigious board and advisory council.

The mission of Youth Venture is to initiate a change in the role of young people in our society by building model collaborations that provide opportunities for youth to create their own organizations and, through those organizations, to take a greater responsibility for their own lives and their own communities. The Youth Venture model brings together three ingredients necessary for the launch of successful ventures: 1) entrepreneurial youth; 2) allies (mentors) who encourage and open doors for them; and 3) partners (community based organizations) who organize the effort locally, remove community level barriers, advocate, underwrite expenses, and provide access to a wider network of support services.

Key skills and capabilities necessary for this position are:

- The president must understand Youth Venture's vision, be passionate about promoting it and have the strategic vision and managerial rigor to focus us relentlessly on a path to achieving it. A minimum of 7-10 years experience in senior management positions is required as well as a history of entrepreneurial accomplishments.
- The president must have excellent judgment and superb teambuilding, motivational, and persuasive skills in order to build a unique service collaboration with other organizations. The president should have a strong track record in a variety of arenas, with diverse groups of people, including students, community organizations, elected officials, foundation and corporate executives and distinguished national governing bodies. An understanding of the press and other communications media is important. Excellent oral and written communication skills (e.g., proposal writing, public speaking) are critical.
- The president must lead the development and execution of an effective, large scale marketing and funding program. Demonstrated marketing and/or fundraising ability is required. Familiarity with existing sources of funding is valuable as is the ability to fashion innovative approaches to new sources.
- The president should have an open, affirming, participatory management style with the confidence to experiment and to provide staff and volunteers with wide latitude. She/he should be committed to building and sustaining people and their capacity to serve as crucial to the service of Youth Venture's mission and should be eager to support and participate in program execution.

Please send or fax a resume and cover letter, including salary requirements, to:

Youth Venture President Search

1700 N. Moore St., Suite 1920

Arlington, VA 22209

Fax: 703-527-8383



PARTNERSHIP PROSPECTUS

AMERICORPS

AN INVESTMENT IN YOUR BANK & YOUR COMMUNITY

Created with bipartisan support from Congress, the President, and community groups nationwide in 1993, the **Corporation for National Service** is a public-private partnership that administers three national service initiatives—**AmeriCorps**, which includes hundreds of local and national sponsors, as well as AmeriCorps*VISTA and AmeriCorps*National Civilian Community Corps; the **National Senior Service Corps**, which includes Foster Grandparents, Senior Companions, and the Retired and Senior Volunteer Program; and **Learn and Serve America**, which provides models and resources for teachers integrating service into classrooms from kindergarten through college. National service programs engage Americans of all ages in service to their communities, with a strong emphasis on achieving direct and demonstrable results. Programs work in close partnership with businesses, corporations, foundations, local schools, colleges and universities, police districts, and national and community service organizations.

Printed in partnership with J.P. Morgan & Co. Incorporated, Citizens Financial Group, and The Chase Manhattan Bank

Invest in Your Community and Your Business

Banks invest in communities for sound business and social reasons:

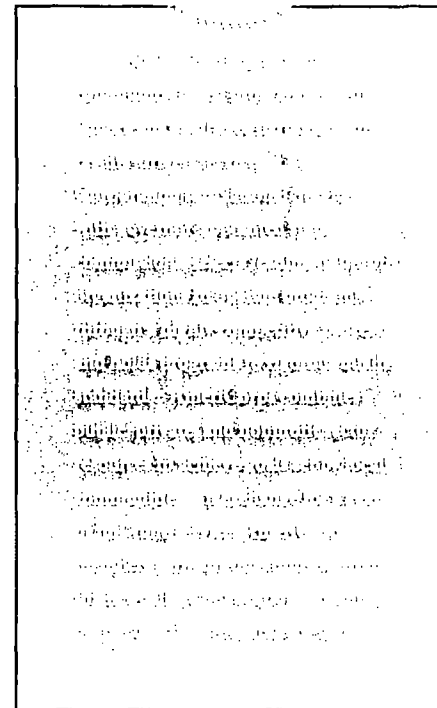
- to strengthen local neighborhoods
- to increase viability of area lending and home ownership
- to build stronger relationships with customers and residents
- to gain visibility and enhance reputation
- to improve employee skills and morale
- to meet critical economic development needs
- to receive favorable CRA consideration

Across the nation, bankers are discovering that an investment in AmeriCorps is an effective way to reach these goals — a partnership that is good for their communities and good for their businesses.

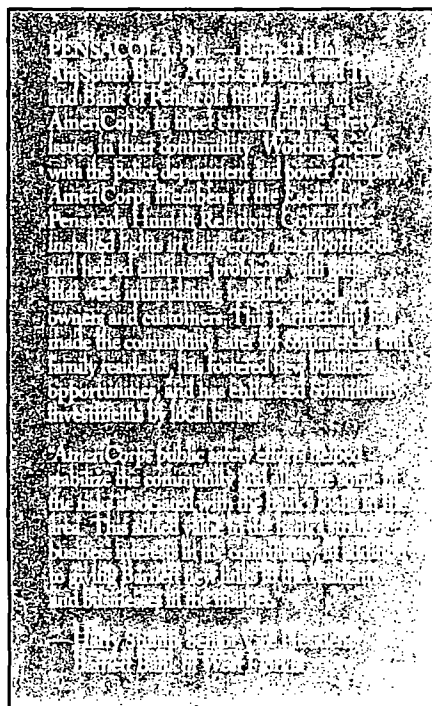
Bankers recognize the value of AmeriCorps' quality standards, measurable impacts, and trained members. More than 100 financial institutions already collaborate with local programs in the AmeriCorps national service network to get things done.

Together, bankers and AmeriCorps members are tackling America's toughest challenges in community renewal — renovating low-income housing, building playgrounds, organizing neighborhood watches, counseling homebuyers, coordinating literacy programs, responding to disasters, and much more.

This prospectus will guide your bank in forming strategic partnerships with AmeriCorps.



Create Value for Your Community



AmeriCorps partnerships strengthen your neighborhoods.

- Help meet targeted education, housing, public safety, and environmental needs. Work with AmeriCorps members to reduce crime, create affordable apartments, and increase school success.
- Guarantee direct and demonstrable community results. AmeriCorps programs continuously evaluate and measure their accomplishments and provide detailed reports outlining the outcomes of your investment.
- Multiply the impact of the nation's leading nonprofits. AmeriCorps members increase productivity; leverage resources; and recruit, train, and supervise thousands of community volunteers.

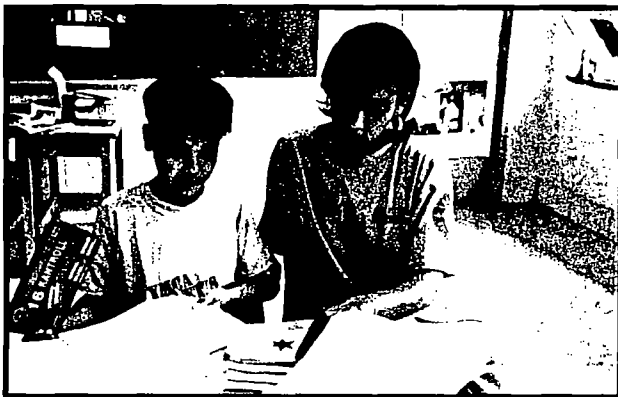
- Empower local leadership. AmeriCorps strengthens communities by bringing together people from all backgrounds to solve problems at the local level.
- Make higher education more affordable. After completing at least 1,700 hours of hands-on service, the nation's 25,000 AmeriCorps members earn an education award to finance educational opportunities.



Create Value for Your Business

AmeriCorps partnerships strengthen your institution.

■ Receive a 2-to-1 match on your contributions. Every dollar you invest toward meeting an AmeriCorps program's financial match requirements is met by one to four dollars in federal support.



■ Get a 160 percent return on your investment. Independent studies have found that each dollar contributed to AmeriCorps programs results in \$1.60 to \$3.90 in measurable community benefits.

■ Multiply the effectiveness of your bank's community development initiatives. AmeriCorps helps to stabilize neighborhoods, making them stronger and safer for residents and businesses.

■ Boost connections to your customers, clients, and vendors. AmeriCorps programs are highly visible in their communities and offer numerous local, regional, and national sponsorship and public affairs opportunities.

■ Train future employees and community leaders. AmeriCorps members learn to identify and analyze problems, work productively in teams with people from diverse backgrounds, and develop the value and practice of civic participation.

AMERICAN CORPORATION FOR PUBLIC SERVICE

AmeriCorps is a national organization that provides a variety of community development programs. These programs are designed to help communities become stronger and safer. AmeriCorps programs are highly visible in their communities and offer numerous local, regional, and national sponsorship and public affairs opportunities. AmeriCorps members learn to identify and analyze problems, work productively in teams with people from diverse backgrounds, and develop the value and practice of civic participation. AmeriCorps programs are designed to help communities become stronger and safer. AmeriCorps programs are highly visible in their communities and offer numerous local, regional, and national sponsorship and public affairs opportunities. AmeriCorps members learn to identify and analyze problems, work productively in teams with people from diverse backgrounds, and develop the value and practice of civic participation.

For more information, contact:
AmeriCorps, 1000 Pennsylvania Avenue, N.W., Washington, D.C. 20004

Invest In AmeriCorps

Chicago—Investment in the Corporation for National and Community Service's AmeriCorps member fund has helped the nonprofit organization realize the nonprofit's surrounding First Chicago NBD's multi-million dollar investment in large housing development in Chicago's poorest ethnic neighborhoods. United States First Chicago NBD's board of directors has approved a team of AmeriCorps members who are planning the renovation, renovation, and maintenance of the building and the surrounding area. The team is also planning the renovation of the building and the surrounding area. The team is also planning the renovation of the building and the surrounding area. The team is also planning the renovation of the building and the surrounding area.

For more information, contact:
 David J. Smith, Director of Community Development
 First Chicago NBD, 1111 North Dearborn Street, Chicago, IL 60610
 Tel: (312) 467-1111, Fax: (312) 467-1112

Strategically leverage your resources:

- Adopt an AmeriCorps member.
- Sponsor a team of five to twenty AmeriCorps members working in your community.
- Underwrite a visible service project or community-wide event.
- Lend finance, accounting, legal, and management skills.
- Host a national or state training seminar or issue forum.
- Contribute to a national funding pool, supporting programs across the nation.
- Train AmeriCorps members in homeownership counseling.
- Engage employees alongside AmeriCorps members.
- Create internships and career opportunities for AmeriCorps graduates.
- Promote national service in newsletters and advertisements.



Add AmeriCorps to Your Portfolio

We can help you:

Office of Public Liaison
Corporation for National Service
Washington, DC 20525
Phone (202) 606-5000 x293
Fax (202) 565-2794



Call or write today for:

- customized investment advice
- state and local contact information
- an AmeriCorps Program Directory
- Americorps videos and PSAs
- documentation from the FIEEC
- information on other national service programs
 - ★ AmeriCorps*VISTA
 - ★ AmeriCorps*NCCC
 - ★ Learn and Serve America
 - ★ National Senior Service Corps

The Corporation for National Service (CNS) is a federal agency that provides a variety of national service programs. These programs are designed to provide young adults with a meaningful experience and to help them develop the skills and values necessary for a successful career and life. The programs are also designed to provide a valuable service to the community. The Corporation for National Service is a federal agency that provides a variety of national service programs. These programs are designed to provide young adults with a meaningful experience and to help them develop the skills and values necessary for a successful career and life. The programs are also designed to provide a valuable service to the community.

"AmeriCorps members have gotten results – good results that are measurable. You can see the results on paper and you can see them on the faces of children getting their first A's and in adults reading for the first time."

– Lawrence K. Fish, Chairman and Chief Executive Officer, Citizens Financial Group

"The Corporation for National Service supports vital social programs nationwide and is a strong partner in helping us fulfill our commitment to the community."

– Douglas A. Warner III, Chairman, J.P. Morgan & Co., Incorporated

"Chase is proud to support AmeriCorps programs which help to meet the critical needs of our local communities. These programs strengthen neighborhoods, develop civic responsibility, and expand educational opportunity."

– Carol J. Parry, Managing Director Chase Community Development Group, The Chase Manhattan Bank

"AmeriCorps is a terrific way to leverage community involvement, corporate contributions, and public participation."

– Lawrence Connell, Chief Executive Officer, Atlantic Bank

"Banks can tap AmeriCorps members as resources to do work that will enhance the value and success of a project the bank is initiating or supporting."

– Jo Ann Barefoot, President, Barefoot Mariman & Associates

Corporation for National Service

1201 New York Avenue, N.W.

Washington, D.C. 20525

Phone: (202) 606-5000, x203 • TDD (202) 565-2799

Fax: (202) 565-2791 • <http://www.cns.gov>



May 28, 1998

Dear Friend,

We wanted to share with you this report published by The Grantmaker Forum on Community and National Service: *Profiles of Success: Public/Private Partnerships in Community and National Service*. This publication profiles eight successful public-private partnerships that have leveraged public funds with private dollars. The report highlights several grantees of our *Service As a Strategy Initiative (SASI)*, a multi-year one million dollar program sponsored by the Ford Foundation and administered by the Partnership for National Service, now a part of The Points of Light Foundation. *SASI* 1996 grantees profiled in the enclosed report include the Association of Baltimore Area Grantmakers, the Greater Houston Community Foundation, and the Piton Foundation.

In addition, Points of Light works with the W.K. Kellogg Foundation on the *Connecting Through Service Initiative (CTSI)*, a grant program that provides funds for 31 community foundations that are helping to implement the Presidents' Summit for America's Future on a local level. The Greater Houston Community Foundation is also a grantee for *CTSI*.

We hope you enjoy this publication, and we urge you to circulate it among colleagues. Please feel free to contact the Grantmaker Forum if you should desire additional copies.

Thank you for your ongoing support for national and community service programs, and for the Partnership for National Service's various initiatives.

Sincerely,

Miriam Parel

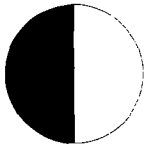
Vice President, Partnership for National Service

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Profiles of Success:

*Public/Private Partnerships in Community and
National Service*

APRIL 1998

THE GRANTMAKER FORUM ON COMMUNITY AND NATIONAL SERVICE

AmeriCorps Visibility Campaign

Foundation/Corporate Prospect List

Prospect	Contact	Phone/Fax	Assigned	Status	Notes
Ford Foundation	Michael Lipsky	212/573-4786(ph) 212/697-4820(f)	Nick		Shirley spoke with Alison Bernstein, who referred her to M. Lipsky and national service team. Nick to call M. Lipsky, Shirley to ask Bob Rogers to call Susan Berresford.
Ewing Marion Kauffman Foundation	Bob Rogers	816/932-1010(ph) 816/932-1199(f)	Shirley		Shirley called Bob Rogers. Need to follow up re: Kauffman contribution and Susan Berresford call. (Bob's assistant is Marty Krekovich and her direct line is 816/932-1005.)
W.K. Kellogg Foundation	Chris Kwak/ Joel Orosz	616/969-2334(ph) 616/969-2693(f)	Nick		Shirley called Joel Orosz, who was supportive. Nick to make initial inquiry of Chris. Probably will need \$L hook. AM to follow up.
Pew Charitable Trusts	Rebecca Rimel/ Betsy Hubbard	215/575-4723(ph) 215/575-4924(f)	Shirley		Shirley called Rebecca to ask for Betsy's participation.
MacArthur Foundation	Adele Simmons Rebecca Riley	312/726-8000(ph)	Shirley/ Nick		Nick spoke with Rebecca re: possible legacy grant from Adele, as well as possibility of asking her to serve as chair or member of the blue ribbon committee. May need WH assistance with ask.
Rockefeller Family Fund	Anne Bartley		Nick		Anne used to work for the WH.
APSCO	Suzanne Aisenberg	212/916-7300(ph) 212/922-0360(f)	Nick		Suzanne is most interested in organizational development of the Alums.
New World Foundation	Colin Greer		Nick		Probably not a big grant, but might make small donation. Also has important connections to Parade Magazine.
Meadows Foundation	Eloise Meadows Rouse	214/826-9431(ph) 214/824-8198(f)	Nick		Meadows only funds in Texas, need TX hook. Also need to check if connected to Spence.

Prospect	Contact	Phone/Fax	Assigned	Status	Notes
Carnegie Corporation of New York	Vartan Gregorian Vivian Stewart	212/371-3200(ph) 212/754-4073(f)	?		Need to find best connection to Gregorian. May need WH assistance. Susan Stroud knows Vivian Stewart.
IBM International Foundation	Stanley Litow	914/499-5242(ph) 914/499-7684(f)	Nick/ Shirley		Follow up to initial invitation for January meeting.
Timberland	Jeff Swartz	603/773-1211(ph) 603/773-1640(f)	Shirley Eli		City Year hook will be important.
Community Foundation Silicon Valley	Peter Hero	408/278-0270(ph) 408/278-0280(f)	Nick		Unlikely that Community Foundation Silicon Valley will contribute, but Peter's connections to Silicon Valley entrepreneurs might be valuable.
BankBoston <i>First Financial</i>	Ira Jackson Michele Courton Brown	617/434-5470(ph) 617/434-102(f)	Shirley Dan Eli → Bob Hyman		City Year hook will be important.
UPS Foundation	Gary Lee		Eli		Gary may have retired, but he was the force behind several years of UPS Foundation funding of AmeriCorps in GA. His wife is (or was) the chair of the GA Commission. He would be the best place to start.
DeWitt Wallace-Readers Digest	Jane Quinn	212/251-9700(ph)	Nick		Their grant guidelines say they don't fund media projects, but there may be a way to package this to meet their interests. Or there may be an opportunity connected to the anniversary events.
GE Fund	Jane Polin	203/373-3216(ph) 203/373-3029(f)	Shirley Dan		GE has funded an AmeriCorps/United Way partnership in several cities for the last five years (as of this year they had made a \$1 million commitment).
Surdna Foundation	Ed Skloot	212/557-0010(ph) 212/557-0003(f)	Nick (?)		Might be a long shot (also interested in service learning), but worth a try.

Prospect	Contact	Phone/Fax	Assigned	Status	Notes
JP Morgan & Co.	Hildy Simmons	212/648-9673(ph)			Early supporter of AmeriCorps, might be interested in anniversary-related ask.
Henry M. Jackson Foundation	Lara Iglitzen	206/682-8565(ph) 206/682-8961(f)	Nick		Possible small gift, as Jackson has a history of supporting AmeriCorps in Washington.

AmeriCorps: A National Resource for the Twenty-First Century

AmeriCorps: Citizenship in Action

In September 1994, President Clinton swore in the first class of AmeriCorps members on the North Lawn of the White House. Since then more than 140,000 Americans have served in 4,000 communities across the country, providing more than 250 million hours of service and improving the lives of millions of their fellow Americans. Together they have served nearly 33 million people; taught, tutored or mentored more than 2 million youth; organized after-school programs for more than 500,000 at-risk youth; established 4,000 safety patrols; built or rehabilitated more than 25,000 homes; planted more than 52 million trees; and recruited, trained or supervised nearly 2 million volunteers.

AmeriCorps provides needed human resources to schools, churches, community groups, and national nonprofits ranging from Habitat for Humanity and the I Have a Dream Foundation to the National Council of Churches and the YMCA of the USA. In addition to their own service, AmeriCorps members reach out to other citizens, inspiring them to serve. On average, each AmeriCorps member recruits seventeen additional volunteers. Independent evaluations have demonstrated that AmeriCorps has been effective at achieving each of its major goals: meeting local needs, strengthening community, and increasing opportunities for those who serve, all with an established cost-benefit ratio that is the envy of other federal tax-supported programs.

AmeriCorps members represent the diverse range of racial and socioeconomic groups in America, ranging from high school dropouts who achieve their GEDs through the program to individuals with postgraduate degrees who bring needed specialized skills to communities. AmeriCorps members look like America—21 percent are African American, 11 percent Hispanic, 3 percent Asian American, 2 percent Native American, and 61 percent white. Most are under thirty, but there are older members as well. What brings them together is the desire to make difference in their communities, and in their country.

The Best Kept Secret in America

Those who are familiar with the extraordinary contributions of AmeriCorps members around the country can cite hundreds of examples of ways in which national service is changing and improving our nation's communities. Despite the enormous impact AmeriCorps members have had and continue to have on schools, communities and citizens that need them, the general public understands very little about the program and the resources it brings to some of our most pressing problems.

Recent polls suggest that only a third of Americans have even heard of AmeriCorps, and only one in four can describe it in response to an open-ended question. What the polls also demonstrate, however, is that when AmeriCorps is described accurately, Americans overwhelmingly support it, whether they are liberals, conservatives or moderates.

Funds for telling the AmeriCorps story are significantly limited by Congress. The Peace Corps has an annual recruitment budget of \$12.5 million and a staff of 195 to recruit 3,600 volunteers. The Corporation for National Service has a recruitment budget of \$3 million and a staff of 29 to recruit more than 30,000 members. Not surprisingly, given its larger resources and longer history, the Peace Corps has 95 percent name recognition.

Since its inception, AmeriCorps has been faced with an annual fight for survival in the budget process. Year after year the program has been eliminated or severely cut back in one or both houses of Congress, with funds restored after a veto threat. As a result, private efforts to increase the profile of AmeriCorps have not been particularly successful either, in part because the many nonprofit organizations, as well as foundations and private sector investors are reluctant to speak out on issues that might appear to be "political," including the reauthorization of the National and Community Trust Act, which would pave the way for fewer appropriations battles in Congress in the years to come.

If we are to ensure the future of national service in our country, we must find compelling and inspiring ways to make the case for it, and to build the public support necessary for it to thrive and grow into the next century.

The Fifth Anniversary: An Opportunity to Tell the Story

September 1999 will mark the fifth anniversary of the first swearing in of AmeriCorps members. A group of private citizens and organizations have begun to organize a series of efforts designed to tell the story of the power and potential of organized national service to coincide with the fifth anniversary.

There are two key elements to this effort: a focus on raising the visibility of AmeriCorps—with a special emphasis on the achievements of its members and alumni—and a plan to support the growth of an AmeriCorps association of alumni and friends of the program, analogous to the National Peace Corps Association (formerly known as the Returned Peace Corps Volunteers), which has helped to ensure support for the Peace Corps for nearly four decades. Both will be timed to coincide with a national celebration, which will include a national convening of AmeriCorps alumni, and may also include a series of state/local celebrations.

This private effort on behalf of AmeriCorps will reinforce initiatives planned by the Corporation for National Service to celebrate the program. The Corporation plans to launch a campus recruitment campaign and an awards program, and will organize special days of service.

Private sector groups, government agencies, state commissions, local sponsors, and alumni will be involved in celebrating and highlighting the accomplishments of AmeriCorps in its first five years, and in thanking AmeriCorps members for their service. A Fifth Anniversary committee is being formed to support the celebration, and efforts are underway to raise the funds necessary for a visibility campaign, a sustainable AmeriCorps Association and an appropriate Fifth Anniversary celebration.

The Future of AmeriCorps

In President Clinton's Inaugural Address, he called America to a new "season of service." He reminded us that "there is nothing wrong with America that cannot be fixed by what is right with America."

He invoked these words again in 1994 when he swore in the first AmeriCorps members on the North Lawn of the White House as they began their year of full-time service: "as far as I'm concerned, you're what's right with America." Since that time, he has said both publicly and privately that AmeriCorps is one of the accomplishments he is most proud of.

AmeriCorps has proven effective

September 1999 will mark the Fifth Anniversary of the first swearing in of AmeriCorps members. By then, more than 140,000 AmeriCorps members will have served in 4,000 communities in every state. They will have contributed 250 million hours of service, and improved the lives of millions of Americans.

Independent evaluations tell us that President Clinton's vision that AmeriCorps could "fix what is wrong with America" has proven to be true. AmeriCorps has been determined to be effective at achieving each of its major goals: meeting local needs, strengthening community, and increasing opportunities for those who serve.

AmeriCorps provides needed human resources to schools, churches, community groups, and national nonprofits ranging from Habitat for Humanity to the I Have a Dream Foundation. AmeriCorps members reach out to friends and community members, inspiring them to serve -- on average, each AmeriCorps member recruits seventeen additional volunteers. And AmeriCorps members are diverse, ranging from high school dropouts who achieve their GEDs through the program to individuals with postgraduate degrees who bring needed specialized skills to communities. AmeriCorps does look like America -- 21 percent is African American, 11 percent Hispanic, 3 percent Asian American, 2 percent Native American, and 61 percent white. They are all ages, although most are under 30. They are from all economic backgrounds.

The best kept secret in America

Despite its overwhelming success, AmeriCorps, is little known. Recent polls suggest that only a third of Americans have heard of it, and only one in four can describe it in response to an open-ended question. Interestingly, the group with the greatest awareness of AmeriCorps is Republicans, perhaps because the conservative press devotes extensive coverage to the program, almost all of it negative and inaccurate.

However, polls also tell us that when the facts are known -- when AmeriCorps is described accurately -- Americans overwhelmingly support it, whether they are Democrats, Republicans, or Independents.

AmeriCorps funds for program promotion are significantly limited by Congress. Compare the annual recruitment budget of the Peace Corps of \$12.5 million its 195 staff to recruit 3,600 volunteers with AmeriCorps' \$3 million and 29 staff to recruit more than 30,000 members. Not surprisingly, given its larger resources and longer history, the Peace Corps has 95 percent name recognition.

AmeriCorps at-risk

Because the little-known AmeriCorps does not have a powerful lobby to defend it, it has been dependent on strong Presidential support for its survival. Year after year the program has been eliminated or severely cut back in one or both houses of Congress, with funds restored after a veto threat. This situation will put the program in a precarious position at the end of the Clinton Administration unless the program becomes more well-known and its advocates more active.

The continuation of public funds for AmeriCorps affects other national service programs as well. Without AmeriCorps funds, it would be hard to justify supporting the bi-partisan commissions in every state that administer the program and stimulate support for service at the state level. In fact, the elimination of AmeriCorps could even result in the dismantling of the Corporation for National Service, thus eliminating the only federal agency whose focus is domestic national and community service.

What you can do

Those private citizens and organizations concerned about this situation have an opportunity over the next nine months to mount a series of efforts that will help secure the future of AmeriCorps. Key elements of this effort will focus on raising the visibility of AmeriCorps--particularly the good work and compelling stories of its members and alumni. The visibility campaign will include a combination of paid and public service advertising, based on tested messages targeted to opinion leaders in key media markets. The campaign will also support the growth of an AmeriCorps association of alumni and friends of the program, analogous to the National Peace Corps Association (formerly known as the Returned Peace Corps Volunteers), which has helped to ensure support for the Peace Corps for nearly four decades.

The private effort on behalf of AmeriCorps will reinforce initiatives of the Corporation for National Service to support the program. The Corporation's plans include a campus recruitment campaign, awards program, and special days of service, as well as increased appearances by the President and his Cabinet.

The Fifth Anniversary in September 1999 offers a particularly good opportunity to raise AmeriCorps's profile and to thank the members who have served. Both private sector groups and government agencies, state commissions, local sponsors, and alumni should be involved in celebrating the first five years of the program and thanking AmeriCorps members for their service. A Fifth Anniversary committee is being formed to support the celebration, which will include a national convening of AmeriCorps alumni.

Because September is just a few months away, and there are less than two years left before President Clinton leaves office, efforts need to begin right away to raise necessary funds for a visibility campaign, a sustainable AmeriCorps Association, and an appropriate Fifth Anniversary celebration. Your assistance in this effort would be greatly appreciated.

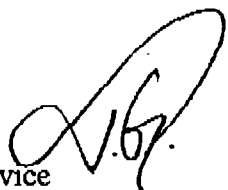
1999 White House/Corporation for National Service Timetable of events

January	Martin Luther King Day service event; State of the Union mention
February	Presidential event launching Call to Service campus recruitment campaign (with MTV)
March	Continue recruitment campaign; feature alternative spring break events
April	National Youth Service Day; service awards
May	Administration speakers mention AmeriCorps in college commencement addresses
June	Administration speakers mention AmeriCorps in college commencement addresses; AmeriCorps graduation ceremonies
July	AmeriCorps graduation ceremonies
August	America Reads back to school event
September	Fifth Anniversary Celebration

CORPORATION
FOR NATIONAL
★ SERVICE

MEMORANDUM

TO: Karen Tramontano

FROM: John Gomperts
Corporation for National Service 

RE: Further Thoughts on Increasing Public Awareness of AmeriCorps

DATE: December 21, 1998

As requested, this memo outlines our further thoughts on a 6 – 9 month plan for increasing public awareness of and support for AmeriCorps. The centerpiece of our plan is a “Call to Service” campaign designed to both increase the visibility of AmeriCorps and help us achieve our recruiting goals. The strategic focus of this campaign is on AmeriCorps members – their stories and accomplishments. The marketing and media components of the campaign will feature current AmeriCorps members and AmeriCorps alumni.

We will launch the *Call to Service* campaign in February. This campaign, with a heavy emphasis on a member-led recruitment drive, will carry through the spring and early summer. The activity will lead directly into the celebration of AmeriCorps’ fifth anniversary in September.

The public awareness effort is designed to reinforce three key messages:

- AmeriCorps is about service by young people to communities
- AmeriCorps strengthens communities
- AmeriCorps expands educational opportunity for young people

The best way to deliver these messages is to put the focus on the stories and accomplishments of AmeriCorps members – how their year of service changed their communities and their lives for the better. To do this, we will increase our connections to current AmeriCorps members and reach out specially to AmeriCorps alumni.



FEBRUARY 1999 – Kick-off the *Call to Service* campaign

Currently, we are planning the following activities for this month:

- Launch of new "I am AmeriCorps" TV public service announcement produced by MTV.
- Send AmeriCorps recruitment letter to college seniors. A former AmeriCorps member will write this letter asking college seniors to give a year of service.
- A new print advertising campaign featuring AmeriCorps members to run in select markets.

As discussed last week, the beginning of this recruiting drive could be coupled with a rescheduled version of the event marking AmeriCorps passing its 100,000-member mark. The event might include the following components:

- Swearing-in new AmeriCorps members alongside alumni from first class (to represent 100,000 who have served). Member involvement will create strong regional media opportunities.
- Screening of the new AmeriCorps PSA – "I am AmeriCorps."
- Release an independent study on AmeriCorps' accomplishments.
- Op-Ed / letter-to-the-editor drive by AmeriCorps alumni and key spokespeople including cabinet members, leaders of local and national non-profits, prominent business executives, etc.

MARCH 1999 – Campus-based recruitment campaign; Spring break with AmeriCorps

Campus-based recruiting campaign. Following the kick-off of the recruiting campaign, in March we intend to step up our campus-based recruiting efforts. This is the height of the recruiting season, and we will use our existing network of campus-based recruiters (most of whom are former AmeriCorps members) and AmeriCorps alumni to create campus-oriented projects that highlight AmeriCorps. These events can include service activities, or other events that bring attention to the opportunities that AmeriCorps offers. The participation of Administration spokespersons in these events and/or the associated letter writing campaign and radio tours will significantly increase the effectiveness of these campus-based recruitment activities.

(Collateral media opportunities include: Alumni letter writing campaign to college newspapers; college radio tour with alumni; print advertising in college papers, and general circulation papers in major college towns)

Spring Break with AmeriCorps. During March many AmeriCorps members participate in a number of high-profile Alternative Spring Break projects with Habitat for Humanity, Boys and Girls Clubs, and FEMA. Because these projects involve strong national partners and large numbers of AmeriCorps members, as well as college and high school students and other community volunteers, they offer strong regional press and recruitment opportunities. Involvement by White House principals and surrogates in these events would help increase excitement and visibility of these projects among our key audiences. We will provide you with a list of targeted project sites by mid-January.

APRIL 1999 – Celebrating AmeriCorps All-Stars

National Youth Service Day. This is the highlight of National Volunteers Week (April 18-24). On this Friday and Saturday AmeriCorps members – past and present – join with young people in a range of service projects from college campuses to Native American reservations. Because of the large numbers of AmeriCorps members and community volunteers who serve on this day, these events offer strong regional press opportunities for principals and surrogates.

This year we will use National Youth Service Day to highlight extraordinary current and former AmeriCorps members – ***AmeriCorps All Stars***. To increase the profile of these members, we will consider bringing them to Washington, DC, to be recognized by the President or other principals and to participate in a high profile service event.

MAY/JUNE 1999 – Commencement Season

College Commencements. The Call to Service should be a consistent and leading theme in the commencement addresses that the President and other Administration officials give. These addresses are an opportunity to ask young people to give at least a year of their life to their country through service in AmeriCorps, the military or Peace Corps.

(As part of an alumni-led letter writing campaign to local and college newspapers, we will ask alumni to contact their high schools about returning to speak at summer graduations about the need for young people to serve. We will also suggest that AmeriCorps members and AmeriCorps alumni present the President's Student Service Award at their alma maters.)

JULY 1999 – AmeriCorps graduations

AmeriCorps graduations. At this time, several states and cities host AmeriCorps closing ceremonies to mark the end of the year of service. These events bring together

hundreds of AmeriCorps members and often feature Governors and Mayors as keynote speakers. Because these events feature AmeriCorps members who have completed their year of service, they provide excellent opportunities to highlight outstanding members whose lives have been transformed by their year of service and to focus attention on how AmeriCorps strengthens communities.

AUGUST 1999 – Back to School

Back to School. Given that more than 20,000 AmeriCorps members are participating in America Reads and other education programs, this is a great month for an education-focused AmeriCorps event with White House principals and/or Secretary Riley. We will release an independent study of AmeriCorps' success in increasing childhood literacy.

We can also highlight former AmeriCorps members who are using their education awards to pursue an education, underscoring the point that AmeriCorps is a good way to help pay for higher education.

SEPTEMBER 1999 – Anniversary Celebration

Five-Year Anniversary. To celebrate AmeriCorps' five-year anniversary we are planning to pull together thousands of AmeriCorps members – past and current – in a big celebration of service event. The focus of this event would be some kind of blitz-build service project. The celebration event will include national partners from the corporate and non-profit worlds, as well as celebrities who have supported service programs in the past. We expect MTV and VH-1 to be our media partners for this event. We will also recommend that states have their own five-year anniversary celebrations.

* * *

Other opportunities. While not part of the Call to Service campaign, these events provide additional opportunities to increase public awareness of AmeriCorps and promote the ethic of service.

- **MLK Day Holiday.** Last year the President and Mrs. Clinton both served on this holiday. With the holiday falling just one day before the State of the Union this year, they may not be able to serve this year. This could be an opportunity for the Vice President and Mrs. Gore, or other cabinet members, to participate in service events on that day. This year, our two biggest events will be in Washington, DC, and Atlanta, GA, where AmeriCorps members will be providing service to the homeless; renovating summer camps for disadvantaged kids; rehabilitating senior housing; as well as a number of other

service projects. (We will submit a separate memorandum about the Martin Luther King Holiday.)

- ***State of the Union Address.*** We hope that the President will mention national service – and hopefully foreshadow the coming “Call to Service” campaign. In separate memos we have submitted requested material and have suggested AmeriCorps members who might be invited to sit in Mrs. Clinton’s box.
- ***AmeriCorps Promise Fellow event with Colin Powell.*** On February 26, 1999, Colin Powell is scheduled to address the 500 new AmeriCorps Promise Fellows at an event in the Washington, DC, area. The AmeriCorps Promise Fellows are a brand new leadership cadre of AmeriCorps members who are working to meet the five goals outlined at the Presidents’ Summit for America’s Future. Several of the General’s staff people have indicated that he would be interested in jointly addressing the members with the President at the White House.
- ***City Year Conference.*** This coming year the annual City Year – AmeriCorps conference will be held in Washington, DC, from May 25-28. This gathering of more than 1,000 AmeriCorps members can be a good opportunity for Administration representatives to do service with AmeriCorps members, or to participate in high-energy sessions with more than 1,000 enthusiastic AmeriCorps members.

Cc: Bruce Reed
Ann Lewis
Gene Sperling
Thurgood Marshall, Jr.
Shirley Sagawa

Americorps Polling December 24, 1998

Americorps was never visible enough to even be known. As you will recall the Peace Corps had a massive recruitment advertising campaign that made it a household word. Without a similar campaign recruiting people to the program, it is little defined, and unlikely to be well-known. 72% could not even suggest what it was in an open-ended question.

33% / 65% have / have not heard about a program called Americorps.

D	R	I
32/68	39/58	26/71

Asked their support on an unaided basis, the answer was don't know:

18% / 13% support / oppose the Americorps program.
69% had no opinion.

18% support (11% strongly + 7% somewhat support)
13% oppose (5% strongly + 8% somewhat oppose)

D	R	I
31/6	12/28	11/10

What leaders do you associate with starting the Americorps program? OPEN - END RESPONSES	All	D	R	I
President Clinton	25	23	25	29
Hillary Clinton	3	0	8	4
Colin Powell	1	0	3	2
Don't know	68	71	64	65

When it is explained, most overwhelmingly support it:

Given the following statement, 76% / 17% support / oppose Americorps:
Americorps was created in 1993 for young people who want to do public service for poor urban and rural communities. Americorps participants spend 2 years in community service projects in urban and rural areas and receive a stipend to cover living expenses for their work and to go towards college costs.

76% support (51% strongly + 25% somewhat support)
17% oppose (5% strongly + 12% somewhat oppose)

D	R	I
93/4	52/43	75/15

42% consider this type of program public service, 30% consider it community service, and 20% consider it volunteerism.

D	R	I
38/35/18	46/13/33	43/37/10

The polling shows that Americans are very interested in having AmeriCorps make a significant contribution to after-school programs in poor areas – helping to give these kids a better chance.

Which of the following do you think is the most important aspect of the AmeriCorps program?	All	D	R	I
Teaching young people to contribute back to their nation and serve in their communities	40	28	46	47
Helping poor urban and rural communities	23	32	23	17
Getting Americans of all different backgrounds to work together	20	23	11	18
Paying for volunteers to go to college	8	6	7	12

Which of the following do you think is the second most important aspect of the AmeriCorps program?	All	D	R	I
Helping poor urban and rural communities	28	22	35	28
Getting Americans of all different backgrounds to work together	28	22	22	37
Paying for volunteers to go to college	17	21	22	13
Teaching young people to contribute back to their nation and serve in their communities	16	23	6	12

Criticism and response

The issue is not really response to criticism – it is about making the program visible enough to be seen as making a difference in the lives of our young people.

<i>Given each of the following statements, do you strongly support, somewhat support, somewhat oppose or strongly oppose the Americorps program?</i>	Strongly Support	Support / Oppose	D	R	I
CRITICISM: Critics of the Americorps programs say it is too expensive- costing the government \$15,000 per volunteer for a total of 400 million dollars a year.	38	65/29	77/18	46/49	65/27
The lives of hundreds of thousands of children in poor neighborhoods have been improved through tutoring and other community service work provided by Americorps volunteers.	53	79/15	86/6	54/42	89/4
Leaders such as Colin Powell and organizations such as Habitat for Humanity have endorsed the Americorps program as successful and well worth the funding	53	78/18	87/6	52/44	84/12
The money earned by Americorps volunteers helps them pay for a college education while allowing them to serve in communities.	52	79/16	83/8	57/39	88/7
For every Americorps volunteer who is paid, many more unpaid volunteers are recruited to sign up and participate in community service projects.	45	75/20	81/14	56/79	84/14

Americorps Messages

Does each statement on the Americorps program make you much more favorable, somewhat more favorable, somewhat less favorable or much less favorable towards Americorps?	More favorable	Much More favorable	D	R	I
Americorps develops good citizens by getting them involved in service for their community and the country.	64	86/9	94/5	72/21	89/7
Americorps gives high school drop outs a second chance by allowing them to serve their community.	64	83/12	91/8	64/23	86/12
Americorps helps support existing non-profit organizations such as the Red Cross and Habitat for Humanity by providing funding and staffing for these volunteer services.	56	86/11	91/9	70/25	92/5
Americorps rewards the responsibility of young people who serve by helping them pay for college.	56	85/11	96/3	66/31	87/4
The Americorps program brings together Americans of diverse backgrounds to service side by side for a common cause.	56	85/10	89/10	49/26	91/1
The Americorps programs is a domestic Peace Corps that enables Americans to volunteer in communities within the United States.	52	86/10	99/1	63/29	91/6
Americorps brings much needed services to inner cities and poor rural communities.	51	82/12	91/8	67/27	83/6
The Americorps program is a way for Americans who do not want to go into the military to serve their country.	40	62/33	72/27	38/55	67/23

Project Focus

Which of the following new service projects is most important for Americorps to undertake?	All	D	R	I
Working in schools with needy kids and after school programs	40	41	48	38
Disaster relief	20	22	20	19
Emphasizing literacy programs	15	15	5	20
Building homes for poor families	8	9	10	6
Recruiting bright college students to teach in high risk schools	8	8	5	7
Cleaning up our parks and beaches	3	2	0	7

Expansion

Does each new idea that Americorps might undertake make you much more favorable, somewhat more favorable, somewhat less favorable or much less favorable towards Americorps?	More / Less favorable	D	R	I	
Working in schools to enrich after-school programs for children.	64	85/13	90/6	66/28	95/5
Working shoulder to shoulder to rebuild the physical infrastructure of troubled neighborhood.	63	90/9	94/6	71/24	98/2
Bringing retired Americans into the program to use their skills to help communities.	58	85/12	88/8	73/28	94/6
Creating summer service projects so 8 th graders could do summer volunteer work.	56	83/16	94/6	60/33	89/10
Selecting the most talented Americans with initial funding to start service programs in their own communities.	40	76/21	75/23	55/34	91/9

What type of student should be selected to be paid Americorps volunteers?	All	D	R	I
Americans who want to do service of all ages.	49	55	41	50
A mixture of high school and college graduate from many different backgrounds.	20	13	18	25
Poor children who have dropped out of high school.	16	26	16	8
Only a select group of high achieving college graduates.	7	6	6	9

Results of AmeriCorps polling
(~~Confidential~~ - do not circulate)

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: RLCP DATE: 01/22/13
2013-0124-5

1. AmeriCorps continues to be little known. 72% could not even suggest what it was in an open-ended question. Republicans are more likely than Democrats or Independents to have heard about AmeriCorps.

Democrats	32/68
Republicans	39/58
Independents	26/71

2. When AmeriCorps is explained, most overwhelmingly support it.

76% support (51% strongly, 25% somewhat)
17% oppose (5% strongly, 12% somewhat)

Democrats	93/4
Republicans	52/43
Independents	75/15

3. The two most popular aspects of AmeriCorps are its ability to teach young people to contribute back and to provide help to poor urban and rural communities.

4. Other facets of the program elicit mixed responses. For example, the fact that AmeriCorps helps young people pay for college is attractive only when coupled with the notion of rewarding responsibility. Framed this way, 96% of Democrats, 87% of Independents, and 66% of Republicans view it as a favorable aspect of the program.

The idea of bringing together Americans of diverse backgrounds is popular with Democrats and Independents (89% and 91% favorable), but not with Republicans (49% favorable). Nonetheless, all groups believe the program should be open to Americans of all ages, and that it should not be limited to young people, the poor, or high achieving college graduates.

5. Americans rank working in schools and after school programs as the most important activity for AmeriCorps (40%), followed by disaster relief (20%), literacy programs (15%), building homes for poor families (8%), and cleaning up parks and beaches (3%).
6. The criticism that the program is too expensive is resonant with Republicans and Independents. However, it can be effectively rebutted by any of the following arguments:
- Lives of children in poor neighborhoods are improved through AmeriCorps
 - Leaders like Colin Powell and organizations like Habitat for Humanity support it
 - Money earned by AmeriCorps members helps pay for college and allows them to serve
 - For every paid AmeriCorps volunteer, many unpaid volunteers are recruited

Comparison of Peace Corps and AmeriCorps Recruitment and Visibility Resources

	<u>AmeriCorps</u>	<u>Peace Corps</u>
# of members/volunteers	40,000+	6,800
1998 recruitment goal	30,000+	3,600
full time press staff	2.5	14
marketing staff	3	5
full-time recruitment/placement staff	23	176
1998 marketing budget	\$3 million*	\$12.5 million
year started	1994	1961
name recognition	33 percent	95 percent

Re--who is here

In addition to sharing people's institutional identities and connection to AmeriCorps, you might frame people's roles this way:

Roy Spence and Peter Hart, to help us think through the messages and strategies of a visibility campaign (I'm not sure I would mention pro bono commitment yet, just to make sure we want them -- some noise from Tom F re: Penn and Knapp doing it instead)

Eli, Dan, and Nick, who were part of a group that met with the First Lady and decided to take a leadership role in building a campaign that will sustain AmeriCorps into the next century

John, Shirley, Tom, and Ann, from the Corporation and White House, to share their plans for the year relating to AmeriCorps visibility

Laura, Marty, Katie, and lawyer, representing AmeriCorps Alums, which may or may not agree to be the fiscal agent for the project (need to leave the door open a crack here too--apparently Laura is very nervous about this--since they do get grant money from the Corporation, there is always the possibility of the IG putting her nose under the tent, not that we are doing anything wrong)

Re what we need to accomplish--

A group is working on raising money, perhaps as much as \$5 million this year, with additional funds in the out years. But we need to flesh out a proposal of what we would use the money for, how we will achieve the goals. This meeting is an idea meeting, providing fodder for the development of a plan to achieve three things:

1. Make AmeriCorps better known
2. Celebrate the 5th anniversary of AmeriCorps (which will also help goal 1)
3. Support the growth and sustainability of an AmeriCorps Association, which could be AmeriCorps Alums, which will act as the "Returned Peace Corps Volunteer" association has in providing continuing support for AmeriCorps.

Note: Tom wants to make sure if we use Spence that he is not only going to contribute the "profit" off of his services, but the services themselves. That was my understanding--we would pay out of pocket expenses and he would contribute creative and other staff time for free, not at cost. If that's not true, we may want to reevaluate. Tom says Knapp would do it under those circumstances if we decide to use him rather than Penn. Knapp is not coming tonight because he is out of town, but he wants to be kept in the loop and to help.

AmeriCorps Visibility Efforts

Overall goal

Raise AmeriCorps visibility and ensure its growth and political sustainability

Objectives

Increase name recognition of AmeriCorps while maintaining current strong favorability ratio

Build a strong AmeriCorps alumni network that supports service

Attract a strong cadre of AmeriCorps members to fill new positions

Attract bipartisan political support for increased appropriations and reauthorization

Strategies

National independent ad campaign in targetted markets (citizens group lead)

Launch recruitment drive and campus tour (CNS lead)

Create AmeriCorps All Stars member awards program (CNS/White House lead)

Mobilize grassroots through series of planned events/community awareness (CNS lead)

Use annual service events to increase visibility (MLK Day, Volunteer Week/National Youth Service Day, AmeriCorps graduation, AmeriCorps swearing in, Make a Difference Day) (CNS lead)

Hold national and regional 5th anniversary celebrations for AmeriCorps (CNS/White House)

Increase President/VP/First Lady/other Administration participation in AmeriCorps events (White House)

Timetable

January	Martin Luther King Day service events; State of the Union mention
February	Presidential event swearing in 1999 members, releasing Aguirre study of AmeriCorps, kicking-off recruitment campaign and launching MTV PSAs
March	Continue recruitment campaign; feature alternative spring break events
April	National Youth Service Day; event for new AmeriCorps awards program
May	Administration speakers mention AmeriCorps in college commencements
June	Begin AmeriCorps national ad campaign
July	High-profile AmeriCorps graduation ceremonies
August	America Reads back to school event
September	Fifth Anniversary Celebration

AmeriCorps Anniversary Project

Draft Work Plan

Goal: To raise AmeriCorps visibility and ensure its future sustainability

Objectives:

To increase awareness of AmeriCorps among opinion leaders and in selected markets

Components:

Media campaign, including paid and free media, to be launched not later than September. Focus will be experiences and achievements of individual AmeriCorps alumni.

Fifth Anniversary celebration, to be held the weekend of September 11-12, 1999. Components will include a series of service projects conducted by AmeriCorps members and alumni (perhaps tied together thematically across the country) and a concert or other celebratory event, possibly involving the President and First Lady, that can be televised nationally. In addition to the national event in Washington, DC, state and local events will be encouraged.

? **AmeriCorps Alums membership drive**, possibly tied to the media campaign and Fifth anniversary events.

? **AmeriCorps awards**, to be announced by the President, possibly in conjunction with the Fifth anniversary.

Fundraising, to support above activities.

***Timeline:**

September 11-12	Hold anniversary celebration
September 7	Launch media campaign
September	Announce Alumni awards
August 15	Complete phase II fundraising
August 15	Complete development of ads
June 30	Contact alums regarding anniversary event
May 15	Complete phase I fundraising
May 15	Provide guidance to field re: anniversary events
March 31	Complete message development/market research

*This is really a sample – need help from experts to determine actual deadlines and milestones

Task List

Component	Task	Date	Who
Overall	Develop coordinating committee*		
	*Coordinates with CNS, WH, AA, media team,		

advisors, fundraising team(s), others

Establish AA board of advisors +

Identify staff team *- plan for meeting*

get up account

Establish regular conference calls/meetings

Contact all individuals who have expressed interest to date

Identify appropriate roles for all individuals (may involve establishing subgroups)

Media campaign

Contact Hart/Spence to confirm involvement, identify staff contacts, determine need for additional info, and request plans/budgets

Develop possible messages in consultation with CNS, WH

Test messages with focus groups/polling

Seek input from marketing advisors

Determine need for celebrity involvement (and work with Creative Artists Agency?)

Decision on messages, plans, budgets

Establish workplan/timeline for media campaign

Anniversary

Marketing advisors, coordinating committee discuss event components with WH, CNS

Agree on concept for anniversary events

Submit Presidential/First Lady/VP scheduling request?

Develop workplan for events in conjunction with CNS

Develop criteria for local/state events

Determine need for celebrity involvement

(and work with Creative Artists Agency?)

Determine budget (private funds only) for Anniversary events

Awards

Contact Nancy Rubin, CNS re: plans for AmeriCorps awards

Create awards planning committee?

Develop workplan/budget (if private effort)

Determine nature of award, criteria, nominations process

Create and distribute promotional materials and applications

Determine selection process (panel?)

Determine media plan, announcement event

Membership drive

Coordinating committee, others to advise AmeriCorps Alums re: membership drive

Coordinate with media team, anniversary outreach

Fundraising

Determine overall budget for each element

Identify fundraising team

Create fundraising materials

Develop target list

Determine giving levels, recognition

Create anniversary committee? Chair(s)?

Ensure account is established for donations

System for processing donations, including donor acknowledgements

Plan recognition events

CONCEPT PAPER

The Fifth Anniversary of AmeriCorps celebration September, 1999

*All*AmeriCorps Weekend
Getting Things Done for America*

On September 12, 1999, AmeriCorps will celebrate its fifth anniversary having deployed over 100,000 active duty citizens in service to their communities. This anniversary will be a time to look back at our accomplishments and to look forward to the potential of national service in the future. It will be a time both to celebrate and to buckle down in a burst of citizen service energy to get things done for America. And it will be a time honor our heroes and inspire, encourage, and deploy our heroes of the future. All of AmeriCorps --- alumni, current members, full and part time, AmeriCorps*VISTAs and corpsmembers of the AmeriCorps*NCCC, members serving in their own communities and states and those who serve neighbors from another part of our nation --- will join together across the nation in an All*AmeriCorps weekend of celebration and of service.

There are four distinct components to the weekend. The first will be a leadership forum that brings together the most creative and effective leaders and practitioners in the national service field to look forward to the next century of service. The second is a new award that honors AmeriCorps members who are demonstrating the highest achievement and ideals of the core principles of national service --- getting things done, strengthening community, developing participants, and building common ground. The third demonstrates the power of service through a week/weekend of service projects in the four issue areas of AmeriCorps --- education, public safety, human needs, and the environment. And finally, we will celebrate, honoring our past and our next generation of heroes who will get things done for America.

All*AmeriCorps Leadership Forum

I challenge a new generation of young Americans to a season of service --- to act on your idealism by helping troubled children, keeping company with those in need, reconnecting our torn communities. There is so much to be done --- enough indeed for millions of others who are still young in spirit to give of themselves in service, too.

President Clinton, Inaugural Address

AmeriCorps is a partnership between citizens, government, business, educational institutions, faith-based organizations --- all working together as partners in progress to solve our problems and secure our promise for this nation. The Leadership Forum will be an opportunity for a small group of leaders and partners in the public and private sectors to present models, envision the potential, and plot the future of national service in the next century. Young leaders and CEO's of businesses,

nonprofits, religious institutions, civilian and military service programs, schools, colleges and universities will bring their best examples of how service is transforming America and will collaborate on a vision for bringing it to scale in the future.

All*AmeriCorps Awards

I saw the wreckage, the insanity, the lost human potential that you can find now not only in our biggest cities, but in every community. And yet, I saw even in the most difficult circumstances the light in the eyes of so many young people; the courage, the hunger for life; the desire to do something to reach beyond themselves and to reach out to others and to make things better.

Bill Signing Ceremony, 1993

Service calls forth heroes. The new All*AmeriCorps Awards will honor the outstanding achievements of AmeriCorps members who through their service have made a difference in and serve as an example to their communities, their states, and their nation. There will be four categories of awards to illustrate the powerful components of AmeriCorps. The Getting Things Done Award will highlight service of individuals that helped to solve real community problems through citizen action. The Strengthening Communities Award will honor those who have made a lasting impact through collaboration and leadership. The Leadership Development Award will recognize outstanding individual growth and personal achievement through service that builds active duty citizens. And the Common Ground Award will highlight the service of individuals who have brought people and organizations together across the lines that divide them. This first year, the All*AmeriCorps Awards will honor outstanding AmeriCorps alumni from the first four years and will launch a tradition of awards for the classes to come.

All*AmeriCorps Day of Service

There's nothing that's wrong with America that can't be fixed by what is right with America. And you are what is right with America.

AmeriCorps Launch, 1994

There is no better way to celebrate AmeriCorps than to roll up your sleeves in a national service project. All across the country, AmeriCorps members, alumni, and their partners and programs will be getting things done in a wide range of community service projects that demonstrate that national service helps meet needs in education, public safety, human needs, and the environment.

The service will be tied together by the theme that illustrates the future of service and the potential of young people to be leaders in their communities --- such as Service for the 21st Century or Future Serve or Next Generation Day of Service or even something reflecting Presidential

themes such as "Forever and For the Better" --- and would be focused around schools in under-resourced areas. AmeriCorps members, alumni and other volunteers will build playgrounds, renovate classrooms, open technology labs, hold health screenings, enroll students in afterschool programs, and sign up young volunteers for 100 hours of service a year. The day also could be kicked off by local fundraisers all across the country, such as a 5K All*AmeriCorps Run for the 5th Anniversary.

All*AmeriCorps Celebration of Service

The great challenge of your generation is to prove that every person here in this great land can live up to the fullest of their God-given capacity. If we do it, the 21st century will be the American century. The American Dream will be kept alive if you will today answer the call to service.

Rutgers University, 1993

Finally, with the assistance of nationally known celebrities and leaders, we will salute AmeriCorps with a musical celebration that highlights the accomplishments of AmeriCorps alumni and inspires others to answer the call to serve. Celebrities and national service heroes will salute AmeriCorps and will present to the nation the All*AmeriCorps award winners. Video vignettes from the "I am AmeriCorps" Call to Service campaign will be interspersed throughout. The celebration will be broadcast live to satellite downlinks in other All*AmeriCorps cities and will be recorded for rebroadcast to the nation. And it will not only be a celebration, but a national Call to Service.

FROM: Dan Dutko
Eli Segal
Nick Bollman

RE: Planning Meeting

DATE: March 31, 1999

Thank you for your willingness to assist with the AmeriCorps visibility campaign. On April 7, a small group will meet to come to agreement on a plan for the media campaign and the fifth anniversary celebration. As you know, we have the great fortune of pro bono assistance from Roy Spence, Peter Hart and their firms. They will be joining us on the 7th to discuss ideas for the campaign.

The meeting will be held on Wednesday, April 7 1999 from 9:00 am to 12:30 PM, at the Hay Adams Hotel in the Concorde Room. The Hay Adams Hotel is located across from the White House at 16th and H Streets, NW.

Attached is a draft agenda for the meeting. Materials will follow. Please confirm your participation by calling Karen Swiatek at the Dutko Group, (202) 484-4884. We look forward to seeing you on the 7th.

Distribution:

Don Baer
John Gomperts
Laura Sullivan
Roy Spence
Peter Hart
Shirley Sagawa
AnnMaura Connolly
Morgan Binswanger

AGENDA
PLANNING MEETING FOR AMERICORPS ANNIVERSARY
WEDNESDAY, APRIL 7, 1999
9:00 AM

- | | |
|----------|--|
| 9:00 AM | 5 th Anniversary Planning Meeting
Chair: Gomperts
Purpose: Discuss previously distributed plan with the goal of reaching consensus and clarifying roles, responsibilities and budget. |
| 10:30 AM | Media Campaign
Chair: Dutko
Purpose: Determine message and components of media campaign, confirm work plan, develop budget, and next steps. |
| 12:30 PM | Adjourn. |

FROM: Dan Dutko
Eli Segal
Nick Bollman

RE: Follow up to meeting with the First Lady

DATE: March 31, 1999

Since our meeting with the First Lady, we have been working to organize an effort to achieve the goal she suggested: to raise the visibility of AmeriCorps to ensure its long-term sustainability. We wanted to bring you up to date with our efforts in the hope that you will agree to assist us.

We view our objectives as three-fold: (1) to raise awareness of AmeriCorps through a campaign that includes both free and paid media. (2) To assist the Corporation for National Service in the organization of a highly visible 5th anniversary celebration for AmeriCorps. (3) To encourage AmeriCorps alumni and "friends of AmeriCorps" to remain active and involved. Our role in achieving these objectives is primarily to create and implement a media campaign, to be launched this fall, and to raise funds to support all three objectives.

In furtherance of our goals, we have recruited two highly respected firms to provide pro bono assistance – Roy Spence with GSD & M, and Peter Hart with Peter D. Hart Research Associates. They have been working over the last month to develop a draft visibility plan and to develop messages, which will be tested with polls and focus groups. We will meet with both firms on April 7 to discuss their progress to date.

We are pleased to report that \$250,000 has been pledged to kickoff our fundraising campaign. AmeriCorps Alums, the nonprofit alumni association of AmeriCorps, has agreed to serve as the fiscal agent for the project and has formed an advisory board to oversee it.

Staff work for the project is being provided by AnnMaura Connolly, the former director of Independent Sector liaison for the Corporation for National Service, now a highly regarded consultant in the service field. We hope AnnMaura will be joined shortly by another staff person with complementary expertise.

We will be in touch with you again soon to explore your interest in assisting with this effort. In the meantime, don't hesitate to call one of us if you have any questions or ideas. We can be reached at Dan Dutko (202) 484-4884, Eli Segal (202) 955-3005 extension 307 or Nick Bollman at (415) 777-2244. Thank you in advance for your help.

An unidentified woman and dog stroll outside the Kennedy Compound in Hyannisport, Mass. Should you give \$100,000 to the DCCC?

Post-It® Fax Note	7671	Date	11/13	# of pages	11
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You if you give \$100,000 in soft money to Democratic Congressional Campaign Committee Chairman Patrick Kennedy (R.I.) and join his new Team 2000 donor prog

"We have created two dynamic donor programs that are specifically designed to work with the leading Democratic supporters nationwide and strategically plan how we, as a party, achieve our goals," Kennedy and Gephardt, the House Democrats' dynamic fundraising duo, are telling their wealthiest donors in a new plea for six-figure contributions.

The plea, DCCC spokesman Erik Smith said, marks the first time the DCCC has implemented a major donor program to
Continued on page 10

SHOP TALK

By Tim Curran

On the Dole. The presidential campaign of Elizabeth Dole will finally get a home this week when the GOP candidate opens an office in Arlington, Va.

Former Congressional aides on the Dole campaign — like Tom Daffron and Ari Fleischer — have been working out of their Capitol Hill homes during the early stages of the campaign.

While Dole has been battling the perception that she's been a little slow out of the gate, Fleischer said the campaign has managed to hit the ground running — in part because Dole's top aides live in the same neighborhood.

In a phone interview from his Capitol Hill home last week, Fleischer noted that Daffron, the campaign manager, lives just two blocks away. Dole's finance director, Phil Smith, lives just a block from Fleischer.

"We have Stanton Park surrounded," said Fleischer, the campaign's communications director.

Continued on page 10

From Aide to Senator?

Ex-Kennedy Staffer Littlefield Weighs R.I. Run

By Tim Curran

If he does end up running for the Senate next year, former Senate aide Nick Littlefield (D) won't be doing it the easy way.

In weighing a bid to replace retiring Sen. John Chafee (R-R.I.), Littlefield is looking at returning to a state he hasn't lived in for years, running under the auspices of a Rhode Island Democratic Party he once worked against and emulating the campaign of a former Senator who held office for only three years before going down to defeat.

"I've never heard of him," state Democratic Party Chairman Bill Lynch said in an interview Friday, adding quickly that he was "only half-kidding."

"I've only heard of him because I read an article in the Providence Journal that mentioned his name" as a possible candidate, Lynch said.

Lynch added that Littlefield's long absence from the state

would "absolutely" be a problem in a Democratic Senate primary.

While the potential candidate may not be that well-known in Rhode Island, Hill veterans will remember Bancroft "Nick" Littlefield Jr. as the Democratic staff director and counsel to what was then called the Senate Labor and Human Resources Committee under Sen. Edward Kennedy (D-Mass.).

The 56-year-old former aide was a key player in the battles over health care reform, raising the minimum wage and education.

After a decade, Littlefield left that position in 1998 and returned to the Boston law firm Foley Hoag & Eliot, where he had worked for much of the 1980s.

Now, Littlefield is looking to put his Senate experience to work in the open-seat Senate race in Rhode Island, the

Continued on page 11

Roll Call
4/5/99
Bgg

Littlefield Says Bid Would Focus on Health Care

R.I. Party Chairman Scoffs at Ex-Aide, Says State Already Has Plenty of Qualified Democrats to Seek Chafee's Seat

Continued from page 9

state where he was born and where his family has deep roots.

"I'm considering it," he said in an interview. "The question is, can I make a real difference for improving health care and improving the schools by running for the Senate?"

A number of current Senators got their first taste of life in the chamber serving as aides, among them Senate Minority Leader Tom Daschle (D-S.D.), who cut his teeth as an aide to Sen. Jim Abourezk (D-S.D.), Sen. Susan Collins (R-Maine) served as an aide to

tentinal 2000 GOP Senate candidate.

"Rudy Giuliani worked in the office next door to me," he recalled. Now New York City's mayor, Giuliani is considered practically certain to bid for retiring Sen. Daniel Patrick Moynihan's (D-N.Y.) seat next year.

He later served as chief counsel to the anti-corruption Ward Commission in Massachusetts and taught government ethics and prosecutorial standards for 12 years at Harvard Law School. He joined Kennedy's committee staff in 1989.

Littlefield said last week that he maintained "a competitive but friendly relationship" with Chafee during his years as a Senate aide.

"He was my first mentor," Littlefield recalled. "I thought he was a wonderful governor."

There is a vast group of potential candidates considering a run for the retiring Republican's seat, including Democrats Rep. Robert Weyand, state Attorney General Sheldon Whitehouse, state House Speaker Richard Harwood and former gubernatorial nominee Myrth York.

Several Republicans are also looking at the race, but the focus is falling on Warwick Mayor Lincoln Chafee, the Senator's son.

Littlefield said the key question in his consideration of a bid is, "Could we start a crusade to reform health care in the country along the lines that Senator [Harris] Wofford (D-Pa.) did with his campaign in 1991? If I could do that, I would seriously consider running."

The little-known Wofford, a state Labor Department official and former college president, stunned the political world in 1991 by winning the remainder of the late Sen. John Heinz's (R) term in a special election victory over former Keystone State Gov. and U.S. Attorney General Dick Thornburgh (R).

In that race, Wofford pounded the theme of national health care and won a squeaker, but after the White House's disastrous health care initiative was rebuffed, Wofford was ousted by Republican Rick Santorum in 1994.

"I think health care and education and security (for seniors are what's on voters' minds)," Littlefield said. "If I can make a difference in those areas, I'm going to consider giving it a try."

He said who the other candidates are would not factor in his decision.

"I think it's a good field, and the more the merrier," he said.

But Littlefield is certain to face some hostility, even within his own party if he mounts a bid in Rhode Island.

As Lynch said, "I don't want to say anything negative about Mr. Littlefield because he may be a nice guy. But I've been pretty active in Rhode Island politics for about 20 years and I've never seen him, heard of him or crossed paths with him."

Although he said that he had not lined up



File Photo by Rebecca Roth
Nick Littlefield worked with now-Sen. John Chafee (above), in the 1960s.

behind a specific candidate in the race, Lynch pointedly noted that there were "a lot of qualified candidates in Rhode Island."

Littlefield, who now works in Boston and lives in Cambridge, noted that his family had a long history in Rhode Island — his great grandfather was the superintendent of schools in Newport — and addressed the residency question by saying: "I would be returning to the state where I grew up."

While he said he did not expect impeachment to be significant issue in the 2000 elections, Littlefield made his own position on Independent Counsel Kenneth Starr's investigation clear in a scathing broadside he launched against Starr in the pages of the

Boston Globe. The piece cited "eight areas in which Starr's conduct warrants probing," including leaks, conflicts of interest and abuse of prosecutorial discretion.

"I wrote that in October, and it actually appears that almost all the matters that I raised had enough merit that they are now under investigation by somebody in Washington," he said, noting that the piece "grew from my experience as a federal prosecutor."

Littlefield declined to say whether he had spoken with Kennedy specifically about the possibility of making the race, but said that if he did run and win, he would seek to apply the lessons of collegiality he learned from the Democratic icon.

"Almost every bill that Senator Kennedy was the leader on was bipartisan," he said, pointing specifically to the Kennedy-Kassebaum health care portability legislation, efforts to raise the minimum wage and establishing AmeriCorps.

He also said he expected his pre-existing relationships in the Senate to be an asset.

"My affection for so many people in the Senate" and "the chance to work with Senator Daschle and so many others ... is very appealing," he said. "I think I would have an advantage because I've worked with so many of those people on both sides of the aisle."

The Kennedy connection was clear during a telephone interview last week, when Littlefield looked up from his desk to describe a watercolor hanging on his office wall. The painting, which was a gift from Kennedy, shows the late President John F. Kennedy sailing.

Over the picture is a motto that sounded like a made-to-order campaign slogan, "One man can make a difference, and every man should try."

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Office of the First Lady

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To: Luisa Kreisberg

Phone No.: 212 799 5515

Fax No.: 799-5535

From: Shirley Sagawwas Office (456-2016)

No. of pages (including cover): 2

Comments: Agenda for meeting tomorrow.

which make the name
then Jim work here
David

Legal + pub affairs
next only - call when
Jim has
winter

Sustainability Feedback from summer's tele-focus groups

recognition that sustainability goes beyond match, to partnerships, collaborations, volunteer generation, board and commission development, and public relations

Barriers/Weaknesses:

- name awareness of the program
- a recognition of the need, and its urgency (not on radar screens)
- composition and role of their boards (need ad agencies, banks)
- national materials that could be personalized locally
- operational needs always win out over forward-thinking needs
- need marketing/communications training

Good practices/Strengths:

- local relationships - right focus
- volunteer development: corporate volunteers, advisory boards, improvement teams
- share em - list serve (but entice to share as price of admission)
- innovations that could be shared nationally: sponsorships (TX), Md service exchange, servations, etc.
- national network - a good sales asset
- state focus, pools of funds

Corporation adds value by providing

- leadership - national connections, Board, new ideas such as sponsorship
- documentation - need case studies, market research of best examples, good thinking
- training - IU tailoring programs, targeting who attends
- evaluation - review of the new results, analysis
- communication - best practices, consultant role, materials

Public Liaison

Increase Sustainability of Local AmeriCorps Programs:

Partial Summer/Fall Work Plan

- Strategic Alliances with key businesses and foundations, including the banking industry and the Grantmaker Forum for Community and National Service
- Monthly fax briefing to business and foundation communities
- Technical assistance through the Indiana Fundraising School
- Partnerships with Gifts in Kind America and National Society of Fundraising Executives (NSFRE).
- “Status” of existing corporate/foundation partnerships in the field
- New potential revenue producing ideas
- Clarification on legal limits of fundraising
- Fund Development Tracking system
- Expansion of Corporation and Foundation database

Goals

- Keep existing business and foundation partners informed and to cultivate potential new partners, we will create regular communications vehicles. A monthly fax newsletter will highlight existing collaborations and describe opportunities to get involved. Distribution is estimated to reach over 800 people.
- Increase the capacity of local national service programs to meet federal financial match requirements, under the leadership of the Training and Technical Assistance Unit. We will help design new curriculum, consult on the Indiana University Fundraising School contract, advice local programs and state commissions.
- Assist local service programs gain access to valuable non-financial resources, we will forge national partnerships with organizations such as Gifts in Kind America and the National Society of Fundraising Executives (NSFRE).
- Support our outreach, sustainability, training, and consulting efforts, we will collect and document the “status” of existing corporate and foundation partnerships in the field. Working closely with the Evaluation Department and the Program Staff will identify information on the depth and breadth of support with both quantitative and qualitative information. We will also seek to highlight and disseminate information on “best practices” from the field.
- Create potential new streams of revenue to support national service programs, we will explore a range of new ideas including, sponsorships, cause related marketing, new

funding pools, and merchandising. We will present ideas and recommendations through meetings and conversations with senior staff.

- Develop and send a memo clarifying the legal limits of fundraising for grantees and coordinate with program staff to ensure that the same language is used in the program directors handbook.
- design and implement a more effective system for tracking development efforts by grantees and their rates of success.
- Gain a more comprehensive understanding and database of all foundations supporting national service.

The Wisdom of Public/Private Partnerships

In recent months, there has been much discussion about the importance of building a diverse base of resources to ensure that programs can sustain themselves long-term. As the availability of federal resources decreases and the need for private sector resources increases, it is critical that programs begin to build a plan for long-term financial health.

Since its inception, the Corporation for National Service has sought to choose programs in which the federal government invests, but which are created, developed and supported by local communities. In many cases, organizations have been so busy with the challenges of start-up and the day-to-day operation of programs, that they have not focused on developing community partnerships to build a strong foundation of support. It is critical to the long-term survival of national service programs that they forge strong partnerships, not only with funders, but also with community leadership in every sector.

Still, the depth and breadth of foundation and business involvement in AmeriCorps has been and continues to be impressive. Small community foundations and local businesses, as well as large national private foundations and corporations, are bringing people, products, and financial resources to the initiative. State Commissions are strengthened by the leadership of members from business and philanthropy. Direct support to AmeriCorps programs and to the organizations that are sponsoring AmeriCorps programs has leveraged millions of dollars in federal funding and thousands of hours of ongoing and focused service by capable and committed AmeriCorps Members.

Besides financial support, businesses and foundations are providing the expertise of loaned executives, the involvement of employee and retiree volunteers who work alongside AmeriCorps Members, and products such as uniforms, technology, equipment and supplies used in the delivery of services. They also support training, technical assistance and evaluation activities that strengthen the quality of AmeriCorps programs and that create strong connections between programs regionally and nationally.

The Office of Public Liaison at the Corporation for National Service communicates with foundation and corporate funders on a regular basis through *Service Fax*, a monthly update on the national service network designed specifically for the funding community. If you have funding contacts that you would like to add to the list of recipients, let us know and we'll add them to the list. In addition, the Public Liaison staff is available for advice and information on national partnerships.

Broad based support, both financial and otherwise, is critical to the quality, effectiveness and impact of national service programs. By building strong partnerships with foundations, businesses, other nonprofits and local and state government you will ensure a healthy future for both your organization and the national service network.

Why the Private Sector Invests in AmeriCorps

Hundreds of businesses and foundations are collaborating with AmeriCorps programs to get things done in local communities across the nation. Private sector leaders have outlined several reasons why they strategically invest their financial, product, and employee resources in AmeriCorps:

- **AmeriCorps is a seal of approval for high quality programs.** The 350 programs that comprise the AmeriCorps National Service Network are locally designed and implemented while sharing common missions and identity. AmeriCorps programs engage in a competitive screening and selection process, receive intensive training and technical assistance, integrate continuous improvement management techniques, and are monitored and evaluated by national service experts.
- **AmeriCorps programs document the direct and demonstrable impact of their work.** Every AmeriCorps program is focused on producing outcome based measurements of their accomplishments. Each year programs provide funders and community partners with detailed reports outlining the impact investments have made.
- **AmeriCorps investments by businesses are leveraged by one to five dollars of additional federal resources.** Federal law requires AmeriCorps programs to raise up to 25% of their costs from community partners. These resources are quickly translated into results as AmeriCorps Members address critical education, public safety, human, and environmental issues.
- **AmeriCorps partnerships offer a 160% return on investments.** An independent study commissioned by IBM, the Dana Foundation, and the Irvine Foundation found that the return on each dollar invested in AmeriCorps programs ranges from \$1.60 to \$2.60 in direct and demonstrable benefits.
- **AmeriCorps enables partners to target their resources strategically.** Across the nation, businesses are encouraging employees to volunteer alongside AmeriCorps Members; making financial contributions toward meeting federal matching requirements; donating products to enhance the delivery of services; providing expertise in human resource development and management; and offering employment opportunities to AmeriCorps graduates.
- **AmeriCorps trains the nation's future leaders and employees.** Throughout an intensive year spent getting things done while earning their education award, AmeriCorps Members gain valuable life, work, and citizenship skills. They learn to identify and analyze problems, work productively in teams with people from diverse backgrounds, and develop the value and practice of civic participation.

- **AmeriCorps Members multiply the impact of the nation's leading charities.**
AmeriCorps Members increase the productivity of local initiatives. That's why Habitat for Humanity, The American Red Cross, United Way, and the Olympics have all formed innovative partnerships. In addition, AmeriCorps Members leverage valuable human resources; On average, each AmeriCorps Member recruits, trains, and supervises four additional community volunteers.

Can I Fundraise? Activities that Are Allowable Under the Current Law

While there are a wide range of activities in which you may engage in order to create a sustainable future for your organization, there are a few specific activities which are not allowable under the current law. For example, funds from the Corporation for National Service may not be used to hire development officers or to conduct direct mail campaigns, endowment drives and door-to-door solicitations under the current law.

To support your program or organization, you may:

- develop and disseminate information regarding your program and it's achievements to potential funders;
- make presentations and educate funders on objectives, goals and accomplishments; and
- solicit community involvement in support of your program, e.g. obtain medical contributions or assistance at a health fair; seek donations of building supplies for a construction project; or coordinate community involvement in a day of service, serv-a-thon and other service activities.

While program management and service delivery should be the primary focus of staff time, a reasonable amount of staff time may be spent on building partnerships to support these activities. In addition, expenses related to other aspects of fund raising may be spent out of the funds raised.

AmeriCorps Partnerships in Action

The following examples highlight a few of the hundreds of AmeriCorps partnership success stories. Remember, your state commission and the Office of Public Liaison at the Corporation for National Service can help you recognize your donors and share your triumphs with other AmeriCorps programs; please share your stories with us.

Working with Banks and Utilities

In Pensacola, Florida 15 AmeriCorps members at the Escambia-Pensacola Human Relations Committee meet critical public safety issues in their community with financial support from Barnett Bank, AmSouth Bank and Trust, and the Bank of Pensacola. Working locally with the police department and power company, AmeriCorps members help eliminate problems with gangs that intimidate neighborhood store owners and customers. This partnership made the community safer for commercial and family residents, has fostered new business opportunities, and has enhanced community investments by local banks.

California Conservation Corps AmeriCorps members placed at the Places Energy Center perform energy audits on public buildings, install solar panels, and weatherize low-income housing. In partnership with Pacific Gas & Electric and the California Energy Commission, crews are retrofitting existing light fixtures and installing more energy efficient lights in the Cambrian Unified School District. This partnership alone will save 325,189 kilowatt hours which translates into an annual savings of \$31,876.

Pooling Assets Through Regional Associations of Grantmakers

Members of the Northern California Grantmakers pooled their resources to create the Northern California National Service Collaborative Fund, a partnership of more than 13 regional grantmakers committed to helping AmeriCorps programs in Northern California meet their financial match requirements. Members of the collaboration include the James Irvine Foundation, the Evelyn and Walter Haas Foundations, and the Gap Foundation. In addition to the Collaborative Fund, the James Irvine Foundation created the California Initiative for National and Community Service, which supports the capacity of local communities to apply for federal funding and strengthen the quality of AmeriCorps programs.

Using Service Events to Attract Partners

ServeHouston invites local companies to participate in their annual Hands on Houston day of service. The Houston Endowment, First Interstate Bank, Enron, Natural Gas Pipeline of America, Shell Oil, Tenneco Gas, and the Pan Handle Eastern Corporation engage employees as volunteers along-side AmeriCorps members, host information breakfasts for other potential private sector partners, publicize the event, and sponsor teams of members.

The AmeriCorps Work Group in Camden, New Jersey invited Bob Vila, the television personality formally from *This Old House*, to participate in their National Volunteer Week activities. Vila, the national spokesman for Sears Craftsman Tools, toured the AmeriCorps housing renovation site, met with members and community volunteers, and spoke with reporters and other invited community VIPs. As part of his entourage, Vila brought mangers from the local Sears stores who donated several thousand dollars worth of power tools for the program to use throughout the year.

Linking with Community Foundations

The Grand Rapids Service Corps and the Youth Volunteer Corps have been successful in obtaining AmeriCorps support from their local community foundation. The Grand Rapids Foundation supports local AmeriCorps programs serving youth throughout this Michigan region. Community foundations are the largest growing segment of the foundation world. They raise money themselves and focus their grantmaking on specific geographic and issue areas.

The Greater Worcester Community Foundation provides matching funds for the Worchester Community Action Council's AmeriCorps CityWorks program in Connecticut. AmeriCorps members meet critical needs in the local community by working in the public schools, preparing and delivering meals to elderly residents, and running arson prevention workshops for young children.

Sponsoring AmeriCorps Teams

The Hartford AmeriCorps program has developed innovative partnerships through team sponsorships. Bank of Boston, United Technologies, and Phoenix Fleet jointly sponsor the program's three AmeriCorps teams. In addition to financial support the business partners have generously donated free use of their corporate meeting facilities, lent office space, and provided computer, communication and event planning training to AmeriCorps members and staff.

Over the past six years, City Year has developed a comprehensive team sponsorship program. Local companies such as Timberland, Digital Equipment Corporation, Bank of Boston, Amoco, Apple Computer, Reebok, NYNEX, and others underwrite costs associated with a team of AmeriCorps members. These corporate teams wear the company's logo and actively involve corporate employees in volunteer projects throughout the year. For those businesses that cannot afford to sponsor a team on their own, City Year has created "bundled teams", such as the Boston Lawyer's Team, to combine the resources and recognition for many smaller scale partnerships.

Engaging Corporate Employees

The AmeriCorps program of Hunterdon County, Connecticut applied for and won a "Champions of the Environment" grant from the Merck Company Foundation. The AmeriCorps team used this grant to involve Merck's corporate volunteer program in the joint identification, design, and execution of environmental projects in the Hunterdon community. Merck donated tools, organized weekend employee volunteer teams, and offered design consultation. Together AmeriCorps members and employees built a playground, published an environmental education handbook, and constructed a wheel chair accessible public garden.

NJ Youth Corps AmeriCorps members engaged Smith Barney employees in renovating run down housing in Asbury Park. As part of it's Adopt-A-Neighborhood Program, Smith Barney donated the money to supply paint, scaffolding, and supplies to the project, and also sent teams of Smith Barney employees to work alongside local residents and AmeriCorps members serving full-time in these communities. Smith Barney's work with AmeriCorps in Asbury Park has attracted the attention of other businesses, including Jersey Shore Electric Company who will work with this AmeriCorps team on a similar rehabilitation project.

Building Upon In Kind Support

AmeriCorps programs are collaborating with Home Depot stores across the nation by forging ongoing relationships with local store managers. The Shreveport, Louisiana Home Depot contributed weed eaters and leaf blowers to an AmeriCorps event which mobilized 2,000 community volunteers. The store manager also offers in-store construction training to ShreveCORPS members. In Austin, Texas a local Home Depot business leader has become an active member of the AmeriCorps Casa Verde Builders advisory board. A Nashville, Tennessee Home Depot helps celebrate the annual AmeriCorps Service Year Launch by supplying landscaping, lumber, and tools for a large scale service project. AmeriCorps and The Home Depot also work together in Martin County, Texas; Baltimore, Maryland; Philadelphia and Harrisburg, Pennsylvania; and Buffalo, New York.

Tapping National Partnerships

In 1995 Nike chose five cities to pilot AmeriCorps partnerships that improve the physical fitness and academic achievement of school aged youth. Grants and products from NIKE's P.L.A.Y. initiative (*Participate in the Lives of America's Youth*) enabled AmeriCorps members in Atlanta, New York, Los Angeles, Chicago, Memphis, and Portland (OR) to integrate sports and recreation activities into their public safety and education programs. Highlights included: Bike to School and Back; which creates 'safe corridors' for youth to travel to and from school; and Five Quarter Sports, which engages students in a competitive 'quarter' of academics as part of athletic competition. Hands On Atlanta, Building Up LA, Chicago Commons, AmeriKids, Aspira of NY, and the Northwest Service Academy were all grant recipients.

The GE Fund, the primary philanthropic vehicle of the General Electric Corporation, has contributed to AmeriCorps programs in eleven cities where it has substantial business operations. Working with local United Ways, General Electric business units reached out to and selected neighborhood programs for partnership. AmeriCorps programs tapped by GE and United Way have been asked to outcome-based accomplishment reports and renewal proposals.

Targeting Shared Priority Areas

Volunteer Maryland, an AmeriCorps program that works with organizations to build their volunteer capacity, is partnering with the Chesapeake Bay Foundation. A grant from the foundation enables Volunteer Maryland to develop effective volunteer models that provide long-term support for four critical environmental clean-up areas within the foundation's service area. Together they are restoring fragile ecosystems.

AmeriCorps Math and Literacy has the active participation of the Charles A. Dana Foundation. This program, based at the Dana Center for Mathematics Education at the University of Texas-Austin, involves college students on a part-time basis in helping inner-city and rural elementary school children develop literacy and numeracy skills in Austin and in Columbus through Ohio State University.

State Commissions as Catalysts

Thanks to state of the art technology donated by Microsoft, over 800 Washington State AmeriCorps Members in 41 different program sites can rapidly exchange valuable information to enhance their service activities. Through the donation of expert consultants, computer software, and modems, AmeriCorps programs are using electronic mail to share local challenges, design creative solutions, and explore post-service career and educational opportunities. Coordinated by the Washington State Commission, this partnership has increased the AmeriCorps capacity to get things done within the state.

The New Hampshire State Commission recognizes their program's local AmeriCorps corporate partners through a state wide press release. Granite State Electric, New England Power, Concord Savings Bank, Provident National Bank of Concord, First Deposit National Bank of Tilden, Fischer Scientific, HealthSource, Bank of New Hampshire committed their support to New Hampshire AmeriCorps programs through contributions and in-kind donations.

Expanding Existing Relationships

The Public Education Fund's AmeriCorps Project FIRST has cultivated and maintained a large scale partnership with IBM. With substantial cash and product donations AmeriCorps members improve the educational and technological skills of public school students. Project FIRST members refurbish used equipment, teach computer instruction to teachers, create school web sites, and engage parents and students in the uses of technology. Since training is important to IBM, they hosted and facilitated an AmeriCorps member and staff retreat at their world headquarters. Thanks to on-going communication and joint program development this AmeriCorps program continues to expand into new cities each year. Their success has leveraged additional national partners such as MCI.

Checklist for Success

First Steps

Identify Your Needs. Think strategically and be clear about what you want to accomplish. Determine exactly what and/or how much you need; decide exactly what it will be used for; and by what date it is really needed.

Identify Your Resources. Take stock of the resources you have to cultivate and maintain partnerships. Consider staff time, size, expertise, and the strength of your Board of Directors.

Prioritize Your Needs. Focus your energies on your most important needs, dedicate the appropriate resources, and set realistic time goals. Integrate these priorities into your organization's long-term strategic plan.

Learn From Others. Never be shy to seek advice from your friends, private sector leaders, staff, volunteers, or your board members. Take advantage of partnership building training opportunities provided by your State Commission and the Corporation for National Service.

Cultivating Potential Partners

Map and Prioritize Potential Prospects. Create the widest possible list of potential partners with an interest in the community(s) you serve. First, think broadly and creatively, and then focus your resources on potential partners with the strongest existing connections to and shared interests with your organization.

Use Your Friends and Board Members. Get numerous people involved in the fundraising process. Make a huge list of who you know or might like to know. Ask board members and staff, who may already have contacts, to make introductions and help potential partners get to know you better.

Bring Potential Partners on Site Visits. Nothing is more powerful than seeing a community service program in action. Potential partners can see the impact that your program is having and meet enthusiastic participants. Ask an existing private sector partner to host an information breakfast for his/her colleagues to learn more about AmeriCorps.

Appearance, Appearance, Appearance. Potential private sector partners are seeking creative, well managed, and professional partners to collaborate with. Make sure your materials, staff, and presentations are of the highest quality.

Spread the Word. Take advantage of opportunities to share your successes with a broad group of constituencies. Arrange presentations with local Chambers of Commerce, Rotary Clubs, and the regional association of grantmakers. Follow-up with participants after the session.

Think Beyond Grants. Remember partnerships can come in many forms. Research and explore opportunities in addition to traditional foundation grants, including advice, supplies, training, and many other creative products and services. Also think about current trends in philanthropy and giving such as sponsorships, cause related marketing, and program related investments.

Making Your Case

Listen, Listen, Listen. Put yourself in your potential partner's shoes. What are they looking for from you? What do you do that helps their business objectives? Remember, collaboration is about more than just your agenda.

Do Your Homework. Before you send anything, thoroughly research potential partners. Visit the Foundation Center Library near you and contact the company or foundation in advance to get a copy of their funding guidelines.

Get to the Point. Be up front about what you are asking for and focus on outcomes and results. Don't just tell the funder about the existence of a problem, prove with qualitative and quantitative data how you are going to address it. Simplicity is often the key to a strong proposal.

Write Clearly and Convincingly. You can make your proposal in a paragraph of a one-page letter or you can write a lengthy description. It must be tailored for the funder and illustrate that your needs are unique and solutions effective. Keep the budget clear, simple, and honest.

Learn from Others. Many AmeriCorps programs have developed successful techniques in forming innovative partnerships to build the capacity of their activities. Look to the attached examples and messages for ideas and language that has worked for others.

Call Ahead. Personal contact prior to sending a proposal can dramatically increase your chances of success. Use your extensive network of friends, staff, and board members to make introductions for you.

Maintaining Partnerships

Forge Long-Term Relationships. Think of your partner as your client and try to address their needs, interests, and concerns. Keep partners informed about what you are doing through newsletters, e-mail, ListServes, and invitations to events. Remember appearance counts.

Develop Strong Recognition Programs. Treat every partner as the “potential million dollar donor.” Create opportunities to publicly thank donors for their contributions.

Ask Your State Commission and CNS to Help Recognize Your Partners. State Commissions and the Corporation’s Office of Public Liaison can help you thank and recognize major donors and partners. Your successes can also serve as models for other AmeriCorps programs to emulate.

Leverage Your Success. Partnerships with well known businesses and foundations give additional credibility to your organization. Share this information and encourage others to get on the band wagon.

Living Arts

THE BOSTON GLOBE • TUESDAY, DECEMBER 8, 1998



GLOBE STAFF PHOTO / TOM HERDE

Front (from left): Eric Dawson, Peace Games; Aaron Lieberman, Jumpstart; and Jennifer Sazama and Karva Young, Youth on Board. Back (from left): Earl Phalen, Bell Foundation; Kariya Crockett and Denise Thomas, Mytown; and Katya Fels, On the Rise.

GENERATION EXTRA | They call themselves social entrepreneurs: young idealists in business to help others

By Irene Sege
GLOBE STAFF

When Earl Phalen graduated from Harvard Law School in 1993, his classmates went on to jobs that typically paid \$67,000 a year. Not Phalen. He started a nonprofit organization to boost the academic skills of inner-city black children, and his parents helped pay his bills.

People assumed Aaron Lieberman would become a lawyer, like his dad, when he gradu-

ated from Yale in 1994. Instead, Lieberman went into preschool education like his mom and founded a nonprofit group that links college-student tutors with Head Start youngsters to help the children get ready for kindergarten.

Katya Fels was a blue-haired, multi-eared, into-Gothic-punk teenager who grew up to graduate from Harvard in 1993 with a degree in biology, and instead of going to medical school she founded a daytime shelter for homeless women.

Whoever decided that Generation X is ana-

thetic and cynical never met 31-year-old Phalen, whose Bell Foundation President Clinton recognized last year with a President's Service Award. They never met 27-year-old Lieberman, who started planning Jumpstart in his dorm room with a friend and now heads the \$4.2 million-a-year organization with sites in six cities. They never met 27-year-old Fels, whose On the Rise in Cambridge serves women ill-served by more traditional programs.

The way Lieberman sees it, "Generation X
GENYORS Page D6

should stand for Generation Extra."

These are not idealistic baby boomers out to change the world at a time when the government declared a war on poverty and young people mobilized to stop a war in Southeast Asia and the Civil Rights Act of 1964 was still new. They don't remember Martin Luther King Jr. and John F. Kennedy and Robert F. Kennedy.

No. They're idealistic Gen Xers who came of age when many perceive government as the problem, not the solution, and national heroes are people who play ball or died decades ago, and the world the boomers vowed to change is no paradise.

"The idealism of the baby boomers set the stage for us to say 'What you're saying isn't really happening,'" says Lieberman. "It'd be worse if nobody ever said this country should be about equality of opportunity. That's what we owe the baby boomers. They put the idea out there. We're trying to make it real."

Lieberman and his peers call themselves social entrepreneurs.

They marry their youthful passion with the practical experience of their years of student volunteerism and the private sector panache of an era when a whole new industry is springing from the ideas of young cyber-savvy entrepreneurs.

They count among them early graduates of the service learning movement of the past decade, and that pipeline is only growing. The Corporation for National Service now funds service learning programs for a million young people annually from elementary school through college. The four-year-old AmeriCorps has enrolled 100,000 members, and it claims roots in the youthful enterprise of two 26-year-olds who founded Boston-based City Year in 1987 as they graduated from Harvard Law School.

Lieberman's Jumpstart began as a college tutoring program. Likewise, Phalen's Bell Foundation was originally a tutoring program at Harvard Law School, and both now rely on cadres of college tutors to help low-income children. Fels learned about running programs for the homeless when she managed a shelter headed by Harvard's service-oriented Phillips Brooks House.

Offering fresh outlook

"They come out of college discontent with just serving," says Christine Kwak of the Michigan-based WK Kellogg Foundation, which over the past half dozen years has funded a growing number of young social entrepreneurs. "Many were seized with the notion that they would create something new and different that might tackle the problem in a way that works. They combine an entre-

preneurial spirit with the impatience of being younger and saying, 'We want to make a bigger difference now.'"

"Youthful idealism is said to make something sound trite," says Fels. "Society loses a lot by not tapping into what 20- and 30-year-olds have to say and tapping into our energy. Often our ideas may be heretical and challenge what's out there. People who haven't been in the system for a long time come in with different eyes. If you come in without preconceived notions, you may be

able to come up with something that works."

Consider Jumpstart, whose downtown office displays lists of quarterly goals like "complete assessment road trips" and "launch process for family involvement." Lieberman sounds like a businessman when he says, "Everything is driven by the school success outcomes," and "We're right on track" to meet the goal of 1,000 corps members helping 12,000 children by the year 2000.

The small and growing number of funders who give seed money to young social entrepreneurs

also use the language of the private sector to liken themselves to venture capitalists. Of 300 social entrepreneurs given fellowships by the New York-based Echoing Green Foundation in its nine years, 23 are in Massachusetts, more than any state but California and New York. Three of 18 funded by the three-year-old Fund for Social Entrepreneurs at Youth Service America are from the Bay State.

"Our peers in the '60s were coming out of school and saying 'I want to work for the government' and 'I want to work for the Peace Corps,'" says 33-year-old Vanessa Kirsch, who calls her Boston-based New Profit Inc. a venture capital fund for social entrepreneurs in the Northeast. "This generation of leaders are focused not so much on being part of a movement but on building institutions that will last for the long haul."

That's how Phalen sees the Bell Foundation. He entered law school aiming someday to be mayor of a city, but now he sees building his organization as the way he'll have the most impact. "It's hard to build a business from scratch. Last year I said, 'Given all the things I'm blessed with, am I doing enough to impact our community?'" he says. "After a lot of quiet time I said yes. The Bell Foundation is the vehicle to provide strong leadership in the black community. But if I'm 35 years old and the Bell Foundation is serving 500 children, then I will feel like I've failed because it's just not enough kids."

Longtime activist Hubie Jones, who ran the Roxbury Multi-Service Center in the 1960s and now is special assistant to the chancellor for urban affairs at University of Massa-



GLOBE STAFF PHOTO/TOM HERDE

'If I'm 35 years old and the Bell Foundation is serving 500 children, then I will feel like I've failed because it's just not enough kids.'

EARL PHALEN

Making a difference

Three more social entrepreneurs whose programs aim to aid urban youth.



ERIC DAWSON, 24
Occupation: Runs Peace Games, which uses 250 college tutors to lead weekly antiracism lessons in eight urban grade schools.
Credentials: Began working on Peace Games as undergrad. Ignored professor who said he'd waste Harvard education if he taught.
The business: Annual budget, \$1.7 million; staff, 40.
Book of the month: Observed reading "Martha Blah Blah" to second-graders at Mission Grammar School.
Power of youth: "There's a certain willingness to make mistakes that's harder when you're older."



MARILYN CROCKETT, 25, and DENISE THOMAS, 25
Occupation: Founded Mytown, which uses youth-led tours of historic South End to build teens' leadership and skills.
History: Dorchester-bred Crockett so moved by Freedom House neighborhood history program that she persuaded Thomas to cofound Mytown after they graduated from Yale in 1995.
Potato chip connection: Thomas learned how products, i.e., potato chips, were brought to market during internships at Frito-Lay.
The business: Annual budget, \$170,000; other staff, 1 part time.
Thomas's "we" generation: "I can't imagine doing anything that benefits only one person—me."
Crockett's construction: "To think passion and skill can create structure is incredible."

SOURCE: IRENE SEGE

Globe staff photo

chusetts in Boston, calls these social entrepreneurs "spectacular" people with "this extraordinary set of skills." But at a dinner he hosted for 30 of them, he challenged them to reach outside their organizations.

Focusing on community

"I basically said to them, 'You've done terrific work but you're really disconnected from the challenges going on in this city beyond your organization,'" Jones says. "I didn't have that luxury at your age. I was doing what I was doing in the middle of a civil rights revolution. If I was disconnected my organization would be irrelevant. There are major things going on in the community, whether it's the South Boston seaport, whether it's the schools, whether it's gentrification, and you folks are disconnected from the conversation. You have no collective voice around the challenges facing the city and you need to get one because you are the leaders of the future."

Jennifer Sazama was one of Jones's dinner guests. She cofounded the Somerville-based Youth on Board, which since 1994 has trained over 5,000 teens and adults in over 30 cities to enable youths to participate in organizations affecting their lives.

"I completely agree with him,"

says Sazama, 33. "But I don't want to blame us. Our generation hasn't had the civil rights movement, the women's movement, the Vietnam War. There's not been anything for us to rally around. There's a piece of hopelessness our generation carries about real change."

"Our generation is set up to be individualistic. In Hubie Jones's generation there was more encouragement to do community organizing," she adds. "Our generation hasn't figured out how to start that. But I think we're trying."

Whether it's Bell Foundation tutors working with more than 60 after-school "scholars" at the Lee School in Dorchester, or Jumpstart corps members mixing paint on waxed paper with preschoolers at South End Head Start, or On the Rise offering a quiet space where a homeless woman can read the Koran, these are ventures created with the energy and attitude of youth.

"I don't think I would be doing this at age 40," says Fels, of On the Rise. "I'd be far more jaded and cynical and I'm pretty cynical now. We're all people who had ideas and said I'm not going to change how I do it because you have \$5,000 of you're older and you say so. We'll change if there's a reason, but not just because someone older says so."

Comparison of Peace Corps and AmeriCorps Recruitment Goals and Visibility Resources

	<u>AmeriCorps</u>	<u>Peace Corps</u>
# of members/volunteers	40,000+	6,800
recruitment goal in 1998	30,000+	3,607
# of national recruits	3,000 (NCCC/VISTA)	
full time press staff	2.5	14
marketing staff	3	5
full time recruitment & placement staff	23 (slots)	176
1998 marketing/rec. budget	\$3,000,000 ¹	\$12,500,000
alumni support	2 staff	5 staff 8 RPCVs in Congress
year started	1994	1961
name recognition	33%	95%
what is promoted?	plenty	Peace Corps
U.S. field resources	state offices state commissions	12 recruitment offices

¹ Budget for the Corporation, includes \$1,400,000 for toll free number operations.

BusinessWeek

Government

COMMUNITY SERVICE

A SOCIAL PROGRAM CEOs WANT TO SAVE

AmeriCorps has the passionate support of even GOP execs

It's not like Eric Chapman to defend a federal do-gooder program. After all, he's a CEO, a loyal Republican, and a fundraiser for House Budget Committee Chairman John Kasich (R-Ohio), leader of the GOP budget-cutting effort. Yet the head of Columbus-based U.S. Health Corp. says Kasich is wrong to target President Clinton's national service program, AmeriCorps, for extinction.

U.S. Health has pledged \$150,000 over three years to City Year, a nonprofit that

sends AmeriCorps members to work at community projects in Columbus and five other cities nationwide. Chapman argues that AmeriCorps will recoup more than its \$376 million cost this year by giving youths skills to become productive adults. He has even protested the planned cuts at a Washington press conference and congressional hearing. "It's tragic to cut these programs," he says. "Why shoot a bunch of innocent kids just to get at the President?"

CALLS AND LETTERS. Chapman has plenty of company among execs lobbying their Republican pals to save Clinton's pet program. Since AmeriCorps' creation by Congress in 1993, corporations have ponied up cash, equipment, and employee volunteers to help 20,000 young adults aged 18 to 25 perform services that range from rehabbing low-income housing to cleaning up rivers. A list of donors reads like a who's who of Corpo-



TUTORING IN NEWLAND: Atlanta's Home Depot is giving \$125,000

rate America: BellSouth, Microsoft, NationsBank, Primmer & Gamble, and American Express—to name a few.

It's no accident that execs find the project appealing. Unlike most bureaucratic social programs, AmeriCorps tries to operate like a business. It's run by a nonprofit company—the Corporation for National Service—rather than a federal agency. Moreover, the process of choosing the 350 service programs that are assigned to AmeriCorps participants is competitive. Thousands of local groups

submit proposals—with goals and concrete ways to measure success—and state boards pick the winners.

Besides, business is already intimately involved in the program. By law, non-government sources—usually businesses—must pay at least 25% of operational costs and 15% of the \$7,200 stipend each AmeriCorps member gets for a year of service. Participants also get a \$4,725 education grant at the end of service. Says Eli J. Segal, the former exec who heads AmeriCorps: "This translates into the kind of business buy-in that other federal programs have not had."

MORE BANG. One particularly like the way AmeriCorps' pool of full-time, community-service workers allows them to leverage their own charitable efforts. Timberland Co., for example, says AmeriCorps participation was key to its five-year pledge of \$5 million in cash and equipment to City Year, whose youths nationwide are dressed in Timberland outfits. "As the program gets bigger, our investment goes further," explains Ken Fratius, vice-presi-

dent for community enterprises.

To save AmeriCorps from the GOP budget scalpel, corporate chiefs ranging from Shell Oil's Philip J. Carroll to Anheuser-Busch's August A. Busch III have written letters to Capitol Hill lawmakers. Tenneco Gas's Steve Chesebrough not only sent letters to his two Republican senators—Texas' Phil Gramm and Kay Bailey Hutchison—but lobbied other Houston execs to look in money for the local AmeriCorps program. "We didn't say that we liked big government or that government should take care of this through handouts," he says. "We have seen that this is productive and proven."

Home Depot coo Bernard Marcus has written to two dozen lawmakers, including House Speaker Newt Gingrich, who represents a district in the company's home state of Georgia. One of Home Depot's favorite programs is Hands-On

AMERICORPS' CORPORATE FRIENDS

Corporate America has been a big backer of programs using AmeriCorps members. Among the supporters:

GENERAL ELECTRIC Contributed \$250,000 to 11 United Way chapters for projects, including literacy training and food pantries.

TENNECO GAS Has given \$35,000, plus printing and accounting services, to Serve Houston Youth Corps, an AmeriCorps affiliate.

NIKE Promised \$150,000 for programs in six cities to set up fitness-oriented projects, such as sports leagues and renovating playgrounds.

FANNIE MAE Gave \$100,000 to three housing groups to train AmeriCorps members to counsel low-income renters on homeownership.

SOURCE: AMERICORPS

Atlanta, a clearinghouse for volunteers. The company had already given \$10,000 a year to the group, but with AmeriCorps involvement, Home Depot has expanded its support by \$125,000 over three years. Now, 65 AmeriCorps members are aides in three urban schools—a program not possible with the nonprofit group's part-time volunteers. Why is Home Depot so interested? "We need people to hire," says Suzanne Apple, director of community affairs. "This program will help build self-sufficiency, self-esteem, and the leaders of tomorrow."

One of those future leaders may be 27-year-old Paul P. Promadhat, a computer aide in a Harlem elementary school. As part of his AmeriCorps-backed training, he works at Project First, a program designed by IBM and the nonprofit Public Education Fund Network. Big Blue gives \$100,000 in computers and cash and provides retirees to train aides. When his AmeriCorps stint ends in July, Promadhat hopes the school system will hire him full time as a computer troubleshooter. "This gave me an opportunity to do something I believe in," he says.

OUT FOR BLOOD? So far, such testimonials haven't moved Republicans, who seem bent on destroying the Clinton program. There may be more than money at stake: Killing AmeriCorps would yield under 1% of the more than \$1 trillion in savings the GOP needs to balance the budget by 2002, but it would be a big slap at the President. Budget Chairman Kasich denies that the GOP attacks are aimed at Clinton. "It's a matter of policy, not politics," he says. "The AmeriCorps program is expensive, inefficient, and top-heavy with bureaucracy."

AmeriCorps' opponents argue that young people should volunteer for community service without getting stipends and that the program's per-member cost is an inefficient \$30,000. "When we're cutting basic welfare to the poor, Medicare, and Head Start, you can't sustain the argument for funding AmeriCorps," says John P. Walters, president of the New Citizenship Project, a conservative policy group.

AmeriCorps officials say the program costs closer to \$18,000 per member—about 33,000 youths are expected to take part next year at a federal cost of \$575 million. And a new study by professors at the universities of Michigan and Iowa finds that each dollar spent on the program reaps \$2.60 in reduced welfare costs, increased earnings, and other benefits. With returns like that, many CEOs aren't ready to throw in the towel. So this may yet be one do-gooder program the Republicans spare.

By Susan B. Garland in Washington, with Mary Beth Regan



"Never doubt that a small group of thoughtful, committed citizens can change the world."

November 1998

Dear Friend,

Many of you know that in 2001, on the other side of the fireworks and glitches of the millennium, we will be celebrating the centennial of Margaret Mead's birth.

Hard to plan? Indeed it is, but the world our children will inhabit lies ahead. Hard to affect the trends? *"Never doubt that a small group of thoughtful committed citizens can change the world."*

We plan to mark the Mead Centennial by making the link from Mead's intellectual legacies to effective action in the world we live in — by exploring the "Never doubt..." quote. On the one hand, we will encourage local groups and communities to act for change and to share their strategies. At the same time, we will work with institutions to build enthusiasm at the national level that will make local action more effective.

During this period we will be encouraging and facilitating a wide range of projects that look ahead, not backward, by giving small awards and seed money grants, maintaining an interactive website, and convening conversations. You can find examples of specific projects at www.mead2001.org, or in the enclosed brochure. But it is the resonance between different activities that is most important.

Your support is critical to bringing to the 21st century the ideas that Margaret Mead stood for in the twentieth. All of these activities take resources, and that's why I'm writing you today. We need your ideas and independent projects, and we need your financial support.

Please send a contribution, of whatever size fits your budget. Because we are a 501(c)(3) non-profit organization, we must be able to show the IRS that we are publicly supported by large and small donations. At the same time, help us make sure our address list is correct.

We hope you will also *act*, that you'll see ways to use the Centennial to build community or to affect policy at global, national, or local levels. Many of you wrote proposing a Margaret Mead stamp, and you succeeded. There are more ideas in the enclosed brochure, which I hope you'll take some time to look through.

Now is when we need your help to make Mead 2001 a success for the coming years and into the future. Now is the time to show that a small, committed group of thoughtful citizens can change the world.

Your support is very important to us.

Cordially,

Mary Catherine Bateson, President

The Margaret Mead Centennial 2001

The Institute for Intercultural Studies, Inc. Suite 1B 165 East 72nd Street N.Y. N.Y. 10021 Telephone 212 249 7040 Fax 212 737 6459 www.mead2001.org



I'd like to learn more about
Margaret Mead 2001 activities
and projects.

I'm sending:



a donation of \$_____



information on related programs



a suggestion or program idea

name_____

title/affiliation (opt)_____

address_____

town/city_____

zip/postal/country_____

daytime area code/phone_____

area code/fax (opt)_____

email (opt)_____

Donations are tax deductible in the United States for federal income tax purposes and will be acknowledged by letter. You may send your check, payable to the "Institute for Intercultural Studies," "IIS," or "Mead2001" to:

The Institute for Intercultural Studies
165 East 72nd St. Suite 1B
New York, NY 10021
212-249-7040

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November, 1998.



Margaret Mead Centennial 2001



Photo: Antony di Gesu

*"Never doubt that a
small group of thoughtful,
committed citizens
can change the world..."*

The Institute for Intercultural Studies, Inc.
Founded by Margaret Mead in 1944



Margaret Mead Centennial 2001

*"Never doubt that a small group of
thoughtful, committed citizens
can change the world..."*

Margaret Mead's remark about the power of cooperative action for change has inspired original thinking and activity by hundreds of individuals and organizations. When discussing problems and conflicts, she used to say, in the most matter-of-fact tone of voice, "We need a new social invention." Of course. And let's put our ideas to work.

The IIS is committed to celebrating Mead's Centennial by emphasizing the human capacity to imagine and work toward a positive future. During the period leading up to December 16, 2001, the hundredth anniversary of Mead's birth, the Institute will concentrate its resources on three kinds of activities:

- Enhancing public understanding of the processes of change through scholarship and the media as well as by making Mead's own thinking more widely available.

- Encouraging local citizen activism, especially through a series of "Mead2001 Awards" to be administered by the IIS with *Whole Earth* magazine.

- Working with other groups and organizations using the Mead2001 themes in their own programming, ranging from major universities, libraries and museums to neighborhoods and school committees.

The IIS encourages you to join us in this effort. Use the commemoration to advance the kind of change Mead stood for. Tell us what you are doing.

Why Mead?

The life of a single individual can symbolize important abstractions. Let Mead's life, her words and image, touch your imagination. As we move forward, Mead reminds us of the possibility of choice.

Mead was committed to **anthropology** as a human science and to learning from other cultures. She had a primary interest in **childhood** and **personality development** in different societies, which involved her in a range of issues around **gender roles** and **education**.

Mead's work spanned cultures, so she was interested in all areas of difference between groups and how to transcend these, from **international law** and **disarmament** to **race relations** to **ecumenism**.

Themes of adaptation involved her in issues of the **environment**, **health** and **nutrition**. Mead was equally concerned with **bodies** and **minds**, with **food** and **spirituality**, with **individual freedom** and the **need for community**.

**Are any of these *your* issues? The IIS
invites you to coordinate with us
as you do your own thing.**

Amid the celebrations and excitements of the millennium, Mead stands as a reminder of the range of issues we must integrate in planning for the future -- for 2001 and all that follows.



**Margaret Mead Centennial
2001**



Look for Mead2001 News

www.mead2001.org

The Margaret Mead Centennial website at www.mead2001.org is full of information and ideas, with interactive features including online forums and discussion groups, and breaking news.

Have you seen the Margaret Mead stamp in the Celebrate the Century™ collection for the 1920's? Ask for it at your local post office.



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Watch for new editions of Mead's books, including *Growing Up in New Guinea*, *The Study of Culture at a Distance* and *Continuities in Cultural Evolution*, the volume that provides the theoretical thinking behind the "Never doubt" quote.

Watch for exhibits and programs from the Library of Congress, the American Museum of Natural History, the Smithsonian Associates and others as the time approaches. Check out "American Memory," online at the Library of Congress website.

Watch for details on the Mead2001 Awards in *Whole Earth*, the magazine of the Whole Earth Catalog. Starting in 1999, the IIS and *Whole Earth* will honor groups that demonstrate effective action and community creativity for the new century. For more information, visit the magazine's website at www.wholeearthmag.com.

How You Can Help Celebrate Mead Centennial 2001

- Expand your awareness of how small groups make a difference and put some of those ideas to work
- Use the Centennial to get something useful done at a local level
- Encourage associations you belong to in using the Centennial in upcoming programs
- Include Mead and her work in your curriculum, seminars, or book groups
- Nominate an organization for a Mead2001 Award
- Visit our website at www.mead2001.org for ideas, information and discussions
- Pass this information on to friends, colleagues and organizations who are committed to activism and social change
- Contribute to the IIS, whatever fits your budget
- "Never doubt that a small group of thoughtful, committed citizens can change the world..."
- Make it happen



**Margaret Mead Centennial
2001**



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When Margaret Mead established the Institute for Intercultural Studies in 1944, she defined its concerns as "advancing knowledge of the various peoples and nations of the world, with special attention to those peoples and those aspects of their life which are likely to affect intercultural and international relations."

Since her death in 1978, the Institute's board members have continued in the tradition of Margaret Mead. In determining priority areas, they have been influenced by the history of the Institute, its previous commitments, and the completion and preservation of ongoing projects.

Beginning in 1997, the efforts of the Institute have been directed toward the centennial year of Mead's birth, 2001.

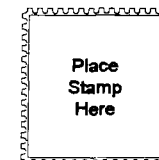
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2001**

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RECENT EDITORIALS ON AMERICORPS

“SLASHING AMERICORPS BUDGET WOULD HAVE LOCAL CONSEQUENCES”

“It is hard to understand the opposition to this program. If it is to spite President Clinton, who conceived the idea of AmeriCorps, that is petty. If it is because of the cost, \$425.5 million, that is short-sighted, considering all the good that is done. If it is to hold it hostage to facilitate the passage of some other bill, that is irresponsible politics. AmeriCorps is a good program that benefits all who are involved....It should be fully funded in the next fiscal year.”

SOUTH BEND TRIBUNE, South Bend, Indiana, July 23, 1998

“NO MORE GAMES”

“If you seek evidence that Washington has changed for the better – and who doesn’t? -- you might consider the Corporation for National Service. It is a success story that shows the effectiveness of setting a goal at the national level – encouraging volunteerism – but implementing it locally....Though AmeriCorps began as a Democratic initiative, its structure is all Republican: decentralized and competitive.”

CONCORD MONITOR, Concord, New Hampshire, July 22, 1998

“WHO SHOULD TEACH?”

“...one of the brightest lights in New York City’s...school culture [is] the young teachers who’ve come via the AmeriCorps program Teach for America. These recent college graduates, with bachelor’s degrees from some of the top colleges in the nation, have helped to ease the city’s desperate teacher shortage.”

WALL STREET JOURNAL, July 15, 1998

“RETURN ON THE DOLLAR”

“Imagine a program that puts thousands of young Americans in service projects every year. They tutor kids, rehab homes, clean up neighborhoods and recruit other volunteers. Hardly a government deal, it sounds like something Ronald Reagan might have dreamed up. Actually, the germ of the idea was George Bush’s, and Bill Clinton embellished it: AmeriCorps....Like the Peace Corps, AmeriCorps is one of the best investments around. Congress ought to ensure its future by passing a five-year authorization bill, and by giving it the money for 1999 to expand.”

PHILADELPHIA INQUIRER, Philadelphia, Pennsylvania, June 19, 1998

(over, please)

“BUILDING BLOCKS”

“There are only 47 full-time AmeriCorps workers in the Dallas ‘Building Blocks’ program, but they get around....Building Blocks workers probably could have found work that pays better. They couldn’t have found work that matters more.”

DALLAS MORNING NEWS, Dallas, Texas, May 25, 1998

“YOUR TAX \$ AT WORK”

“AmeriCorps...works because it provides a constructive, character-building outlet for idealistic citizens to make a real difference in other people’s lives through volunteer service. That’s a great way to stretch tax dollars and build an engaged, committed citizenry.”

BRADENTON HERALD, Bradenton, Florida, May 2, 1998

“SUPPORT NATIONAL SERVICE”

“[AmeriCorps] has blurred partisan battle lines and now enjoys significant conservative support. And why not? It always has featured the conservative virtue of fiscal efficiency: With a little government stimulation and direction, thousands of volunteers are effectively mobilized to perform good and necessary work.”

SALT LAKE TRIBUNE, Salt Lake City, Utah, April 26, 1998

“CONTINUE NATIONAL SERVICE EFFORT”

“The Corporation for National Service is up for reauthorization in Congress....Despite the criticism, it’s a valuable program with a noble mission. It should be continued.”

THE TRIBUNE, Mesa, Arizona, April 20, 1998

“WHY NOT NATIONAL SERVICE?”

“Legislation has been introduced in Congress to extend national service into the 21st Century....Certainly, service to our own people, to our own communities is a top priority. We encourage our Members of Congress to approve the extension of the Corporation for the next five years.”

JOHNSON CITY PRESS, Johnson City, Tennessee, April 19, 1998

(over, please)

“THE FEW, THE PROUD”

“Our national security depends as well on the assurance of opportunity to compete fairly for American ideals and dreams. That must include access to education, health care, freedom from fear of random violence. AmeriCorps helps secure those ideals and bridge the gaps to those dreams for the economically and socially disadvantaged....Congress should recognize the value of those needs and affirm the President’s reauthorization bill.”

THE OREGONIAN, Portland, Oregon, January 14, 1998

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Slashing AmeriCorps budget would have local consequences

Cutting the budget for AmeriCorps, as U.S. House opponents are trying to do, would cut close to home.

Fortunately, the Senate has supported funding

OUR VIEW: AmeriCorps is a good program that benefits workers and recipients alike.

for the national service agency, forcing the decision to a House-Senate conference committee and, hopefully, a compromise this fall that will allow AmeriCorps to continue.

AmeriCorps is, essentially, a domestic version of the Peace Corps. It provides the opportunity for some 40,000 persons to serve their communities in productive ways.

AmeriCorps of South Bend, for example, provides volunteer workers at the Center for the Homeless, Life Treatment Centers, Casa de Amistad, the South Bend Heritage Foundation and the YWCA.

At Notre Dame, the Alliance for Catholic Education program places recent college graduates as teachers and mentors in needy school systems around the United States. At present, there are three applicants for each of the 40 openings per year that the program provides.

In Elkhart, the AmeriCorps program is the Elkhart EnviroCorps, an environmental program that strives to improve the environment while providing environmental education to youth and community members.

Nationally, such organizations as the American Red Cross, Habitat for Humanity and Big Brothers Big Sisters of America benefit from the efforts of AmeriCorps workers.

In South Bend alone there are several thousand persons a year who benefit from the work provided by AmeriCorps program workers.

The workers aren't in it for the money. The annual stipend they receive is \$11,000, plus education credits worth \$4,000 that can be applied toward college tuition and student loan payments.

* see below

Rev. Steve Newton, C.S.C., who oversees the South Bend program, believes that, beyond the beneficial nature of the work that is done, AmeriCorps workers benefit by having a chance at going to college that otherwise might not be afforded them.

It is hard to understand the opposition to this program. If it is to spite President Clinton, who conceived the idea of AmeriCorps, that is petty. If it is because of the cost, \$425.5 million, that is short-sighted, considering all the good that is done. If it is to hold it hostage to facilitate the passage of some other bill, that is irresponsible politics.

AmeriCorps is a good program that benefits all who are involved. It provides young Americans with an opportunity to perform national service outside of the military, and rewards that service with the opportunity to go to college, which benefits the nation as much as it does the individual workers. It should be fully funded in the next fiscal year.

*the actual AmeriCorps stipend is \$8,340 and education award is \$4,725

No more games

► Public service programs like AmeriCorps deserve support.

If you seek evidence that Washington has changed for the better – and who doesn't? – you might consider the Corporation for National Service. It is a success story that shows the effectiveness of setting a goal at the national level – encouraging volunteerism – but implementing it locally.

Unfortunately, this is a success story that also illustrates how Washington has not changed. It remains a place where partisanship and cynical game-playing dominate with little regard for their real-world consequences. We'll elaborate on that later; first, more on the corporation, which is an umbrella organization overseeing the nation's public service programs.

One is AmeriCorps, which was a centerpiece of the campaign that made Bill Clinton president in 1992. It is the domestic version of the Peace Corps, intended to engage the young in public service. Participants get an annual stipend of \$7,089 plus \$4,725 toward college costs. There are more than 400 AmeriCorps members in New Hampshire, playing a vital role in programs ranging from a statewide literacy initiative to after-school care and assistance to victims of domestic or sexual violence.

The second is Learn and Serve America, which has engaged more than 2,100 students in the state. Through this program, a St. Anselm College professor developed a conflict resolution training program, which St. Anselm kids in turn taught to high school students.

The third is the National Senior Service Corps, which includes more than 4,600 people in the state. Almost 200 are serving as foster grandparents, 85

are senior companions and the rest participate in the Retired and Senior Volunteer Program.

Of the three it is AmeriCorps that attracts the most attention, good and bad. Though the program is strongly identified with Clinton's presidency, the emphasis on public service from which it grows began with President Bush, who signed the first national service act into law in 1990. And though AmeriCorps began as a Democratic initiative, its structure is all Republican: decentralized and competitive. One-third of AmeriCorps money is sent directly to state commissions, which decide how to spend it. Those commissions compete for the second third.

The rest is distributed in the states by national nonprofit groups.

The results are as good as the approach: AmeriCorps participation has grown from 20,000 to 40,000 in just two years. Think of what it means to encourage thousands of young people to do good, to help themselves by helping others – and think of what it might mean to all of us as those young people grow.

This success should be cause for everyone in Washington to join in a celebration, but it is not. One reason is that AmeriCorps looks like a feather in Clinton's hat – sometimes he treats it that way, too – so the Republican reflex is to knock it off. Another is the inevitable tug-of-war between a Democratic president and a Republican Congress. Knowing how important AmeriCorps is to Clinton, Congress

**Although
AmeriCorps
began as a
Democratic
initiative, its
structure is
all Republi-
can.**

cannot resist holding it hostage in budget negotiations.

Even so, AmeriCorps has always gotten its funding and probably will this year, too. Just last week, the program won bipartisan support in the Senate, which rejected an effort to swipe \$33 million from the AmeriCorps appropriation and give it to NASA. Among the Republicans backing AmeriCorps was Judd Gregg, whose prominence on the Labor Committee puts him in a strong position to influence the program's fate.

The House is a different story. Its spending bill contains no money for Clinton's AmeriCorps – that's right, none. That position was actually shaped by an AmeriCorps ally, who feared that putting money in would invite raids that would prove difficult to fend off. House and Senate negotiators will eventually work out a compromise budget, and that is where the AmeriCorps money should be restored.

That may be a smart political play. But it is also gamesmanship, and AmeriCorps and other national service initiatives are too important for that. Congress is failing to send the supportive message that committed participants in AmeriCorps want to hear, or that potential ones should.

The right message is much more straightforward: This works, this matters and it has our support.

■ Some criticize the cost of President Clinton's Americorps community-service project, but supporters say it is changing the Chicago area in small, but important, ways, staff reporter Michael Gillis writes.

Harnessing American ideals



AmeriCorps worker Lisa Novak (second from left) teaches CPR to a class in Merillac House on Chicago's West Side.

1.

In Uptown, they teach Asian immigrants English and help them adjust to life in the United States.

In Ford Heights, they help low-income parents become better teachers of their own children.

In neighborhoods throughout the Chicago area, they teach adults how to read, tutor students after school, counsel battered women, teach first aid and help communities right themselves.

Four years after President Clinton's Americorps project was launched amid a flurry of publicity, its workers are toiling away in relative obscurity. While some still criticize the program for its cost, supporters say it is changing the city in small, but important, ways.

"We never say we're going to change a community in a year," said Craig Huffman, executive director of City Year Chicago, which employed about 50 Americorps workers last year and this week received funding to hire about 55 workers starting in the fall.

"But far too many people use the excuse that problems are insurmountable. . . . You have to think about solving a problem, even when everyone else is saying it can't be solved."

Americorps workers say they're more than worth the money they're paid.

"I realized the impact that one person can have in a lot of lives," said Lisa Novak, 23, of Flossmoor, who taught CPR and first aid to thousands of Chicago public school students in the last year as one of 13 Americorps workers for the American Red Cross of Greater Chicago.

That's the kind of idealism Clinton sought to harness when he proposed the Americorps program during his 1992 presidential campaign. Lawmakers passed Clinton's pet project in 1993, and Clinton signed the bill using the pens Franklin D. Roosevelt and John F. Kennedy used to create the Civilian Conservation Corps and the Peace Corps.

Under the program, which is run by a public-private partnership called the Corporation for Public Service, students earn \$4,725 to apply toward college tuition or student loans by completing a year of community service work. They also earn living allowances of about \$7,400 a year and health care and child day care benefits.

About 90,000 people have served in the program since it started in 1993. More than \$1.7 billion has been spent on or committed to the program so far, including \$100 million set aside for education awards.

This year, Illinois has about 500 Americorps workers. About 450 are expected next year.

According to the Corporation for National Service, Americorps workers last year tutored more than 500,000 youth, mentored 95,000 more, created 3,100 safety patrols, built or rehabilitated 5,600 homes, placed 32,000 homeless people in permanent housing and recruited more than 300,000 volunteers.

Many Republicans, including House Speaker Newt Gingrich (R-Ga.), oppose the national service program. Gingrich told Newsweek magazine in 1995 that he was "totally, unequivocally opposed to national service. . . . It is coerced volunteerism. It's a gimmick."

Critics also question whether the program is worth the expense, but officials at the corporation say they try to fund programs that get the most bang for the buck. The program, uses strict standards to ensure funded programs produce results that can be measured—say, the number of children

tutored or the number of homes rehabilitated.

And they argue that the program represents a way for Washington to help communities help themselves—an argument tailor-made for Republicans who advocate decentralizing government.

"Right now there is a consensus in Washington that Washington cannot solve every problem and that we have to look at ways to strengthen local communities so they can

take on the needs that are specific to their communities," said Tara Murphy, the director of public affairs for the corporation. "That's exactly what this program does."

Two-thirds of the funds go straight to state commissions, made up of members appointed by the governors, she said. Those commissions decide which agencies get the money, and the agencies recruit and deploy the workers, she said.

Agencies that were awarded grants this week to hire Americorps workers don't question whether the program is worth the expense.

"It's definitely worth it," said Pat Clay, the director of the program at the Aunt Martha's Youth Services Center of Park Forest, where 10 Americorps workers teach low-income parents how to instruct their preschool children.

"To see the smile on a child's face, to hear a parent say, 'My child tested very well on a preschool screening test'—that makes it worthwhile. You are investing in a child's future for life."

"I realized the impact that one person can have in a lot of lives."

—Lisa Novak, 23,
an Americorps worker

3.

Aunt Martha's hires its Americorps workers from the communities the program serves—in this case, Ford Heights and Chicago Heights.

The Uptown-based Asian Human Services agency, which will hire about 14 workers to aid Asian refugees and immigrants this year, does the same.

Ralph Hardy, the director of programs at Asian Human Services, said he believes the program is inspiring Americorps workers to a career in public service.

"The outcome of the program will be best seen down the road, say 10 or 15 years from now, after a whole generation has gone through it," he said. "We've seen it here—we have workers who will go into some sort of community based career."

That's what Trina Poole, 25, plans to do. Poole, one of six Americorps workers at Family Rescue, a community service agency in South Shore for victims of domestic violence, answers the agency's crisis line and helps arrange services for callers.

A victim of domestic violence herself, Poole said she hopes to be hired for a permanent position to continue providing to women and children the services she never received.

"It's a healing process for me to help as many women as possible," she said. "I'm not doing this for the money. I'm doing it to help the community."

Becky Nieves, 21, of Hanover Park, an Americorps worker for City Year who helped run an after school program on gardening and environment, said she learned how much she meant to her students at the end of the year.

"When it's over and you say your goodbyes, and the kids tell you what they learned, that's when you know you've made a difference," she said.



IDEAS

The hunt for big trees

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THE CHRISTIAN SCIENCE MONITOR

BOSTON - THURSDAY, JULY 16, 1998

Internet address: www.csmonitor.com

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ANDY NELSON - STAFF



READY TO SERVE: Geraldine Adewole, a national-service volunteer, works along the Potomac River in Maryland.

VOLUNTEERISM From Kids To Congress, Service Is In

By James N. Thurman

Staff writer of The Christian Science Monitor

WASHINGTON

OVER the past year, twentysomething volunteer Stefan Reinhold has been teaching children to read, repairing national park trails in the high country of Colorado, and battling blazes as part of a hot-shot Florida fire crew.

The past weeks in particular have been tough. Working alongside the chisel-faced professional firemen, he's been wearing a bright yellow fire-resistant suit and putting in long hours in the maddening jungle heat.

You might think he's some kind of Gen-X action hero. But actually, Mr. Reinhold's good deeds are a routine part of being a team leader at AmeriCorps, the domestic version of the Peace Corps created in 1993.

And increasingly, he's not alone in doing good. Boosted by everything from school volunteer programs to promotion by US presidents, the notion of taking time out for service is slowly growing among young people - even as national service is gaining acceptance on Capitol Hill.

For instance, the number of national-service volunteers - who swap a year of volunteering for a stipend and \$4,700 in tuition - has grown from 20,000 in 1996 to 40,000 today.

And in Congress - where legislators this week are debating an expansion of President Clinton's prized program - national service has quietly moved from being a political target to gaining bipartisan backing.

See **VOLUNTEERS** Page 14

ANDY NELSON - STAFF



PATH TO SERVICE: Maryland Conservation Corps members Scott Walker (l.) and Kevin Walker repair trails along the Potomac River near Washington. Such volunteerism is growing.

For Kids and Congress, Service Is 'In'

VOLUNTEERS from Page 1

"As AmeriCorps develops and the word about it gets out, it is growing," says Reinhold from a pay phone at a fire command post in Volusia County, Fla. "The learning experience is immeasurable."

The program is still far from being the broad national movement Mr. Clinton envisioned during his 1992 campaign. And funding levels are still in dispute among some Republicans. But the attitude in Congress toward national service has changed

dramatically since 1994. Back then, "it became a trophy [Clinton] put on his shoulder, something tempting to shoot at," says Harris Wofford, director of the Corporation for National Service, the umbrella organization that coordinates the six national service programs, including AmeriCorps.

BUT this year's request for \$780 million would be the highest yet for the corporation. Its programs engage in a wide range of community projects including tutoring, drug- and violence-prevention programs in schools, community-center construction, and building homes alongside groups such as Habitat for Humanity, a favorite project of former President Jimmy Carter.

While gains have been made to enroll greater numbers, still unrealized is the national groundswell the president hoped to effect early on.

"Candidate Clinton in '92 talked about national service at virtually every opportunity and garnered enthusiastic support," recalls William Galston, executive director of The National Commission on Civic Renewal, a nonprofit group here.

"Whether this is becoming a transformative national movement remains to be seen," he says.

This month also marks the 25th anniversary of the end of compulsory military service, which had been in place since World War II.

While there is virtually no desire to reinstate the draft, some social observers bemoan the loss of the ancillary benefits created by the program — a sense of national community, an understanding of other cultures created by serving side by side in a diverse corps, and a duty to country.

"In our national value system we have gotten away from the idea that citizenship includes obligations to the collective good, not just enjoying its benefits," says David Segal, a University of Maryland sociology professor.

In the absence of a compulsory national program Dr. Segal suggests, today's teens and young adults are more disconnected from national duty, the political process, and each other.

"People of my generation, folks who went to college in the 1960s and '70s, now worry about low voter turnout and fraying of the social fabric," says June Speakman, a political science professor studying the community-service movement at Roger Williams University in Bristol, R.I.

Cohesive societal values are woven when people from different social groups and races work together for a common purpose. "National service is a way to bring the fabric together, nudge them toward a social conscience," she says.

But there is anecdotal evidence that the current wave of young adults want to keep that fabric from fraying too.

Applications to the Peace Corps are up 10 percent. AmeriCorps has doubled since 1996. And City Year, a private national-service organization has grown from one city in 1988 to nine today. A new City Year affiliate will open in Seattle in September.

Interest in volunteerism has escalated in recent years among all age groups, but those ages 17 to 22 are "the fastest-rising group of volunteers," says Leslie Crutchfield, founder and editor of Who Cares magazine, a Washington-based service publication that has tripled its subscriptions since 1993 to nearly 50,000. "Ten years ago there were very few youth-corps groups across the country," she says.

In addition to presidential efforts to bring volunteerism into the mainstream, including George Bush's "Points of Light" campaign, some observers say young adults are turning away from the narcissistic attitudes of the '70s and '80s.

"I think that era is over, and I think we are going back to an era of more concern for community, less for individuals, and national service will be more appealing," says John Norton, a political science professor at Lebanon Valley College in Annville, Pa.

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Friday, June 19, 1998

EDITORIALS

Return on the dollar

Congress should keep investing in AmeriCorps.

Imagine a program that puts thousands of young Americans in service projects every year. They tutor kids, rehab homes, clean up neighborhoods and recruit other volunteers. Hardly a Big Government deal, it sounds like something Ronald Reagan might have dreamed up. Actually, the germ of the idea was George Bush's, and Bill Clinton embellished it: AmeriCorps.

Making it sound even more like a Republican concept is the fact that 6,000 of the volunteers are assigned to faith-based organizations such as Habitat for Humanity. Altogether, about 40,000 young Americans — including more than 2,500 in Pennsylvania and New Jersey — are serving.

So AmeriCorps is a success story, but a success that some Republicans can't stand. Faced with the President's request to increase AmeriCorps' funding by \$74 million for next year, the Senate Appropriations Committee voted to freeze it at this year's level.

Yet that looks philanthropic compared to the GOP-controlled House. Last night, a House subcommittee voted to cut off all funding for the parts of AmeriCorps that were initiated by Mr. Clinton. That means the only surviving program would be VISTA (Volunteers in Service to

America), which is now a small part of AmeriCorps.

This false economy ignores the practical value of what these volunteers do — as well as the societal benefits of the example they set. Selfless service — everything from short stuff through Philadelphia Cares to an AmeriCorps stint such as City Year — is a Bromo-Seltzer to the Me Decade.

What's bugging the GOP's party-poopers? Yes, there was room for AmeriCorps to tighten its belt early on, but guided by constructive criticism from Sen. Charles Grassley (R., Iowa) and others, it did so. Unfortunately, some Republicans sniff that volunteerism requires that there be zero compensation for the person's work. (Let 'em try telling that to the America's "all-volunteer" military.)

Here's the taxpayer-paid bounty that participants get for giving a year to AmeriCorps: \$4,725 to continue one's education and a stipend of \$7,089. In pay and perks, that's a lot closer to part-time hamburger-flipping than investment banking.

Like the Peace Corps, AmeriCorps is one of the best investments around. Congress ought to ensure its future by passing a five-year authorization bill, and by giving it the money for 1999 to expand.

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Ten Years of Youth in Service to America

Shirley Sagawa

AMERICAN YOUTH POLICY FORUM

EDITORIALS

Making good on 'Big Citizen' hype

Many young people are now providing the backbone of volunteerism in America. Their example should issue a challenge to others "too busy" to help make a difference.

IT'S NOT just parents, but also grandparents, aunts, uncles, cousins and neighbors who have spent time and endured the crush of crowds in shopping centers this holiday season to buy toys on children's wish lists.

Many of those individuals have also contributed generously to charities that distribute toys and other items to impoverished children. And they often urge their public officials to dedicate more of their tax dollars to public schools and health services for kids.

How many of these "nonparents," though, will spend even an hour a week as a volunteer in a program that helps to nurture a child's growth and development? Not nearly enough, clearly, since many youth programs are hurting for volunteers. As longtime Boy Scout leader McCarthy Woods of Roanoke said recently, "We've got so many boys here that need to be in Scouts. It would cut down on crime, drugs and everything else." But it's difficult to find adults to serve as Scout leaders. They come up with excuse after excuse — a familiar one being "I just don't have the time."

Which makes one wonder if "the era of Big Citizen" was just a lot of hype.

The "era of Big Citizen," some recall, was optimistically proclaimed by President Clinton in April 1997 at the President's Summit for America's Future in Philadelphia. It would, Clinton declared, replace the era of Big Government.

The Philadelphia gath-

ering was meant to summon a new spirit of volunteerism for the express purpose of preventing America's 15 million at-risk children from sliding into the throes of poverty, illiteracy, crime and illness. The hope was that thousands of new volunteers could be mobilized to minister to vulnerable youngsters.

Was that, as cynics said at the time, Pollyannaism on steroids? Since many adults still dodge one-on-one involvement with children through programs such as Scouts, it certainly might appear to be a fizzled-out movement.

Still, many have heeded the call to old-fashioned civic idealism. Interestingly — after years when retirees were about the only reliable source of volunteers that many organizations could count on — it is today's high-school and college-age individuals who seem most intent on ushering in the era of Big Citizen.

Often on their own initiative, young people are increasingly extending helping hands to at-risk children in their communities, and bringing to volunteerism a gritty determination to solve problems with grass-roots energy, rather than depend on government.

That speaks well for a generation not often credited with caring, unselfish attitudes, and raises hopes that these young people will make a lifetime habit of volunteering. They're setting a sterling example that should inspire others to make good on Clinton's promises for America's future.

YOUR CALL: What do you think about the issues raised in these editorials? To offer your opinion, please call 981-3109 or, outside the Roanoke Valley, 1-800-346-1234, extension 109, and leave a voice-mail message. We'll publish a selection of responses.

PHOTOCOPY
PRESERVATION



Not well known - 63% don't know
72% can't answer what it is

Basic description - 2/3 - 3/4 popularity

Message - citizenship
helps poor communities

Costs - when told facts, easily broken back

Diploma - Don't mess with Texas
letter down 76%

- Small Stories

- Web

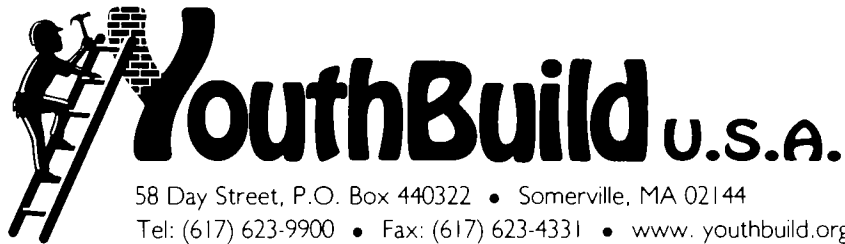
- Infomercial

United Way Thermometer

Parents of Aid

AmeriCorps - a grant program
that is not

need benchmarks - a grant
as against United Way



58 Day Street, P.O. Box 440322 • Somerville, MA 02144
Tel: (617) 623-9900 • Fax: (617) 623-4331 • www.youthbuild.org

December 15, 1998

Ms. Shirley Sagawa
Executive Director
Learning First Alliance
1001 Connecticut Avenue, Suite 310
Washington, DC 20036

Dear Shirley:

When YouthBuild USA was small, before our big leap from 15 to 108 programs in 1996, I had the practice of writing to our best friends every few months with an update and a reflection on what was happening. Now that we have absorbed the growth and built some infrastructure so that I have a chance to reflect and communicate, I want to resume that practice. I feel so grateful to all the people whose professional support of YouthBuild and personal support of me have made our work possible. I like to be in personal contact with you on some regular basis.

The world, with its e-mails and websites, has speeded things up so much that just stopping to say hello at my own initiative, with no particular task or objective or requirement, is a pleasurable luxury.

Things are generally going well in YouthBuild. The whole thing is a kind of miracle. The most amazing part is the irresistible and steady upsurge of positive energy that leaps up and out from YouthBuild students. They come with incredible stories, unbelievable difficulties they have lived through and survived. And they possess this resilience, this reserve ability to try again, to give back, to commit themselves to life, to overcome layers of despair and past pain.

It is absolutely predictable, and we do it over and over again, that when YouthBuild students get in a room with a reporter or a Congressman, or in a vacant lot in the neighborhood with a microphone and an audience, or in a support group with each other, they begin to talk about life in a way that strikes awe in the heart of the listener. It is this experience, repeated thousands of times in my life, that keeps me on the path I'm on. There are a lot of easier things to do than YouthBuild, but as long as I get to witness the wonders of the human spirit up close, and get to weigh in on the side of hope and opportunity and love, I am happy.

I am currently happy for a few additional reasons:

I have just restructured YouthBuild USA with three vice presidents, each of them terrific, and this has given me a sense of freedom that enables me to do things like write letters.

We have just obtained a \$42.5 million appropriation from Congress to HUD for YouthBuild. This is the third year in a row that the appropriation for HUD has increased, after the drastic cutbacks of 1995-96 when YouthBuild was cut from \$50 million to \$20 million. That was a heavy hit. Things are just now positioned again for the next stage of growth.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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001. letter	Dorothy Stoneman to Shirley Sagawa [partial] (1 page)	12/15/1998	P6/b(6)
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COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 23243

FOLDER TITLE:

AmeriCorps Background Stuff

2013-0124-S
rc1145

RESTRICTION CODES

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

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

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

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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

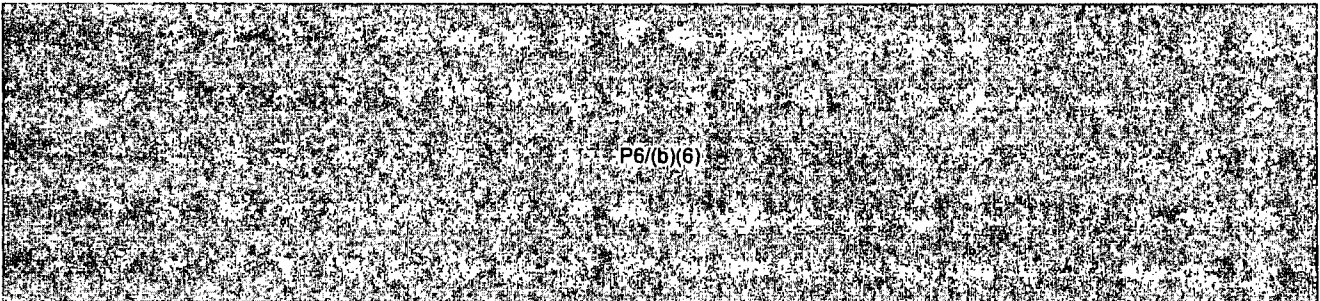
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

The YouthBuild network continues to demonstrate an extraordinary solidarity and lack of divisiveness all across the country. Managing to bring a far-flung group of autonomous adults into a united movement on behalf of low income young people and communities, with egos and turf not the dominant themes, even when there is a shortage of resources, is the other half of the YouthBuild miracle. I hold my breath, because it's hard to believe sometimes that things are as healthy as they are in this network. I often think, "This can't last. It's too good to be true. It must be fragile underneath. Something bad is bound to happen." But we have attracted a really wonderful group of leaders, with extraordinary sanity at the core. I feel constantly grateful for the goodness of the people I work with.

We have also attracted a lot of support from new places. Our old friends, the national foundations, are finally being joined by new friends in the private sector. The Home Depot, Piper Jaffray, Metropolitan Life Insurance Company, Rotary Clubs, Boston Capital: major support from these sources is hopeful and reflects a new commitment on our part to reach for support in the private sector.

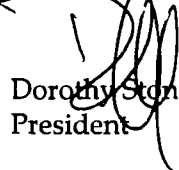
The worst thing in the YouthBuild arena is that there is still fundamentally too little money to support all the existing sites, not to speak of the sites that would like to come into existence. As a result there is profound uncertainty from year to year regarding who will win the annual HUD competition, and those that don't, suffer unfairly. Hopefully we can change this in the coming years by increasing the total amount of the appropriation, by persuading HUD to make funding more continuous, and by diversifying funding.



I meant for this letter to be short, since we are all too busy to read long letters. In case you never saw it or noticed it, I have enclosed a reprint from the Ford Foundation bulletin that featured YouthBuild. We are proud to be featured by Ford, and the pictures are nice! I have also enclosed a book of stories of YouthBuild students, in their own words, that is great for subway, airplane, and bedtime reading, one story at a time, to get inspired.

I hope you are well and enjoying life. Thank you again for the caring that has caused you to take an interest in YouthBuild. I hope you have wonderful Holidays!

With warm regards,


Dorothy Stoneman
President

(Enclosures)

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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002. paper	YouthBuild Stories of Transformation (22 pages)	ca. 1998	P6/b(6)
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