

THE WHITE HOUSE

Office of the Press Secretary

May , 1997

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Strengthening Our Commitment to Service

Citizen service is the main way we recognize that we are responsible for one another. It is the very American idea that we meet our challenges as members of a true community, with all of us working together. Citizen service cannot be a pursuit for a week or a month. The ethic of service must extend throughout a lifetime.

I recognize the fact that over the years great numbers of Federal employees have been generous with their time and talents and have made positive contributions to their local communities even as they have fulfilled their work responsibilities. As the nation's largest employer, the Federal Government has a responsibility to set an example by making it possible for its employees to serve others.

Therefore, I am directing Federal departments and agencies to explore additional measures to expand service opportunities for Federal employees. Each department and agency should review its work scheduling practices for allowing Federal employees to plan and take time off to perform community service and for making maximum use of existing flexibilities, as available, whenever the public business permits. I am directing the Office of Personnel Management to provide information to departments and agencies and to collect information from them in support of this effort. I am also directing each department and agency to report to the Office of Personnel Management within 90 days on the extent to which they are taking steps to implement this memorandum.

The Director of the Office of Personnel Management is authorized and directed to publish this directive in the Federal Register.

To: Bruce Reed

From: Steve Waldman

Re: Service and the State of the Union

Date: January 29, 1997

File: Nat Service-Ideas

Dr. Diana Elena

We need to follow up on those for POTUS speech to Service Summit

A few thoughts on how service themes and proposals might fit into the State of the Union.

The Summit

The President can recap what happened on Friday, bask in the bipartisanship and emphasize that this summit is not about talk – it's about action. Mention one or two more of the commitments, including, again, the Big Brothers example because it is a big one and enables him to make the point that we should not just be serving the young but asking the young to serve. Then he could make a commitment of his own. Two possibilities:

Allow federal employees more flexibility to spend one hour a week as a tutor or doing other volunteering. Kimberly-Clark Corporation is investing \$2 million to support building community playgrounds. But they aren't just putting in cash – they're allowing their employees to do extra volunteering. Other CEOs have taken similar steps in the view that it helps the community and builds employee morale and productivity.

As the CEO of the largest employer in the country[ck] – the federal government – I pledge today to do the same thing. I am instructing our agency heads to devise policies that allow our employees to demonstrate the true spirit of public service by volunteering. This builds on an Executive Order issued by President Bush. By giving employees more flexibility in their work hours, we can make it far easier for them to volunteer at a school or hospital when their needed most and still put in their full work-week. There are now 3 million people working for the federal government[ck]. If each one performs one hour extra of volunteer service that's 150 million [ck] extra hours of volunteering. And I'll bet it will improve their job satisfaction – and their job performance – because they will be reconnected with the reasons they came into public service in the first place.

Note: we are still researching what exactly can be done easily.

Commit that any domestic policy initiative will craft a key role for volunteering and service. National service is not a program, it is an ethic, an approach -- a way to solve problems. So I am committing that any domestic policy initiatives I might propose will have a significant role for volunteering and service. If we reform health care for the seniors, one of the answers has to be using volunteer power to help frail seniors so they don't have to go to nursing homes prematurely. If we are rehabilitating schools, we must insure that parents and students and other volunteers help. That way the job will be done cost effectively *and* the community will make extra sure that the quality is good and vandals don't deface our schools. I urge Congress to apply the same test: could this be done better by making greater use of volunteers or full-time community service participants.

The President could establish the goal that any young American who wants to do significant, continuous, arduous service -- and earn educational aid along the way -- should have the opportunity to do so.

He can say that he is very proud of AmeriCorps and views this as a key model for national service, providing the full-time cadre of service participants that can help coordinate other volunteers. But there are other ways of accomplishing some of the same goals.

Work Study. The President has already proposed that 100,000 of the new work-study slots be for reading tutors. Let's set a goal that by the year 2000, half the work-study slots -- an army of 500,000 -- be engaged in service. If you had 500,000 people each doing 10 hours a week of service that would be a phenomenal 200 million extra hours of service. (The National Service act, incidentally, specifically views such activity as "national service.") With a half million people serving their way through school, just think of what we could accomplish -- without spending a dime extra of federal money.

Faith-based service. There are already a few thousand full-time service opportunities through outstanding programs such as the Jesuit Volunteer Corps, the Lutheran Volunteer Corps or the Mennonite programs having nothing to do with the government. There are also 1,000 AmeriCorps members who serve through a National Council on Churches program that represents 15 different denominations (e.g. x, y, z.) And finally there are other AmeriCorps, service learning and senior corps programs that work with faith-based groups like Habitat for Humanity, YMCAs, and Notre Dame. These full-time service participants do not proselytize but do demonstrate that being a good Christian, Jew or Muslim means serving one's neighbor.

To the great religious institutions -- and faith-based organizations like YMCAs and Habitat for Humanity -- he would put this challenge: *if you take the lead in creating*

service opportunities, we will help you. If you multiply the number of such community service participants, we will give all of them the National Service \$4,725 scholarships.

The organizations would design the service projects and ways of providing week-to-week support for the members. Some might arrange for members of a local church to provide room and board; others might raise private money to subsidize stipends. Our role would be to offer an appealing new incentive to service in the form of educational aid.

Cost: We already have enough money in our Trust Fund to pay for these Education Only awards. So this initiative would entail no new cost. Indeed, since the \$4,725 award is so much less than the standard AmeriCorps member cost (of at least \$15,000), an expansion of education award-only opportunities will reduce the average participant cost.

This would be a good way to expand AmeriCorps and promote service -- and strengthen the connection between young people and religious institutions. The President could discuss this by referring to his exposure to the Catholic tradition of service while attending Georgetown.

National Service Scholars -- Last Spring, at Penn State, the President announced the creation of a National Service Scholars program, to acknowledge outstanding volunteer activity. Now the President can say:

We are now ready to launch this program. In the coming weeks, schools will be getting the information they need to set up this scholarship. Now it's up to you. Schools need to select the outstanding volunteer. And communities -- civic organizations, companies, religious groups -- need to come up with \$500 to fund. If communities do that -- we will match the \$500. We will provide 6,000 scholarships this year but by next year this should be in every high school in America -- and should become a tool to encourage volunteering.

The ultimate goal, of course, is not to reward one student but help stimulate a dramatic increase in volunteering among students -- for with them lies the solution to so many problems. Consider what is happening in Philadelphia. English teachers in twenty schools have taught 11th and 12th graders to tutor second graders a few afternoons a week. The teenagers help found their reading has improved at the same time they've helped the young kids..

Race

The key point here is that divisions of race cannot be solved merely through talk. The best way is through service together in a common mission. It's not accident that the military is the best institution in America at bridging the gulf in the racial divide. It is because everyone knows there is a level playing field and that they are all working toward a common mission. I'm often struck with AmeriCorps that young people who go to

college and are schooled in the politics of separatism must learn a different ethic when they start performing community service: teamwork.

Let's pledge that as we embark upon service or volunteer efforts - whether it's AmeriCorps, faith-based service or volunteer efforts spurred by the Summit - let's use this as an opportunity to bring America together. If you belong to a white suburban church don't just pledge to "help blacks" in the city - pledge to serve *with* blacks in a joint project, whether it's rebuilding a church or helping a school. If you live in the inner city, don't pretend that you are the only ones who need help. Martin Luther King said "Everyone can be great because everyone can serve."

Future Summit Plans

The people you should be meeting with here on the Summit are:

The principals:

Powell (or Col. Smullen) and Cisneros

Harris

Bob Goodwin of Points of Light

Ray Chambers

Stuart Shapiro, CEO of the summit

Greg Petersmeyer, lead Summit person on invitations and task forces

Gen. Andrew Chambers, COO, in charge of logistics

Melinda Hudson, lead CNS person on commitments

Leslie Dach, communications (Edelman)

Jay Toscano, lead CNS person on public relations

Service -
Ideas

August 7, 1997

TO: Bruce
Elena

FROM: Diana

Attached is a draft Presidential Memorandum that would direct agencies to "explore additional measures to expand service opportunities for Federal employees." We considered doing this at the time of the service summit, but dropped it in the crush of events because we were having trouble getting clearance from the Labor Dept. Now they're OK with this draft.

So I want to make sure you think this is still worth doing before I launch it into a final clearance through OMB/Mac Reed. It's not the meatiest document in the world, in that it basically asks agencies to see if they're taking advantage of existing flexibility in personnel policies, but it's probably worth doing.

I am asking OPM to make sure the unions won't hate it. I don't think they will, but it might not be worth the aggravation if they did.

FYI, OPM is a bit concerned that federal agencies have different policies on time off for federal employees to volunteer, and is anxious to release guidance to agencies soon after such a memorandum would go out so that they can make it clear what the groundrules are.

(I've wondered if this is a possible vacation announcement, but it's probably too boring.)

Diana/Bruce -

Shouldn't this be government-wide? - i.e., instead of asking each agency to derive service-friendly policies, we should be asking OPM to tell the agencies what they can/should be doing in this area[?] - or OPM should just be telling them. Aside from the uniformity question, I wonder whether this kind of open-ended invitation will seem like to conflict with the primary goal of the federal govt as employer - work. But I haven't been ~~doing~~ paying much attention to this area, and ~~it's~~ ~~unintended~~ ~~govt~~ ~~weather~~.

THE PRESIDENT HAS SEEN
7-18-97

File:
Nat Service Plan

20 the file
need reply
suggested do
follow up letter

AMERICA'S PROMISE

THE ALLIANCE FOR YOUTH

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Chairman
909 North Washington Street
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July 11, 1997

*Good Paul
For Follow
up*

President William J. Clinton
The White House
Washington, DC 20500

Dear Mr. President:

The spirit of the Philadelphia Summit keeps on growing and spreading. I see it everywhere I go. In Lancaster County, Pennsylvania, the local of Chamber of Commerce presented me with a loose-leaf book full of America's Promise pledges from local businesses. I have participated in Summit-related events in Boston, St. Louis, San Juan, Detroit and New York City.

Since the Summit, over two hundred additional corporate commitments have been made. Larry Ellison of Oracle provided one of the largest with a \$100 million+ commitment to bring network computing into every school room in the country. Bill Gates' Microsoft commitment to \$200 million+ to libraries is also part of "America's Promise." Even more significant are the many letters I receive from individuals who have gotten in a youth program in their community.

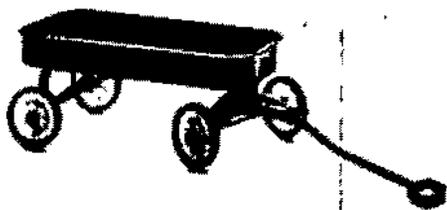
Governors and mayors are planning summits all across the country. We know of at least thirty states and over 175 cities and towns that have a summit in the works.

As you, the First Lady and the Vice-President plan your travels for the fall, I recommend you try to participate in one or more of these summits. Involvement can be as modest as a cameo appearance or as much as participating in a seminar and giving a speech. Other possibilities are a live satellite hook-up, a taped video message or a letter of support.

I am providing the schedule of summits to your staff and will follow up with Erskine Bowles. Attached is just a quick snapshot of a few of the early fall opportunities.

Very Respectfully,

Remaining letters
will be penned.



Copied
Bowles

AMERICA'S PROMISE

THE ALLIANCE FOR YOUTH

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Upcoming Community and State Summit Events

The following communities and states are planning exciting summit events. Listed below are highlights of their goals, processes, event programs and their respective dates. Please contact Gregg Petersmeyer with the Communities Department at America's Promise for further information, (703) 684-4500 Ext. 134.

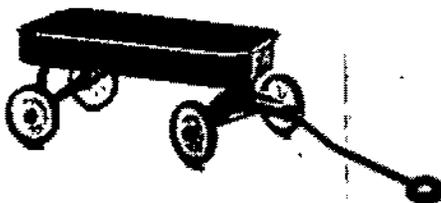
1. Massachusetts State Summit

- Governor Weld and Colin Powell together announced these goals for the state summit titled "The Promise of Youth":
 - a) 50,000 additional mentors;
 - b) double the number of safe places in the state;
 - c) enlist 2,000 AmeriCorps members and 200,000 youth in service;
 - d) double the number of individuals and organizations participating in school-to-work and remedial reading programs;
 - e) a healthy start for children without health insurance under new state law

Date: October 25-26, 1997

2. Rhode Island State Summit

- A July 2nd press conference with Governor Almond announced the summit strategy and solicited commitments
- Initiating a Youth Resource Bank -- the first-ever statewide inventory of resources available to youth and those who are willing to commit their efforts
- Goals include: a) 50 Neighborhood Homework Sites; b) 2,500 parent/teacher collaboratives; c) 100 employers offering paid time off for community service; d) 2,000 more mentors; e) a local chapter of "One Hundred Black Men"
- Providence community delegation and state delegation have merged to form a super-delegation to plan both a youth-designed summit and a broader summit in the fall



3. Marquette, Michigan Local Summit

- Richard Lynch will be the keynote speaker at Marquette's Summit entitled, "**The Emerging Patterns of Volunteerism.**" The all-day volunteer conference will have presentations, information booths and goal sessions for the communities to attend.
- The Marquette and Alger counties' goal is to make the 5 fundamental resources available to an additional 1,000 youths by the year 2000.

Date: October 8, 1997

4. West Virginia State Summit

- The state's goals are threefold: a) 20,000 children with all five resources by the year 2000; b) one Community of Promise in every county in the state and; c) increased citizen volunteering statewide
- The summit will convene 5 representatives and one county commissioner from every county
- Identifying number of existing children with all 5 resources and seeking promise books from every county -- with 1,100 promises from Clay County already
- Governor committed to active role before and after the event
- Already spoken to over 1,000 state youth on getting involved in the upcoming summit

Date: October 5-6, 1997

5. Louisiana State Summit

- 300 delegates will convene to produce local action plans after a Celebration of Service at the Governor's mansion. The effort is headed by the Lieutenant Governor
- Launching a corporate promise campaign to fund the event, including the statewide day of service, working sessions and plenary sessions

Date: October 22, 1997

6. Syracuse/Onondaga, New York Local Summit

- Rev. Soares will be the keynote speaker at the **Dual County Summit** held on *September 27*. The Summit members and Mayor of Syracuse will blend corporate and community efforts in local volunteering projects
- A local youth media group will produce a video, The Media Unit, to use during presentations and for publicity purposes
- The **Local Youth Summit** will be held on *October 13th*, giving local youths the opportunity to speak out and develop their own action plans

7. Greenville, North Carolina Local Summit

- An inspirational event convening local youth agencies that will set yearly state goals
Date: November 1, 1997

8. Madison, Wisconsin Local Summit

- A statewide Day of Youth Service planned for October 5, 1997
- A state summit in Madison on October 6, 1997

9. Columbus, Ohio Local Summit

- A "Words of Youth Retreat" to gather over 100 student representatives of all grade levels and community leaders who have each surveyed 10 friends to hear the critical issues facing the community's youth and what permanent vehicles for youth involvement they can create
Date: August 18-20

10. Indianapolis, Indiana Local Summit

- Ongoing statewide roundtable discussions will culminate in the "Indy Summit 2000," an event with a celebration of the Indiana Promise Book, a service opportunities fair, breakout working sessions and a non-profit networking dinner
Date: September 27, 1997

11. New Jersey State Summit

- Completing county-based needs assessment study and survey of existing resources in each goal area before state summit in December
- Governor Whitman has committed to the campaign and event, as well as boosting healthy start efforts under her current "Bright Beginnings" initiative
- Delegation is attempting links with major national commitment-makers present in Philadelphia

Date: Early December



UNIVERSITY PROFESSOR

A handwritten signature in black ink, appearing to be "Amitai Etzioni", written over a faint, larger version of the same signature.

January 21, 1997

Mr. Bruce Reed
Assistant to the President
Office of Policy Development
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. Reed,

The enclosed might be of interest.

Sincerely,

A handwritten signature in black ink, appearing to be "Amitai Etzioni".

Amitai Etzioni

Nat. Service
Idea

VOLUNTEERS FOR LITERACY: A NEW APPROACH TO PUBLIC PROGRAMS

During the 1996 election campaign, the President called upon one million volunteers to help conquer illiteracy in America by the year 2000. Additionally, he requested that Congress provide \$2.75 billion over the next six years to further ensure that all children be able to read.

This very worthy goal can be accomplished by combining the already suggested steps with additional ones. The steps to which I refer would not only help eradicate illiteracy, but would also highlight a new, more communitarian approach to conducting public endeavors in an age where public resources are scarce.

The program suggested by the president already builds in four public policy elements: (a) modest appropriations (for example, the funding required for an expansion of Head Start), (b) innovative incentives (e.g., small grants to encourage parents to act as teachers), (c) jawboning (calling on businesses and other organizations to get involved in this important project), and (d) rededication of previous allocations (for instance, the utilization of work-study research assistants as volunteer teachers, and the mobilization of AmeriCorps). I suggest adding a coalition of voluntary associations as a fifth element. The coalition would act as the main infrastructure for the drive to foster literacy. I will provide a few details about what this entails, and the merits of incorporating this element, both for combatting illiteracy and for defining a new approach to certain public endeavors.

A Voluntary Infrastructure

A major difficulty faced by many voluntary endeavors is a lack of structure and organization. Volunteers become frustrated and burn out quickly when they show up for work and there are no clear assignments or meaningful tasks to be done. Conversely, those who draw on volunteers fall into despair when they find that volunteers are unreliable. To avoid these and related problems, large scale volunteer projects need an organizational infrastructure. By "infrastructure" I mean local, state, regional and national coordinators; tracking systems; guidance rules; assignment of tasks; communication links; and related factors that all large scale, continuous projects require. Some organizations, such as the Red Cross and the March of Dimes, raise a considerable amount of funds and then use them to hire professionals to form and service a much-needed infrastructure.

The question is, how can a broad and successful drive to end illiteracy gain such an infrastructure--without a massive allocation of funds or the formation of yet another federal agency? The answer I suggest is that the federal government largely limit its role to that of an initiator, convener, and source of some support, while the infrastructure itself be provided by a coalition of existing voluntary associations. These associations, in turn, would draw upon their own existing infrastructures. A group of associations such as the American Association of Retired Persons, the National Council of Churches, Catholic Charities, the United Way, and the March of Dimes (and several other such associations)

should be invited to participate. They would in effect serve as bundles of pre-packaged volunteers. (An informal conversation with the head of one of these associations indicated that the association would be quite keen to participate.)

An association that agrees to participate would realize that their involvement entails a commitment to (a) "mobilize" a given number of volunteers (say at least 50,000 per organization); (b) provide volunteers with the needed guidance to be effective teachers; (c) assign volunteers to classrooms and time slots, and identify backups and provide general coordination; and (d) help organize transportation where necessary. The leaders of associations that are willing to meet the challenge and make the required commitments would constitute the governance of the "End of Illiteracy" coalition, together with a representative of the federal government.

The national coalition of voluntary associations to end illiteracy might need to be supplemented by local coalitions. This may be the case not only because local coalitions would ensure greater involvement of people, best achieved when there are local "chapters" (as practically all major voluntary associations have), but also because there are important sources of volunteers that are available only in ready-made local "packages," such as colleges and, potentially, high schools. Thus, the Boston chapter of the national coalition could draw not only on local members of the AARP and March of Dimes, for example, but also on Harvard, Brandeis,

Boston University, Boston College, Northeastern, University of Massachusetts, and other colleges in the Boston area.

Colleges can provide much more than volunteers; they can also help provide the all-important infrastructure. In addition to each college committing itself to providing a given number of volunteers, student governments and deans of students could contribute to the following efforts: the guarantee that volunteers will show up as committed, and if some cannot make it, rustle up others; transportation to the sites; general guidance; and coordination with other sources of volunteers and service sites.

Note that it is often suggested that because many more women are now gainfully employed outside the home, and because women composed a major part of volunteering efforts in the past, a volunteer drive such as this one may lack the needed numbers. However, an increasing population of healthy and publicly-spirited senior citizens (and students) is a significant growing source of much under-mobilized volunteers.

National and local infrastructures may be further supplemented by the return of one dollar business executives. The trend of downsizing has increased the pool of experienced executives who retire at a relatively young age, leaving many looking for meaningful pursuits. Others may come from the ranks of corporations that would "lend" their executives to the drive for one year, while keeping them on their payroll at a full or partial rate. In order to enable a large number of such executives to participate, it

seems necessary to either change the law, exempting such dollar-a-year persons from various government disclosure, disinvestment, and other regulations, or--constitute the whole drive as a public authority, subject to different rules and regulations than regular federal agencies.

One major task of the national and local coalitions would be to provide a sense of accomplishment and progress, and agitate against burnout, a major hazard when relying on volunteers. Such a sense could be fostered by defining specific and measurable goals for the volunteers to reach for. One such goal has already been suggested, namely the aim that all Americans be able to read at least at a third grade level within six years. Introducing a standard interstate test would serve to record, acknowledge, and reward progress, as well as help advance the movement toward national educational standards.

The goal of eradicating illiteracy should be expanded to include the teaching of English to immigrants. True, immigrants are not illiterate; they are fluent in some language other than English. And indeed many of them are rather learned and can follow rich literature and scientific reports, etc., whereas illiterate persons cannot. However, for many functions in which English is required, immigrants face problems that are similar to those faced by illiterate persons. It is probably not effective to develop a separate drive to provide volunteers teach English. Hence the

suggestion that the goal of English literacy for immigrants be included in the goals of the coalition to eradicate illiteracy.

Teaching English is an ideal task for volunteers, because little preparation is required (compared, for instance, to volunteer fire fighting, or serving as an emergency medical technician, or even as a source of basic first aid). Moreover, teaching English (and literacy in general) is a task compatible with flexible time commitments and infrastructure possibilities. Literacy can be taught, without particular facilities, at practically any place; there is no need for specialized equipment: If volunteers are not exactly on schedule or if substitutes show up, the harm is limited. And steady progress can be made toward accomplishing the goal; there can be satisfactory closure with each "graduating" class that passes the literacy test.

There is no reason to delve into the controversy of whether or not English should be the official language of the United States. Reference here is made to the need to provide opportunities to learn English to all those who seek to acquire it, and not to force anyone to use English if he or she prefers not to do so. The fact is that many thousands are keen to learn English; but there are ever-fewer opportunities to do so because of cutbacks in various public programs.

Finally, it should be noted that by proceeding in the suggested way, drawing on existing voluntary associations as the main source of the much-needed infrastructure for voluntary

activities serves a broader purpose than eradicating illiteracy. It highlights the movement away from statism, and fosters a greater reliance on community and private-sector partnership in the treatment of social problems. This is of particular significance given the quest for ways to advance social goals without excessively taxing the public purse. It is not suggested that all or even most domestic missions can or should be handled this way. However some, which have the already discussed features, could greatly benefit from this approach, and most missions have components that could be served in this way.

Amitai Etzioni