

CORPORATION
FOR NATIONAL
SERVICE

12/8/58

Bruce -

Here is a copy of Harris'
"long-awaited" personal letter
to the President. HW mentioned
it to the President last night.

Anything you can do to make
sure he sees & reads this memo
will be greatly appreciated.

Many thanks.

— J. G.

July 28, 2000

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford 
Subject: Reauthorization of National Service

As the fall legislative season looms, I want to report very good news on our progress in getting AmeriCorps and national service reauthorized, and to alert you that we will need your very strong help in the final push. With the bipartisan support we have built and the necessary pressure from you directly with the Congressional leadership, we can win reauthorization this year.

You may have heard that the bill passed out of the Senate Labor Committee last week on a voice vote (with only one voice against – Senator Sam Brownback of Kansas). Senators Kennedy and Jeffords (who are piloting the bill) had some hope that it would pass the Senate Friday by unanimous consent procedure. In the rush to recess on Thursday, that could not happen, and so we are now looking for action in September.

As I have reported in previous memos, we have had a number of breakthroughs in our longstanding effort to develop bipartisan support. One major announcement will occur sometime in August. Through the personal efforts of our new Board member Governor Marc Racicot, 46 Governors have now signed a letter in support of the reauthorization legislation. For your information, I enclose the text of the letter. Governor Racicot is working hard to secure the few Governors who have not yet signed the letter. When he completes his work, this letter will be an extraordinary demonstration of the strength AmeriCorps has around the country and a very important boost for the legislative effort.

At this juncture, no strong opposition to the bill has surfaced – though there is a diminishing coterie of opponents in the House. Our challenge is to get enough attention to the bill in the final days to make sure it gets passed. Our Senate and House sponsors will be pressing the leadership for action, and the Governors' letter will be a powerful impetus. But our key legislative supporters (including John Kasich and Chris Shays, as well as Ted Kennedy and Jim Jeffords) believe that now is the time crucial for you to indicate to the leadership that you want and expect Congress to pass this legislation this fall.

You and all of us here have worked long and hard to reach this point. Success is within our reach. To get reauthorization enacted this fall is just the right upbeat and forward-moving note to close this chapter of your great Presidential leadership on service. With your timely help, we can do it.



July 10, 2000

The Honorable Trent Lott
Majority Leader
United States Senate
S-230, The Capitol
Washington, D.C. 20510

The Honorable Thomas A. Daschle
Minority Leader
United States Senate
S-221, The Capitol
Washington, D.C. 20510

The Honorable J. Dennis Hastert
Speaker
U.S. House of Representatives
H-232, The Capitol
Washington, D.C. 20515

The Honorable Richard A. Gephardt
Minority Leader
U.S. House of Representatives
H-204, The Capitol
Washington, D.C. 20515

Dear Senator Lott, Senator Daschle, Speaker Hastert, and Rep. Gephardt:

As Governors, we have long been involved in and concerned with volunteer efforts in our respective states. We have seen the progress of young people inspired by older students, the importance of trained hands helping after a disaster, and the pride of a senior sharing his or her time with a child in need of mentoring.

For these reasons and many more we write in support of reauthorizing and extending AmeriCorps and other national service and volunteer programs administered by the Corporation for National Service.

Governors have built an outstanding state-federal partnership in operating national service programs. Governor-appointed state commissions that direct financial resources and membership within states are successfully administering AmeriCorps.

As Governors, we recognize the value of national service as a tool in meeting important needs in our states. We have seen national service at work in our states. We do not want to lose this force for good in our communities, states, and country.

We fully support the National and Community Service Amendments Act of 2000 and strongly urge Congress to pass this legislation.

Sincerely,

Nat
Service

CLINTON ADMINISTRATION ANNOUNCES NEW BUDGET INITIATIVES TO ENCOURAGE COMMUNITY SERVICE

Today, the White House will announce an investment of over \$850 million in President Clinton's FY 2001 budget to support community service and to empower more Americans to renew our civic life. This increase of nearly \$120 million for the Corporation for National Service keeps AmeriCorps on track for the President's goal of 100,000 members each year by the year 2004. The budget will also include a new "AmeriCorps Reserves" program, modeled after the military reserves, and designed to engage former corpsmembers in times of need. Finally, the Administration will also announce \$15.5 million in new initiatives that reward innovations in youth service, as well as additional resources to encourage service by senior citizens.

EXPANDING AMERICORPS AND CREATING A NEW "RESERVES" PROGRAM TO ENGAGE AMERICORPS ALUMS IN COMMUNITY SERVICE.

- **Keeping AmeriCorps On Track for 100,000 Members a Year.** With a \$73 million increase, AmeriCorps will be able to grow to 100,000 new members a year over the next four years. Since the launch of AmeriCorps five years ago, more than 150,000 Americans have served on the front lines in hard-pressed neighborhoods—tutoring in schools, responding to natural disasters, helping to make our streets safer, building homes, and more. In fact, more Americans have served in AmeriCorps in the last five years than have served in the entire history of the Peace Corps.
- **"AmeriCorps Reserves" to Engage Former Corpsmembers in Service.** The President's budget includes \$5 million to create a new AmeriCorps reserves program that will enable former Corpsmembers to re-engage in service to their communities, particularly in times of crisis. This pilot program would be modeled on the military reserves: former AmeriCorps members would serve in the Reserve Corps on weekends and/or after work, and would address national crises, including natural disasters. The Reserves will build on the AmeriCorps Continuing Service initiative, which connects AmeriCorps alums to community service projects through a partnership with national non-profit organizations such as the American Red Cross, the Boys and Girls Club, Big Brothers/Big Sisters, Habitat for Humanity, the National Mentoring Partnership and the YMCA.

"COMMUNITY COACHES" AND OTHER INNOVATIVE INVESTMENTS IN YOUTH-DRIVEN SOLUTIONS.

- **Community Coaches.** For the first time, the Corporation for National Service will award \$5 million in grants to place a "community coach" in nearly 1,000 schools. Community Coaches – AmeriCorps members, teachers, and counselors – can help students make the most of their community service and can act as a vital link between the school, the business sector, and the local community. This initiative is modeled after the Community Coaches program pioneered by the national youth leadership non-profit organization Do Something. Do Something is already supporting community coaches in more than 100 schools in 75 communities across the country.

- **Youth Empowerment Grants.** The budget also includes \$3 million for new Youth Empowerment Grants, competitive fellowships that reward young social entrepreneurs dedicated to solving problems in their communities. The Corporation for National Service will award the grants to community-based organizations that sponsor young people who have designed and developed their own projects. These will include efforts to prevent youth violence, programs to improve civic participation, and initiatives that engage older students in tutoring and mentoring.
- **America's Promise: The Alliance for Youth.** The budget will include \$7.5 million for this national crusade to help all children grow into healthy, strong, and productive adults. America's Promise focuses on five promises for every child: (1) an ongoing relationship with a caring adult -- parent, mentor, tutor or coach; (2) a safe place with structured activities during non-school hours; (3) a healthy start; (4) a marketable skill through effective education; and (5) an opportunity to give back through service.

SUPPORTING SENIOR CITIZENS IN SERVICE TO THEIR COMMUNITIES.

- The President's budget expands funds for senior service by \$9.7 million. These funds will provide additional opportunities for thousands of older Americans to serve their communities.

CORPORATION
FOR NATIONAL
★ SERVICE

Nat Service

December 1999

Dear Friends in National Service,

I'm delighted to write to you this holiday season with good news – a record of accomplishment of which we can all be proud (highlighted in the enclosed Report) and strong prospects for the next decade of citizen service in America. Thank you for all the hard work that made these achievements possible.

There are two points I want to make at this turn of the century. First, national service – as a partnership of the civic sector, the corporate sector and government at all levels – is built on the principles of devolution and collaboration that are now at the center of a quickly emerging national consensus. Practically all the Presidential candidates are calling for a devolution of resources and responsibility to states, communities, and the non-profit sector, including the great educational, faith-based, and civic organizations. National service is the living example of just such a new way of getting things done. That's one reason it is so important that we have succeeded and that we continue to succeed in making national service work. And that's why bipartisan and non-partisan support of our programs is so strong and growing – why we're not just going to survive, we're going to thrive.

Second, we've made tremendous progress in getting the systems in place to meet the extraordinary challenges of administering, monitoring and accounting for this large decentralized system through which we support thousands of grantees and service sponsors. As we succeed in establishing the infrastructure for National Service that Congress intended, we are demonstrating that this new form of public-private, federal, state and local cooperation works.

In January alone, we have two special opportunities. First, I urge each of you to organize or participate in service activities to celebrate the Martin Luther King Holiday on Monday, January 17 as "a day on, not a day off." And second, I look forward to being with many of you January 24-27 in New Mexico at the *ACCESS: Opening the Doors to Service* national conference to build collaboration between the disability community and all the streams of service.

We've come far – and we've got far to go. As we approach the new year and new century, let's remember the urgency with which Martin Luther King, Jr. sought to fulfill the Promise of America for all. More than thirty years after his death that work is still not finished, but in all our programs – and in the campaign for America's Promise in which we are participating – we are doing our part to overcome the big obstacles that remain.

With warmest wishes,



Harris Wofford
Chief Executive Officer



December 1999

1999 HIGHLIGHTS

CORPORATION FOR NATIONAL SERVICE

This has been a year marked by exceptional progress in creating opportunities for Americans of all ages and backgrounds to serve and in advancing the idea that service is a key strategy for bringing people together to solve community problems. This Report underscores some highlights of the year.

Before turning to reports on our programs, a few key developments merit special mention. One of the most important developments of the year is that service has become an increasing factor in the public discussion about how to mend the American community and solve persistent problems. Reflecting our democracy, this discussion is occurring in many forums. In August, General Colin Powell, Chair of America's Promise, told the nation's Governors that AmeriCorps "is a tremendous investment in young people, a tremendous investment in the future." And *George Magazine's* newly-released book ranks service first among 250 ways to improve America in the new century. Most of the presidential candidates, in their own ways, have spoken powerfully about the need to inspire and encourage citizens to give to their communities and the importance of forging new partnerships to solve problems. The serious attention that service is now receiving is a testament to the long and hard work of so many champions of National Service around the country! President Clinton has continued his emphasis on service, on many occasions, ending his year with his message to AmeriCorps members and other volunteers at the DC Central Kitchen:

"I want to say again how proud I am of you and what a testament you have been to the proposition that working with others is not a burden, it is a joy; it is not a duty, it is a privilege. And whether you are preparing meals or teaching a child to read or painting an old school, you always get more than you give."

We also witnessed a growing consensus that solving our problems requires real partnerships between businesses, the non-profit sector, and government at all levels. The Corporation for National Service is at the forefront, searching and finding new ways to collaborate with leading companies, with non-profits, large and small, local and national, and with the nations governors and mayors. Working with the Points of Light Foundation, with whom we sponsored the Presidents' Summit for America's Promise, we are actively engaged in carrying out the campaign for children and youth led by General Colin Powell.

Also worthy of special note is the impact of technology on our work. One of the most important priorities during this year has been to increase and improve our use of

technology. We have used technology to enhance our basic communications through the national service field and now information technology, including the internet, has become a vital force in improving the efficiency of our daily business operations. We also continue to improve the Corporation's website – www.nationalservice.org. We experienced an exponential increase in the number of "hits" on the website, and we expect to see further growth in the coming year. At this point, the website contains extensive resource material, and we hope that you will use it as a key research tool. (This Report often refers readers to the website for additional information.) We know that the web is an increasingly important vehicle for recruiting and are devoting time and energy to make the site a more lively, user-friendly recruiting tool. Expect to see new material and further enhancements in the months ahead.

AmeriCorps

In its first five years, more than 150,000 people have joined AmeriCorps – as many as have joined the Peace Corps in 38 years. And since 1994, the number of AmeriCorps grantees has grown from 350 to over 800. Our latest evaluation study, released in conjunction with the fifth year anniversary, documented the impact that AmeriCorps members are having in classrooms, in after-school programs, in low-income communities, in disaster response and in myriad other assignments. We have also seen growing numbers of AmeriCorps members take advantage of the education award they receive for completing service. In 1999 alone, more than 23,000 former AmeriCorps members used their AmeriCorps education awards.

The key to the success of AmeriCorps lies in the achievement and experience of individual members. That's why our emphasis in AmeriCorps this year has been on the recognition of the AmeriCorps members. Early in the year the President launched AmeriCorps' **Call to Service** campaign at the University of Maryland. This recruiting blitz ultimately included 28 events in 16 states and included such notable participants as Tipper Gore, former Peace Corps Director Mark Gearan, First Lady of Michigan Michelle Engler, Sen. John Kerry, Lt. Governor Olene Walker of Utah, Mayors Dennis Archer of Detroit and Ron Gonzales of San Jose, and former Congressman and Chief of Staff Leon Panetta. In all of the events and the supporting material, the focus was squarely on the stories and the experiences of AmeriCorps members.

In the fall, we celebrated the **Fifth Anniversary** of AmeriCorps with a series of service projects and events around the country, including a major event at the White House on October 20. The centerpiece of the White House commemoration was giving the first **All*AmeriCorps Awards** to 21 exceptional former AmeriCorps members. In the spirit of non-partisan support for service, the awards were given by Coretta Scott King, General Colin Powell, Gov. Mike Leavitt of Utah and Sargent Shriver. (For features on each of the 21 winners, please see www.americorps.org/5years.)

To support the continued growth of AmeriCorps, we developed a range of **new recruiting materials** emphasizing the achievements and experiences of individual

members. Those materials include new AmeriCorps, AmeriCorps*NCCC, and AmeriCorps*VISTA brochures. We are about to complete a mailing to 300,000 college seniors. Soon after the New Year, we will release a new AmeriCorps recruiting public service announcement featuring Detroit Pistons basketball star Grant Hill.

Another priority in AmeriCorps was to work closely with the field to strengthen the management of grants and programs. We began in January with a **Financial and Program Accountability Seminar**, an intense three-day training session for state commissions and national direct grantees. The leadership of the Corporation, including the Inspector General, stressed how important it is to improve and pay close attention to all aspects of the administration and record keeping of AmeriCorps grants.

Throughout the year, we have been working intensely to develop **administrative standards** for state commissions. These standards, which we developed in close consultation with state commissions, are designed to help commissions assess their own capacity and to guide outside evaluators in measuring the performance of state commissions. We have field-tested the administrative standards, adjusted them based on the results of these pilot tests, and will fully implement them in the coming year.

In addition, AmeriCorps launched three program initiatives during the year. First, the initial class of **AmeriCorps Promise Fellows** was sworn-in. The AmeriCorps Promise Fellows program is a partnership with America's Promise to help communities deliver the five promises for children and youth that are the focus of the America's Promise campaign. In February, more than 350 of the first group of Fellows attended a national training institute to prepare them for their service. In the fall, the Corporation made a second round of grants to continue and expand the AmeriCorps Promise Fellows initiative.

To strengthen our continuing partnership with the nation's Governors, the Corporation announced a special competition for **Governors' Initiatives**. Through these grants, the Corporation is making AmeriCorps resources available to support special policy initiatives of governors. The Corporation funded a total of 18 proposals, making 3,000 AmeriCorps members available for projects ranging from state park restoration in Tennessee to tutoring of K - 4th grade students in Ohio to technology training and development in Maine.

AmeriCorps*VISTA continues to grow and flourish. Once again, VISTA received a sizable increase in appropriations, and in the next year we hope to reach 6,000 volunteers. As VISTA celebrates its 35th anniversary in the coming year, it is on the cutting-edge of meeting challenges in literacy, welfare-to-work and efforts to close the digital divide. Just this month, after a nationwide search, we selected Matt Dunne, a state legislator from Vermont, to be the new Director of AmeriCorps*VISTA. He will be an energetic new leader during this very promising time for VISTA.

In November, we announced a major new AmeriCorps*VISTA initiative called **PowerUp**, a partnership to deliver technological resources and expertise to disadvantaged

communities. PowerUp is a joint venture of America Online, the Case Foundation, America's Promise, the YMCA of the USA, Boys and Girls Clubs, the Waitt Family Foundation, and other partners and founders who are donating computers, internet access and other resources to schools and community centers that need them. In 250 new PowerUp centers, more than 400 trained AmeriCorps*VISTA members will serve full-time as mentors to young participants and train them in computer technologies they'll need to succeed in the digital age. The Case Foundation and other partners such as the Boys and Girls Clubs will pay most of the VISTA costs.

AmeriCorps*NCCC (National Civilian Community Corps) continues to be a powerful force. This year, the NCCC once again received over 3,000 applications for its 800 positions. Corps members engaged in hundreds of successful service projects, covering 49 states and Puerto Rico, ranging from disaster response in North Carolina after Hurricane Floyd to support for the Special Olympics World Summer Games to the Habitat Collegiate Challenge project which made it possible for over 2,000 college and high school students to help build homes for low-income families during their spring break to The Great River Sweep project that engaged 8,000 volunteers on a massive clean-up of the Hudson River to work with more than 30 Boys and Girls Clubs. Lauren Ravit, a Southeast Region class V NCCC alumna recently wrote of her experience: "I know it is the most important thing I will ever do and I will take the pledge to 'get things done for America' with me for the rest of my life."

Service-Learning

As a strategy for both engaging students in service to the community and enhancing academic performance, service-learning is taking hold in an ever-growing number of schools. Through the Learn and Serve America program, we provide grant funds to more than 200 educational and community-based organizations to support service-learning. As a result of a proven track record, more and more educators, parents and community members are seeing service-learning as a viable teaching tool and realizing the potential for utilizing students as a resource for solving community problems.

In September we joined with the Department of Education to release the results of a **national K - 12 school** survey that documents the growth of service-learning. The survey shows that thirty-two percent of all schools organized service-learning as part of their curriculum, including nearly half of all high schools. Sixty-four percent of all public schools, including eighty-three percent of public high schools, had students participating in community service activities recognized by or arranged through the school. The survey also provides information on sources of funding to support community service and service-learning, school policies making participation in service-learning voluntary or mandatory, and how schools are implementing service-learning. (For more information on the study, please see www.learnandserve.org.)

Following up on the release of the survey, just this month we joined with Secretary of Education Riley to renew our agencies' Declaration of Principles in support of Service-Learning. (The full text of the Declaration is available at www.learnandserve.org.)

In addition to funding service-learning grants, we have undertaken several special initiatives to encourage and recognize service by students and leadership in the field of service-learning. This year the Corporation launched the **President's Student Service Award**. This award program, which is modeled on the President's Physical Fitness Award, demonstrates that civic fitness is as important as physical fitness. Young people who perform at least 100 hours of service are eligible for the Award. The program is off to a strong start, and promises to multiply in the coming year. It is being administered by a joint venture of the American Institute for Public Service, the Points of Light Foundation and Youth Serve America. (For more information on the President's Student Service Award, please see www.student-service-awards.org/awards.html.)

Through the **President's Student Service Scholarships**, more than 3,600 high school students received a \$1,000 scholarship for their outstanding service in 1999. With \$500 provided by the Corporation and matched dollar-for-dollar by a local or national organization, the Scholarships can be awarded to two students per high school, so long as funds are available. This past year, Boys & Girls Clubs of America allocated \$1 million to enable each of its Clubs' local Youths of the Year to receive the President's Student Service Scholarship. The Scholarship program is administered by the Citizens' Scholarship Foundation of America.

The Corporation also recognized the first winners of the **National Service-Learning Leader Schools**, 70 high schools that exhibited outstanding programs and accomplishments in service-learning. For the next two years, these 70 schools will serve as models and active leaders in demonstrating the value and quality of service-learning programs. In the coming year, we are extending the Leader School program to middle schools. (Additional information on the Leader Schools is available at www.learnandserve.org/leaderschools/.)

Senior Service

All sectors of society are beginning to see the significance of the aging population. Nowhere is this more evident than in the field of service, where the power of senior service is becoming ever more important and apparent. Just this month, the *New York Times* featured senior service on the cover page.

In line with this increasing importance and attention, the National Senior Service Corps made significant progress in 1999 toward major strategic, program and management objectives. We are meeting the needs of seniors and of communities by implementing a vision for senior service that includes a wide range of flexible service alternatives.

The three programs that form the heart of the National Senior Service Corps – **Foster Grandparent Program, Senior Companions, and Retired and Senior Volunteer Program (RSVP)** – are stronger, larger and more vital than ever. The Programming for Impact initiative we put in place over the past several years has helped to change the face and focus of the Senior Corps programs and has positioned them to respond effectively to the increasing demand for accountability. The success of Programming for Impact is seen not only in the effectiveness of delivering services but also in the increased appropriations for each of the Senior Corps programs.

In addition, we have developed **senior demonstrations** as “incubators” for new ideas and service innovations. These initiatives are demonstrating the value of various approaches that can be incorporated into existing programs and that can lead to a wider range of service opportunities for a wider group of seniors.

These demonstration are helping to identify and shape a new national senior service model that focuses on sustained, intensive service of senior leaders. The senior leaders help to recruit and support even greater numbers of volunteers ages 55 and older. Volunteers serve without regard to income or restrictions on what they can do.

One example is the **Experience Corps / Seniors for Schools**. The evaluation results for Seniors for Schools show the potential value of seniors focused on a particular service. The results show that senior service concentration on reading skills makes a major impact on the children and the schools served. Even in the early stages of testing, these senior demonstrations have generated significant new partnerships. The State of Ohio now contributes more than \$2 million annually for a program explicitly founded on Seniors for Schools.

We are working closely with Civic Ventures to help sustain and accelerate the momentum for an expanded and more comprehensive national approach to senior service. It's president, Marc Freedman, has just written a challenging and important book on the potential of senior service, *Prime Time: How Baby Boomers will Revolutionize Retirement and Transform America*.

In another successful effort to expand the scope of senior service, the Senior Corps has established **National Organization Partners**, who have been introduced to the power of senior service. In the past two years, Senior Corps established productive partnerships with seven national non-profit organizations: Big Brothers/Big Sisters of America, Catholic Charities, Child Welfare League of America-Generations United, Lutheran Services in America, Points of Light Foundation, Save the Children, and Volunteers of America.

As a result, these national organization are: (1) looking to the aging of America as a resource boom; (2) acknowledging the Corporation's role as a leader; and (3) beginning to promote the use of senior volunteers as a resource throughout their affiliate networks.

These national partners are starting to coalesce as vital new supporters of an expanded and re-engineered Senior Corps, and will be important allies as we begin the 21st century.

Management and Administration

Improving the business operations and financial management of the Corporation has also been a top priority. This year we made additional improvements in financial management, including getting a clean opinion on a statement of financial position, and important steps toward the goal of a clean audit opinion on a full set of financial statements. While more work remains, the Corporation is moving closer to our goal of full auditability and is becoming more efficient and customer-friendly for our grantees and partners.

We implemented a **new financial accounting system** that will modernize financial management, provide better funds control and real-time, on-line access to data for record-keeping and decision-making. This new system is Year 2000 (Y2K) compliant. We also successfully updated and modernized our computer hardware and software so that all mission critical systems are Y2K compliant.

As noted earlier, we are harnessing the power of the internet to support our financial and program management. Working closely with state commissions, we implemented the new **web-based reporting system (WBRS)** that makes it possible for AmeriCorps grantees to enroll and record member service through the internet. In addition to the improvements in productivity and accuracy that will come through this system, both for our grantees and our own staff, we will have far more powerful management reports that will contribute to program operations.

In the coming year, we will continue to emphasize the importance of good business practices and sound fiscal management. And we will have the benefit of having our new Chief Financial Officer, **Anthony Musick**, who was nominated by the President and confirmed by the Senate in mid-November. Tony brings a well-tested experience to his lead role on financial management improvements.

SPECIAL INITIATIVES

Compact on Youth Service

The Corporation for National Service took the lead with America's Promise in bringing about a new compact with a growing number of the leading national youth or youth-serving organizations specifically pledging to work together to increase opportunities for young people to help fulfill America's Promise for other young people. The other initial organizations joining in this concerted strategy include: American Red Cross, Big Brothers Big/Sisters, YMCA of the USA, Boys and Girls Clubs, Points of Light Foundation, Grantmaker Forum on Community and National Service, Youth

Service America, United Way of America, City Cares of America, Communities in Schools, Do Something, and Girl Scouts of America.

The compact includes support for the goals of 100,000 AmeriCorps members, two million President's Student Service Awards for 100 hours of service, and half a million work-study students in community service. The compact will be a powerful new force in demonstrating that young people must be seen – and see themselves – as resources and leaders in fixing what ails us as a nation and in bringing service by youth to scale in this country.

Martin Luther King Day of Service

Last January the national service community, working with the King Center on Non-Violence and hundreds of thousands of volunteers, led the nation in celebrating the birthday of Martin Luther King, Jr. as "A Day On, Not a Day Off." The idea of the King Holiday as a Day of Service continues to gain ground. The President and the Vice-President joined with AmeriCorps members in Washington, DC and the King family participated in a service project with Hands on Atlanta. And at hundreds of sites around the country, national service participants – young and old – participated in service projects ranging from serving meals to home bound AIDS patients in Maryland to building Habitat homes in Pennsylvania to tutoring children at a Head Start/Early Learning Program in Virginia. King Day 2000, which will be celebrated on January 17, promises to be even larger. As a result of a \$100,000 contribution from Best Buy, Inc. the Corporation was able to increase the number of its small grants for service projects. And Grant Hill has produced a radio and television PSA urging people to serve on MLK Day. (For more information on MLK Day activities, please visit www.mlkday.org.)

National Community Service Conference

Last June more than 3,000 leaders in national service and community volunteering gathered for the annual National Community Service Conference. In addition to being the largest conference to date, this year's conference generated tremendous enthusiasm for seeing service and volunteering as essential elements of community problem-solving strategies. Based on the success of the 1999 conference, America's Promise and the United Way have joined as partners in the 2000 National Community Service Conference, which will be even larger. General Powell and the network of state and local Promise campaigns will participate. The focus of the conference will be on "Fulfilling the Promise for America's Children and Youth."

* * *

We in the national service field have set high goals for ourselves, and we are constantly stretching to increase the quality, scope and impact of our work. The future holds many challenges and opportunities. The record of accomplishment in 1999 is cause for great optimism about what national service can do for communities, for participants, and for the nation as a whole.

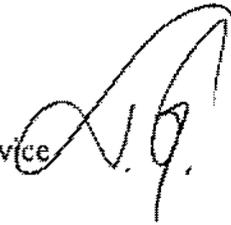
TO: Karen Tramontano
Ann F. Lewis
✓Bruce Reed
Thurgood Marshall, Jr.

CC: Shirley Sagawa, Eric Liu, Lowell Weiss

FROM: John Gomperts, Corporation for National Service

RE: Help with the AmeriCorps Anniversary

DATE: October 5, 1999



The plans for the Fifth Anniversary of AmeriCorps are coming together well. In the field, we know there will be a good deal of service and swearing-in activity, including several outstanding events. Interested organizations also appear to be organizing several good events in Washington around the time of the Anniversary. There is significant interest among supporters on the Hill. And the White House event looks very strong. So the pieces are in place for a successful commemoration.

Now the question is how much all of this activity will help to spread the word about AmeriCorps and support the recruiting effort the President launched at the University of Maryland and that the Corporation has been pursuing so vigorously this year. You can be sure that we are doing everything we can to push the story out. But our resources are limited and to move this story to a higher level, we need your help. Below is a list of things that would advance the story substantially. I am not so naïve as to think that you can clear the decks and do everything on the list. But I do hope that you can help make some of these things happen.

Message of the Day – Of course I know that there are many major events (internal and external) occurring in the same time frame as the AmeriCorps anniversary. But we all agreed that this would be our chance to push out the AmeriCorps story at a high level, and we must clear space to get this message out.

Presidential Interview – It would be a great help if the President would do an exclusive interview on AmeriCorps with a reporter or reporters and/or columnist(s) who have a special interest in service. Ideas include Jon Alter, Susan Page, Walter Shapiro, David Gergen, Jeff Greenfield, Tavis Smiley or others. An exclusive radio or TV interview is another attractive possibility.

A Written Product by the President – I don't know whether it is possible to pursue a written product by the President. When AmeriCorps was launched, the President had an op-ed in the *New York Times*. It may be the only op-ed he has done as President. I am not suggesting that venue or format, but some type of column by the President about his pride in the accomplishments of AmeriCorps members would have great power.

Senior White House Surrogates – In addition to making the President available to talk about AmeriCorps in some way, it would be helpful to have senior White House surrogates available to talk about the AmeriCorps anniversary. Likely surrogates include: John Podesta, Ann Lewis, Bruce Reed. Of course, it would be helpful to have Joe Lockhart mention the anniversary as often as possible. In addition to “on the record” interviews, it would be especially helpful if those in White House who talk regularly to the media really emphasize the importance of the AmeriCorps story. Even in the midst of other activities, we have to push the story that AmeriCorps is central.

Radio Address and Service – Under separate cover, I am submitting a scheduling request for the President to use the radio address on October 23rd to sweep together the AmeriCorps anniversary and the philanthropy conference. He could press the theme that by giving of themselves individuals can make a huge difference in communities and in the spirit of the nation. To put flesh (and a picture) to those words, I will recommend that the President participate in a terrific service project here in Washington DC.

Weekend shows – Whoever represents the White House on the weekend talk shows (both the weekend before and the weekend after the event) should be sure to talk about the success of AmeriCorps and the significance of the anniversary.

Help with Networks – Simply stated, we need help with the networks. We just haven’t succeeded in breaking through with them. White House contacts and pitching could help enormously. This includes the evening news, and other news shows including the morning shows.

Regional Press – We will have approximately 20 winners of the first annual All* AmeriCorps Awards. We want to do a full-court press in getting their stories out to regional press outlets, and the help of the White House press office will be key to our success.

* * *

Again, I realize all of the different pressures and impulse and externalities to which the White House must react. That is precisely why I have written this memo. To make the AmeriCorps anniversary the success it ought to be, we need your help in a major way. We are ready, anxious and able to provide all the support that you need in terms of material, stories and talking points. If it is useful to have a quick meeting to discuss how to make at least some of these requests come to pass, we are ready and available.

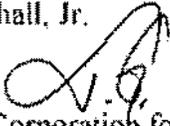
Please let me know your reaction, and how we can follow-up on these requests.

October 5, 1999

TO:

Thurgood Marshall, Jr.

FROM:

John Gomperts 
Chief of Staff, Corporation for National Service

REQUEST:

For the President to use the radio address on October 23rd to discuss AmeriCorps, national service and the Philanthropy Conference, and to participate in Make a Difference Day service project in Washington DC with AmeriCorps members.

PURPOSE/

BACKGROUND:

In the course of the week, the President will host the Fifth Anniversary of AmeriCorps (October 20) and the Philanthropy Conference (October 22). The radio address is an opportunity to pull together the theme of individuals giving of themselves, improving their community and building the spirit of the nation. Make a Difference Day (October 23 this year) is an annual day of service and volunteering on which millions of people will be involved in local projects. Thus, the radio address would not only extend the AmeriCorps and philanthropy stories, but it would coincide with Make a Difference Day. Participation in the service project would put flesh (and a picture) on the President's words.

PREVIOUS

PARTICIPATION:

The President participated in numerous events related to AmeriCorps and service. The President's most recent community service projects were just before Christmas at a DC food kitchen, and then on Martin Luther King Day at a local senior center. It has been several months since he has been seen participating in a service project himself.

DATE/TIME:

Saturday, October 23, 1999

DURATION:

Five minutes for the radio address (could be pre-recorded). One hour for the service project.

LOCATION:

East Capitol Dwellings, Washington, DC

PARTICIPANTS:

The President, Harris Wofford, Marcia Bullard, *USA Weekend Magazine*, Bob Goodwin, CEO of the Points of Light Foundation, AmeriCorps Members from the Capitol Region NCCC Campus, DC Housing Authority officials and employees, local AmeriCorps Members, participants from Best Friends, residents from East Capitol Dwellings.

OUTLINE OF
EVENT:

East Capitol Dwellings is the place where an elderly grandmother was recently shot and killed while trying to protect young residents. The District of Columbia Housing Authority is making a concerted effort to turn around the neighborhood, including establishing an apprenticeship program and converting two townhouses into a Boys and Girls Club.

Many of the units have been refurbished inside, but the neighborhood still looks untouched because the external property has not been updated. A key part of the project will be to give the whole place a fresh face through plantings and painting. Additionally, renovations will begin to convert two townhouse units to a Boys and Girls Club. Finally, two blocks down the street at Capitol View Plaza, 30 units will be painted to prepare for new occupants.

Participants in the day of service will include community residents, AmeriCorps members, staff from various organizations including *USA Weekend*, Points of Light Foundation, the Corporation for National Service, America's Promise, AmeriCorps Alums, and Best Friends.

REMARKS
REQUIRED:

Yes for radio address. Optional for service project.

OTHER
PRINCIPALS:

First Lady, Vice President

MEDIA
COVERAGE:

Yes

PROPOSED
ATTENDANCE:

Audience for radio address is at discretion of White House.
Approximately 400 – 500 people at the service project

RECOMMENDED
BY:

Harris Wofford

CONTACT:

John Gomperts
Chief of Staff, Corporation for National Service
202-606-5000 ext.121
jgompert@cns.gov

THE WHITE HOUSE
WASHINGTON

October 19, 1999

AMERICORPS FIFTH ANNIVERSARY EVENT

DATE: Wednesday, October 20, 1999
TIME: 1:45 p.m. – 3:00 p.m.
LOCATION: South Lawn Pavilion
FROM: Thurgood Marshall, Jr. *T.M.*
Shirley Sagawa
Anne Bovaird *AMB*

I. PURPOSE

To highlight the accomplishments of the thousands of AmeriCorps members who have served their country over the past five years and to congratulate the winners of the first annual All* AmeriCorps Awards. You will also issue a renewed "call to service" to the AmeriCorps alumni and announce steps to expand and strengthen the continuing service of former AmeriCorps members.

II. BACKGROUND

This fall, AmeriCorps celebrated its fifth anniversary having deployed nearly 150,000 citizens in service to more than 4,000 communities across the nation. At this event, **YOU** will kick off the All* AmeriCorps Award, a new annual award that honors the efforts and accomplishments of the men and women who have devoted their energy and idealism to improve our communities and our nation since 1994.

The 1999 All* AmeriCorps Awards will be given to a total of twenty-one winners in four different categories: Getting Things Done, Community Strengthening, Leadership and Common Ground. A panel of distinguished Americans chose the award winners from hundreds of finalists in a national competition.

YOU will issue a renewed "call to service" to former AmeriCorps members and seek to expand and strengthen the continuing service for these AmeriCorps alumni. **YOU** will announce the following specific actions: **YOU** will write to all former AmeriCorps members about their obligation and opportunities for continuing service to their community and their country; **YOU** will direct the Corporation for National Service to connect former AmeriCorps members to community service opportunities; and **YOU** will announce a strategic alliance between the Corporation for National Service and leading

non-profit organizations to engage former AmeriCorps members in significant volunteer roles.

In addition, the First Lady will unveil two new television advertisements created by GSD&M which were commissioned by the AmeriCorps Anniversary Committee. Mrs. Clinton will also announce the AmeriCorps Anniversary Committee's new web site, which was set up free of charge by Yahoo!.

Prior to the awards presentation, the First Lady will host a lunch in the State Dining Room to thank the private sector supporters of AmeriCorps. Eli Segal and Deborah Jospin will present the First Lady with the Dan Dutko Award for Extraordinary Commitment to National Service on behalf of the AmeriCorps Anniversary Committee.

III. PARTICIPANTS

YOU

The First Lady
Andre Crisp, AmeriCorps Member
General Colin Powell
Governor Mike Leavitt
Sargent Shriver
Coretta Scott King
Harris Wofford
Eli Segal
150 NCCC AmeriCorps Members

IV. PRESS PLAN

Open Press

V. REMARKS

See remarks from Speechwriting

VI. SEQUENCE OF EVENTS

- **YOU** proceed to meet the First Lady outside the Map Room.
- **YOU** and the First Lady proceed to meet the program participants and other special guests in the Diplomatic Reception Room
- **YOU** and the First Lady, accompanied by the stage participants, proceed to the Entry Tent.
- Off-stage announcement of **YOU** and the First Lady, accompanied by Andre Crisp, General Colin Powell, Coretta Scott King, Governor Michael Leavitt, Sargent Shriver, Eli Segal and Harris Wofford.
- The First Lady makes remarks and introduces two AmeriCorps ads to be played on the large screens.

- Two AmeriCorps Anniversary Committee videotaped ads are played.
- The First Lady introduces AmeriCorps Member Andre Crisp.
- Andre Crisp makes brief remarks and introduces YOU.
- YOU make remarks and introduce General Colin Powell.
- General Powell makes brief remarks and introduces the winners of the "Getting Things Done" Award.
- Harris Wofford and Eli Segal present the award winners with their medals.
- YOU and the First Lady participate in a photo opportunity with each award winner.
- This process repeats three times as each of the following people present a different category of the All* AmeriCorps Award: Governor Leavitt (Leadership), Sargent Shriver (Community Strengthening) and Coretta Scott King (Common Ground).
- Following the fourth award presentation, YOU return to the podium and administer the AmeriCorps pledge to approximately 150 new National Civilian Community Corps members.
- YOU thank the guests for attending and acknowledge the Howard University Choir.
- Singing of *America the Beautiful*, led by the Howard University Choir.
- YOU and the First Lady depart.

VII. ATTACHMENTS

- AmeriCorps Alumni Continuing Service Initiative
- Winners of All* AmeriCorps Awards List
- List of Meet and Greet Participants
- List of Accepted Guests

THE WHITE HOUSE
WASHINGTON

AmeriCorps Alumni Continuing Service Initiative

Background

In taking the AmeriCorps pledge, each AmeriCorps member promises: "I will carry this commitment with me this year *and beyond*." Now that some 150,000 Americans have joined AmeriCorps, these former AmeriCorps members have become a great national resource, a large and influential pool of leaders for local communities and non-profit organizations.

As part of the AmeriCorps fifth anniversary commemoration, President Clinton will issue a renewed "call to service" to former AmeriCorps members and seek to expand and strengthen the continuing service for these AmeriCorps alumni. The President will announce the following specific actions: he will write to all former AmeriCorps members about their obligation and opportunities for continuing service to their community and their country; he will direct the Corporation for National Service to connect former AmeriCorps members to community service opportunities; and he will announce a strategic alliance between the Corporation for National Service and leading non-profit organizations to engage former AmeriCorps members in significant volunteer roles.

Specific Actions

The Corporation for National Service will immediately begin to develop a special registry of former AmeriCorps members who are interested in continuing volunteer service and to connect those AmeriCorps alumni with service opportunities. The goal will be to match the skills and experiences of AmeriCorps alumni with the needs of individual non-profit and educational allies.

Several leading non-profit organizations have agreed to help launch this initiative. These organizations, each of which has extensive experience with AmeriCorps members, will reach out to AmeriCorps alumni and provide them with significant opportunities for continuing volunteer service. The opportunity to participate in this initiative will be open to all interested organizations that have significant volunteer opportunities. The first organizations to agree to participate in this new initiative are:

The National Mentoring Partnership which will help former AmeriCorps members who want to establish mentoring relationships with young people through their alliance of three thousand mentoring organizations including Campfire Boys and Girls, Girl Scouts, Mentoring USA, and 100 Black Men, and Big Brothers Big Sisters of America;

Big Brothers Big Sisters of America which will offer service opportunities for former AmeriCorps members who want to establish a mentoring relationship with a young person through their five hundred local affiliates in over five thousand communities;

Habitat for Humanity International which will offer national, regional and leadership roles to former AmeriCorps members who want to help volunteers to build homes for low-income families, or to help recruit and organize other volunteers at Habitat building sites;

The American Red Cross which will enlist the assistance of former AmeriCorps members in disaster response, preparedness and recovery, health and safety programs, and community service especially by young people;

Boys and Girls Clubs which will reach out to former AmeriCorps members who have a special interest in volunteering in after-school activities for young people, especially in engaging young members of Boys and Girls Clubs in service to their communities;

America's Promise which will enlist AmeriCorps alumni who want to participate directly in the America's Promise campaign for children and youth by helping to fulfill the five basic promises made at the Presidents' Summit for America's Future;

Points of Light Foundation and its network of over 500 Volunteer Centers which will offer to former AmeriCorps members a wide range of opportunities to connect Americans through service in communities across the country; and

The United Way of America, which in partnership with member United Ways across the country, will connect AmeriCorps alumni with community building initiatives and community mobilizations for children, youth, and families.

Organizations participating in this initiative will have access to a special registry of AmeriCorps alumni that will provide a pool of experienced, potential volunteers. To participate, any interested non-profit organization will agree to provide AmeriCorps alumni with service opportunities and to restrict the purpose of their solicitation of former AmeriCorps members to service opportunities. Any non-profit organization that is interested in reaching out to AmeriCorps alumni and agrees to restrict their use of the alumni registry to service opportunities will be welcome to participate.

The Corporation for National Service will spell out the details of the agreement with participating organizations in the coming days.

Winners of All*AmeriCorps Awards

The fifth anniversary of AmeriCorps kicks off a new annual award that honors the efforts and accomplishments of the men and women who have served as AmeriCorps members. The AmeriCorps alumni who are being honored with the All* AmeriCorps Award represent the thousands of AmeriCorps members who have devoted their energy and idealism to improve communities and our nation. The All* AmeriCorps Award recognizes achievement in four categories: Getting Things Done, Strengthening Communities, Leadership and Common Ground.

- *Christine Packer*, while serving with the Idaho Immunization Project in **Boise, Idaho**, helped start a statewide effort that boosted the immunization rate for two-year-olds from 50 percent to 70 percent and drew her to a career in public health.
- *Traci Chevraux* developed school-based health initiatives, including Smoke Free Sheridan, a comprehensive campaign to reduce smoking among school-aged children in **Sheridan, Colorado**.
- *Lin Min Kong*, a lawyer serving with the National Service Legal Corps in **Los Angeles**, helped low-income residents of run-down public housing purchase their buildings and renovate them into safe and affordable housing.
- *Toni Sage* started a tutoring project in **Salt Lake City** and brought together local students and residents to turn a vacant lot into a safe place for children and their families.
- *James Boland*, a Marine veteran and AmeriCorps member with the National Collaboration for Homeless Veterans in **West Haven, Connecticut**, developed mentoring, family, and crisis programs for veterans in the very facility that had helped him 12 years earlier when he was a homeless veteran.
- *Jack Bridges*, after finishing college out of state, returned home to **Americus, Georgia** to care for his mother. As an AmeriCorps member with Habitat for Humanity, he helped launch a partnership that now engages more than 600 AmeriCorps members in building decent, affordable housing in thousands of communities.
- *Scott Finn* graduated from Harvard University before serving in **Big Ugly Creek, West Virginia**, where he transformed an abandoned school building into a community center with after-school and summer programs.
- *Tera Oglesby* developed the Seattle Police Department's first victim support team, offering a range of emergency and long-term services for victims of crime and abuse.
- *Anna Severens*, serving in **Reno, Nevada**, ran a free mobile preschool program operating out of a converted school bus, called COW (Classroom on Wheels). She helped double the number of children served through the program.
- *Byrnadett Frerker* of the St. Louis Safety Corps in **St. Louis, Missouri**, provided disaster relief

to families and communities in the wake of wildfires in Florida, a hurricane in Mississippi, floods in Missouri, and, most recently, Hurricane Floyd in North Carolina.

- *Kyoko Henson* started summer youth programs in **Pittsburgh**, launched a family tutoring program, coordinated community service projects, and now is pursuing a master's degree in social work at the University of Pittsburgh.
- *Kelton Young* served with the Youth Crime Commission in **Fort Worth, Texas**, where he helped turn young people away from gangs; started eighteen TRUCE sites serving more than 200 young people each, and engaged young people in activities through local YMCAs.
- *Mason Jenkins* served with YouthBuild of **New Bedford, Massachusetts**, where he built low-income housing, helped start a grassroots organization to address youth issues and coordinated a conference to open discussions between young people and public servants on the issues that affect them.
- *Maria del Mar Bosch* trained tutors in Head Start centers in **Puerto Rico** and launched after-school programs for older children, including a leadership program that gives them a chance to give back to their communities through service.
- *Jason Lupeituu*, serving in **Pine Island, Minnesota**, turned an old laundromat into the Pine Island Union of Youth, Inc., the community's only youth center.
- *Arthur White* grew up in poverty and lived on his own from the age of 15. While serving with an AmeriCorps environmental education program in **New Hampshire**, he worked with a tutoring specialist to improve his own reading and writing skills so he could better help young people.
- *Christy Hicks* served with the 4-H Youth Program in **Pontiac, Michigan**, where she started a conflict resolution program for middle school students.
- *Mark Payne* served with both City Year and Public Allies in **Chicago**, where he recruited young African-American males to volunteer and serve as role models for others in his Southside neighborhood.
- *Jamie Lee Manning* organized city-wide service events in **San Jose** for the Martin Luther King, Jr. holiday that brought together thousands of people from diverse backgrounds in hands-on community service projects to honor Dr. King's legacy and teachings.
- *Trampas Stucker*, serving with the Washington Service Corps in his hometown of **Tonasket, Washington**, brought the special perspectives of those living with physical and learning disabilities to teach reading and math to economically disadvantaged, rural elementary school students.
- *Graciela Noriega* served with the Center for Drug Free Living in **Orlando, Florida**, where she started Culture Shock, an education program for the city's young people that has now reached youth in other countries through an international pen pal program.

PRESIDENT CLINTON CALLS FOR LIFELONG COMMITMENT TO SERVICE

October 20, 1999

The President and the First Lady today will host over 1,000 AmeriCorps members and friends to commemorate the 5th anniversary of the national service program. The President will recognize twenty-one AmeriCorps award winners for their extraordinary commitment to service. He will also unveil a new initiative to engage AmeriCorps alumni in continuing service to their communities. And as he highlights the bipartisan support for AmeriCorps, he will call on Congress to pass a budget that honors the values and priorities of the American people.

Since September 1994, when President Clinton swore in the first AmeriCorps members, some 150,000 corpsmembers have served in over 4,000 communities, providing much-needed community assistance from tutoring and mentoring to disaster relief and environmental work.

RECOGNIZING EXEMPLARS OF OUTSTANDING SERVICE

- **First Annual All-AmeriCorps Award Winners.** Today, the President will announce the first annual All-AmeriCorps awards designed to honor the extraordinary contribution that twenty-one AmeriCorps members have made to their communities every day. Awards will be presented by Gen. Colin Powell, Gov. Michael Leavitt, Coretta Scott King and Sargent Shriver.

UNVEILING AN INITIATIVE TO ENGAGE AMERICORPS ALUMNI IN SERVICE

- **Continuing Service Initiative for AmeriCorps Alumni.** In taking the AmeriCorps pledge, each AmeriCorps member promises: "I will carry this commitment with me this year *and beyond*." Today President Clinton will issue a renewed "call to service" to former AmeriCorps members and unveil an initiative to tap the energies and idealism of these alumni. Specifically, he will announce a new strategic alliance between the Corporation for National Service and leading non-profit organizations to engage former AmeriCorps members in community service opportunities. This alliance will include the National Mentoring Partnership; the Big Brothers and Big Sisters of America; Habitat for Humanity International; the American Red Cross; the Boys and Girls Clubs; America's Promise; the Points of Light Foundation; and the United Way of America.
- **"Taking Responsibility Personally."** The President will also unveil two thirty-second television spots -- part of a new ad campaign, "Taking Responsibility Personally" -- and a website designed by Yahoo! to tell the stories of AmeriCorps members.

CALLING FOR A BUDGET THAT REFLECTS OUR PRIORITIES AND VALUES

- **President Urges Congress Pass a Budget Making Education and Young People the Top Priority.** Emphasizing the importance of investing in our young people, the President will call on Congress to pass a budget that makes education the number-one priority -- by hiring more highly trained teachers to reduce class size in the early grades, investing in accountability to help turn around failing schools, and funding after-school and mentoring programs for young people in communities nationwide.

**5th Anniversary AmeriCorps Announcements
Q&A
October 20, 1999**

All-AmeriCorps Awards

Q: What are the All-AmeriCorps awards?

A: A new award was created on the Fifth Anniversary of AmeriCorps to celebrate the extraordinary contributions AmeriCorps members make every day to their communities, their states, and their nation. The awards will be presented in four categories: Getting Things Done, Strengthening Communities, Leadership, and Common Ground.

Q: Who was eligible for these awards?

A: AmeriCorps members who served their communities beginning with the Summer of Service in 1993 through those who will complete their service during the summer of 1999. All AmeriCorps members or AmeriCorps alumni who served full- or part-time in AmeriCorps*National Civilian Community Corps (NCCC), AmeriCorps*Volunteers in Service to America (VISTA), or any AmeriCorps*State, National, Tribal or US Territory program including Education Awards Programs were eligible.

Q: What criteria were used to select recipients?

A: The award categories reflected the key areas of impact and innovation that characterize national service. Each category had separate criteria. For example, under the "Getting Things Done Award," the AmeriCorps members must have made a significant impact in education, human needs, public safety, and/or the environment; met a compelling community need; and, took on an especially tough task and the better of it.

Q: Who made the final selection?

A: A selection committee made up of members of the Corporation for National Service Board of Directors, peers from the national service field, and Corporation staff reviewed the nominations.

Q: How many AmeriCorps members received these awards?

A: Twenty-one current and former AmeriCorps members received the award. A list of awardees is available in the Press Office.

Continuing Service for AmeriCorps Alumni

Q: What is the AmeriCorps Alumni Continuing Service Initiative?

A: As part of the AmeriCorps fifth anniversary commemoration, President Clinton will issue a renewed "call to service" to former AmeriCorps members and seek to expand and strengthen the continuing service for these AmeriCorps alumni. The President will announce the following specific actions: he will write to all former AmeriCorps members about their obligation and opportunities for continuing service to their community and their country; he will direct the Corporation for National Service to connect former AmeriCorps members to community service opportunities; and he will announce a strategic alliance between the Corporation for National Service and leading non-profit organizations to engage former AmeriCorps members in significant volunteer roles.

Q: What is the purpose of the initiative?

A: When AmeriCorps members take the pledge to join AmeriCorps, they commit to serving their communities during their term as Corps members and "beyond." This initiative is designed to help AmeriCorps alumni reconnect with their communities and continue to provide valuable community service in areas of national need from mentoring and tutoring to disaster relief.

Q. How does it work?

A: The Corporation for National Service will immediately begin to develop a special registry of former AmeriCorps members who are interested in continuing volunteer service and to connect those AmeriCorps alumni with service opportunities. The goal will be to match the skills and experiences of AmeriCorps alumni with the needs of individual non-profit and educational allies. Interested AmeriCorps alumni can register at www.americorps.org.

Q. What organizations are participating?

A: The opportunity to participate in this initiative will be open to a broad array of non-profit organizations that offer significant service opportunities. The first organizations to agree to participate in this new initiative are: **The National Mentoring Partnership, Big Brothers Big Sisters of America, Habitat for Humanity International, The American Red Cross, Boys and Girls Clubs, America's Promise, Points of Light Foundation, and The United Way of America.**

Q. Isn't this just another way to organize volunteers for political purposes?

A: No. This is a non-partisan venture that has nothing to do with politics. Just like the Peace Corps' Department of Returned Volunteer Services, the sole purpose of this initiative is to connect former AmeriCorps members with service opportunities. Furthermore, participating organizations will agree to provide AmeriCorps alumni with service opportunities and to restrict the purpose of any solicitation to service opportunities.

Q. How does this differ from AmeriCorps Alums, Inc.?

A: This initiative is designed to work in concert with AmeriCorps Alums, not in competition with them. AmeriCorps Alums' mission is broader and includes job referrals. This initiative is designed to connect former AmeriCorps alumni with service opportunities.

Q. What authority do you have for this initiative?

A: The Corporation's statutory mandate includes renewing the ethic of civic responsibility and the spirit of community through the United States and fostering a sense of national identity among AmeriCorps members. In addition, the Corporation's Vision Statement in its 1997-2002 Strategic Plan envisions (1) a nation in which individuals find effective ways to engage in service throughout their lives; and (2) an organization that is a valuable resource to, and a partner with national, state and local organizations that seek to solve problems through service. The Corporation for National Service has authority under Section 198 (d) and (i) of the National and Community Service Act of 1990.

Q. How do you keep hate groups or ideological organizations from participating in this initiative?

A: The intent of this initiative is to be inclusive of all non-profit organizations that agree with the terms of a written agreement. We expect to follow the same statutory restrictions that limit the participation of groups such as for-profit entities and lobbying organizations.

Q. How much will this cost?

A: An exact cost is not known at this time, but this initiative will be funded within the Corporation for National Service's existing budget.

Q. Does this violate AmeriCorps members' privacy rights?

A: No. AmeriCorps alumni will be included in the registry only on a voluntary basis if s/he specifically consents.

"Taking Responsibility Personally" Campaign

Q: What is the "Taking Responsibility Personally" Campaign?

A: To mark the Fifth Anniversary of AmeriCorps and celebrate its success, the AmeriCorps Anniversary Committee, an independent non-profit organization, is launching a dynamic visibility campaign dedicated to bringing the work of AmeriCorps and its volunteers to the forefront of public awareness and understanding. The Campaign will consist of a multi-media strategy involving print, radio, and television advertising, as well as the development of a strong web presence for AmeriCorps.

Q: Who paid for and produced the television advertisement unveiled by the First Lady today?

A: The ads were developed by Roy Spence of GSD&M based on survey research by Peter Hart and his firm. Both of these firms carried out the project on a pro bono basis. The ads focus on the personal stories and impact of individual AmeriCorps volunteers and the communities in which they work. Two thirty-second television spots were created and the AmeriCorps Anniversary Committee is seeking to run 800 to 1000 of these ads on various national television programs and with each major network outlet.

Q: What is the purpose of the Yahoo! web site and were services donated?

A: Yahoo! donated its services to create an Anniversary webpage to help tell the stories of AmeriCorps members, and to aggressively promote this information throughout the Yahoo! Network.

September 7, 1999

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford *Harris*

Subject: America's Promise

Bruce —
I want to make sure
you see this right away.
I hope you'll see this
is a very good step
for us and for the
President.
Harris

cc: ERIC
KAREN T.
+ file: Nat. Service

From the time you asked me to take this job, my overriding objective has been to move national service to the center of the national agenda and to establish national service, and especially AmeriCorps, on the same non-partisan ground as the military and the Peace Corps. With your strong backing, we have made great progress, winning increasingly widespread approval and some notable new friends – in Congress, in the non-profit community, and in the corporate sector.

Our effort to reclaim the non-partisan foundation for national service has been powered by two central ideas. First, that national service must not stand apart from the non-profit sector, but rather work in tandem with it and be a resource for national and local non-profit organizations. Second, that the purpose of national service is not just to “get things done,” but to get things done that are vital to our future as a country. National service must be seen as – and see itself as – not only an end in itself, but also a key strategy for solving our most pressing problems.

Opportunity

A major new opportunity to advance this strategy has been presented recently. Specifically, based on the success of their partnership with the Corporation and especially AmeriCorps, General Powell and the leadership of America's Promise have approached the Corporation about the possibility of a closer alliance with the Corporation.

As you may know, America's Promise and General Powell have determined that the America's Promise effort is meeting with real success and that it should continue into the future. At the same time, the leadership at America's Promise has signaled that they would welcome a relatively small infusion of appropriated funds to support their basic operation. This marks a distinct departure from their original doctrine, which was to be entirely privately funded. However, the demands of fundraising and persistent questions about competition with other non-profits have caused General Powell and his colleagues to rethink that doctrine.



Further, a number of people, including high-ranking Members of Congress, have recommended that the best way for America's Promise to receive funding would be through the Corporation for National Service, just as the Points of Light Foundation now does. In discussions I have had with the leadership of America's Promise, including direct discussions with General Powell, the desire to forge a closer relationship with the Corporation and its programs is clear. (I attach for your information several of General Powell's recent public statements of support for AmeriCorps, including especially his comment in his presentation to the Governors at the recent NGA meeting in St. Louis.)

In addition to putting America's Promise on more solid footing, strengthening and formalizing our relationship with America's Promise has great benefits for the Corporation and AmeriCorps. The synergistic impact of the Presidents' Summit you convened in Philadelphia, the America's Promise effort led by General Powell, and the capacity of the national service programs – especially AmeriCorps – has already proved enormously valuable in states and communities across the country.

- In many cases, the impetus provided by the Presidents' Summit and the follow-up campaign has been a crucial entry point for AmeriCorps, and has increased our direct ties to Governors who have turned to their state service and volunteering commissions to organize state efforts to fulfill the Summit promises.
- The "on-the-ground" capacity of national service programs has been one of the most effective tools for delivering on the promises, which has been recognized by the leadership of America's Promise at both the national and local levels.
- Our commitment to and involvement with state and local Summits and follow-up activities has moved AmeriCorps to the center of the community response.
- The collaboration with America's Promise has sharpened AmeriCorps' focus on the needs of children and youth, and in turn that has helped sharpen public understanding of the benefits that AmeriCorps brings.
- AmeriCorps members' ability to deliver on the promises agreed upon in Philadelphia has brought AmeriCorps new prominence and acceptance in one community after another.
- The AmeriCorps Promise Fellows program you announced just over a year ago is already a major success, putting nearly 500 top-flight AmeriCorps members to work in states and communities specifically pursuing one or more of the goals of the Presidents' Summit. (General Powell's comments on the AmeriCorps Promise Fellows is included in the attachment.)

In short, teaming up with America's Promise fits our overall approach of great partnerships to achieve critical objectives. It shows AmeriCorps working in close alliance with a well-regarded national organization, taking a leading role on issues of great concern to people. Based on the record to date, the potential for an expanded partnership is a huge opportunity to showcase the success and significance of AmeriCorps.

The Proposal

AmeriCorps is funded through the VA-HUD appropriation. Your budget for the coming year includes a substantial increase to put AmeriCorps on a path to enrolling 100,000 members per year. As the negotiations move forward, I recommend that we include an additional \$7.5 million for the Corporation for the purpose of supporting America's Promise. As noted above, the Points of Light Foundation receives its appropriated funds through the Corporation. This year, the request for the Points of Light Foundation is \$5.5 million and I recommend that in negotiations with congressional leaders we seek \$7.5 million for the Points of Light Foundation as well to establish parity with America's Promise.

Needless to say this is an unorthodox request and recommendation, and the timing is difficult. However, the circumstances are exceptional and I believe this opportunity offers a quantum leap toward our objectives. With your enthusiastic backing, I am confident that we can obtain this support for America's Promise and that in doing so we will greatly enhance the future health and expansion of the Corporation for National Service and AmeriCorps.

General Colin Powell, Chairman, America's Promise Recent Statements on AmeriCorps and National Service

**In Response to a Question from New Hampshire Governor Jeanne Shaheen on the House Failure to Fund AmeriCorps
National Governors' Association Meeting, August 9, 1999**

Well, I think the House made a big mistake, and I hope it will be corrected. I have now had two years of experience with AmeriCorps and they are doing a great job, and sometimes they are misunderstood. They are given a stipend for their work, but what they do in terms of leveraging other individuals to volunteer and how they facilitate people being allowed to come into the system and volunteer is really incredible. We have 500 AmeriCorps Promise Fellows working with America's Promise and I met three of them earlier here in St. Louis. So it is a tremendous investment in young people, a tremendous investment in the future, and I am a strong supporter of AmeriCorps. I think they have demonstrated their worth, they have paid their dues and they are worthy of the support I hope they will get from the Congress.

**Op-Ed in the Jackson, MS *Clarion-Ledger*
August 9, 1999.**

For some of our young people, preserving our democratic way of life means shouldering a rifle. . . . For a select group of young people called the AmeriCorps Promise Fellows, it means endowing those younger than themselves with the character and competence they need to lead successful lives. The AmeriCorps Promise Fellows are the latest idea to emerge from the partnership between the Corporation for National Service (AmeriCorps) and the crusade for young people, called America's Promise – The Alliance for Youth, I am leading. . . . The AmeriCorps Promise Fellows will serve as full-time leaders who can mobilize volunteer efforts to meet the needs of local youth. Right now, more than 400 are at work in communities all across the country. . . . AmeriCorps Promise Fellows are an investment in young people, for the purpose of helping other young people, that promises to pay unlimited returns to our nation in the century ahead.

**Remarks Made via Videotape to the National Community Service Conference
June 1999**

You know, the Points of Light Foundation and the Corporation for National Service helped to launch America's Promise, helped to launch me, more than two years ago in Philadelphia at the Presidents' Summit for America's Future. I'll never forget the contribution that your two organizations made to this great crusade that we now call America's Promise. . . . It was the start of a vital and important partnership that has been a great benefit to all of us and to the nation's young people especially, and frankly to the nation as a whole ever since. . . .

America's Promise is proud to be a partner with you, all of us together leading this national crusade to keep these five promises. The Points of Light Foundation and the Corporation for National Service are more than just allies. I mean, you are true partners and the best commitment-makers that I have in this over-all effort. All the streams of service of the Corporation for National Service come together: including AmeriCorps, Senior Corps, Service-Learning, AmeriCorps Promise Fellows, all of these are critical allies taking this message across the nation. . . . And at the same time, hundreds of AmeriCorps Promise Fellows around the country will be helping to organize local volunteer efforts to keep the five basic promises to our youth. They form a powerful leadership cadre for the America's Promise crusade.

**Remarks Made at City Year's 10th Anniversary Conference
May 28, 1999**

Well, there are new kinds of enemies out there now. Enemy called drugs. Enemy called violence. Enemy called despair. And enemy called a lack of hope. There are so many of our communities -- so many of our young people who wonder if the American Dream is there for them. They are the enemies that those youngsters are facing. And, despair, lack of hope, violence -- And, what City Year is saying -- what Americorps is saying -- what America's Promise is saying -- is that we can beat these enemies -- just as easily as we can beat enemies on the battlefield. And we'll use the same kind of tools in beating these enemies. We'll use the tools of discipline. We'll use the tools of hard work. We'll use the tools of education. We'll use the tools of commitment and courage. But above all, we will use the tool of love of country -- that those of us who have been blessed by this country with the opportunity to be successful in life, or the opportunity to be on the road to success. We will reach back, down, and across to help youngsters who are still wondering if his dream is there for them.

In AmeriCorps*NCCC Television Public Service Announcement

Throughout our history we've always been able to count on our young people to step forward and "pitch in" when we needed help. Today, the young people who serve in AmeriCorps' National Civilian Community Corps are showing us the best of this "American spirit". They tutor our children, aid the victims of disasters, restore our streams and parks, and assist with the care of our elderly. I urge you to support these young Americans....and learn how the NCCC can help you...and your community.

Fax Transmittal

CORPORATION
FOR NATIONAL
SERVICE

Please deliver immediately!

National Service

To: Eric Liu
Organization
Fax Number: 456-2878
From: Tara Murphy
Department: Public Affairs
Phone Number: 202-606-5000 x158
Fax Number:
Date/time: 9/17/99
Total Pages (including cover): 3

BR-

*FYI, on The
Congress Daily
after an AmeriCorps*

CK

Message: Corporation response to IG's critique. Please let me know if you have any questions.



Corporation response to IG testimony at House Oversight hearing on 9/14/99

The Corporation has made no progress toward fixing its financial management.

The Corporation is making strong and steady progress toward correcting its financial management problems:

- This year the Corporation received a clean opinion on its FY 98 balance sheet.
- Has brought a new Y2K compliant financial reporting system on line;
- Implemented a web-based reporting system that will significantly improve accuracy of national service trust.
- [In addition, the President has nominated a highly qualified individual to serve as CFO and we are anxious for the Senate to confirm him. *The fact that we don't have a CFO is a real concern to folks on the Hill.*]

With these and other improvements, the Corporation is now within striking distance of securing an unqualified opinion on its FY 99 financial statements.

The Corporation's monitoring of its programs is inadequate.

The structure that Congress created to administer AmeriCorps is extremely decentralized. Two-thirds of AmeriCorps resources are administered and monitored by Governor-appointed State Commissions. These state entities are directly responsible for making subgrants to local programs and for monitoring the performance of those recipients of AmeriCorps funds. This decentralized structure gives states and localities flexibility to ensure AmeriCorps resources are directed to meeting local needs. But it also makes success dependent on thousands of local organizations around the country.

In the past there have been a few isolated examples of unscrupulous conduct by program administrators. And when these people are caught, they are dealt with accordingly. The cases cited by the IG represent a few bad apples in an otherwise strong bunch of programs.

While the Corporation itself is not responsible for monitoring local programs -- that is the role of state commissions -- it has taken strong steps to strengthen the ability of state commissions to monitor programs including:

- Bringing a new web based reporting system on line that will allow commissions and local programs to electronically track member service hours. Most of the AmeriCorps network will be using this system by October;
- Implementing a rigorous administrative standards review process that will help states improve monitoring of local programs;
- Held a major training last January for state commissions on financial management.

The Terre Haute incident is evidence of pervasive weakness in the management of the Corporation.

On the contrary, the Terre Haute example shows that AmeriCorps' decentralized system works. Once problems were discovered at the site, the Indiana Governor's Commission on Community Service and Volunteerism, which was responsible for monitoring the program, acted quickly to shut it down. Since then the Corporation has worked with the Commission to improve its program oversight.

The Commission has found that the situation at Terre Haute was an isolated occurrence. The Corporation is now conducting a comprehensive review of the Indiana Commission to ensure adequate financial controls are in place.

FROM:

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Chief of Staff
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CORPORATION
FOR NATIONAL
★ SERVICE

To: Bruce Reed
Fax Number: 456 - 5542
Pages: 2 (including cover)
Date: August 13, 1999

*KAREN T. -
the President
might like to
see this.*

BR

I thought you'd be pleased with General Powell's op-ed on AmeriCorps
Promise Fellows. This one ran on Monday in the Jackson (MS) paper.
There are about 10 others pending at similar regional papers.

The Clarion-Ledger

Mississippi's Newspaper

Monday ■ August 9, 1999

COLIN W. POWELL

AmeriCorps teens are helping to make Mississippi better



Guest Columnist

For some of our young people, preserving our democratic way of life means shouldering a rifle.

For others it means helping a child to read, or to secure health care. Or it means building a park, or helping communities recover from natural

disasters, or reclaiming the environment.

For a select group of young people called the AmeriCorps Promise Fellows, it means endowing those younger than themselves with the character and competence they need to lead successful lives.

The AmeriCorps Promise Fellows are the latest idea to emerge from the partnership between the Corporation for National Service (AmeriCorps) and the crusade for young people, called America's Promise — The Alliance for Youth, I am leading.

Five promises to youth

At the heart are five mutually reinforcing promises to our youth:

- An ongoing relationship with a caring adult — a parent, mentor, tutor or coach.
- Safe places and structured activities during non-school hours.
- A healthy start.
- A marketable skill through effective education.
- An opportunity to give back through community service.

To keep these five promises, we are mobilizing a national alliance of government, business, nonprofits, service organizations and other concerned sectors.

The creation of the AmeriCorps Promise Fellowships was announced by President Clinton last year. The AmeriCorps Promise Fellows will serve as full-time leaders who can mobilize volunteer efforts to meet the needs of local youth. Right now, more than 400 are at work in communities all across the country.

Here in Mississippi, 11 AmeriCorps Promise Fellows are establishing mentoring, after-school and literacy programs, as well as other projects, to serve young people across the state.

In Canton and Sebastopol, AmeriCorps Promise Fellows serving with the Mississippi Primary Health Care Association are helping to notify community members of available health care services.

Another Fellow started a class, Parenting 101, that helps parents give their children a healthy start.

More success stories

An AmeriCorps Promise Fellow in north Mississippi helped bring medical care to 150 students through the CATCH Kids program that brings doctors and nurses into public schools to treat children and educate students.

Another AmeriCorps Promise Fellow helped recruit 150 volunteers to run a day camp in Jackson free of charge.

These are just a few ways AmeriCorps Promise Fellows are making Mississippi a better place by giving young people a better chance at life. Their motto is, "Delivering on America's Promise to Youth," and that is what they are doing.

Because these young people are going to be serving in positions of leadership, they are going to exert an influence far in excess of their numbers. They are going to help put children and teens on the road to successful adult lives.

They are also going to be role models for their own peer groups.

Finally, when they finish their year of service, they are going to carry that experience with them for the rest of their lives.

Whenever they are confronted with a problem or need in their communities, they will be able to draw on their experience as Fellows in devising solutions, and their neighbors will be able to look to them for leadership and advice.

AmeriCorps Promise Fellows are an investment in young people, for the purpose of helping other young people, that promises to pay unlimited returns to our nation in the century ahead.

Retired Army Gen. Colin L. Powell is chairman of America's Promise — The Alliance for Youth.

Gene Smith

Bruce --

In case you missed this, here's Colin Powell on the importance of young people serving, including nice words about AmeriCorps.

Diana

VIEWPOINT

General Colin L. Powell, U.S.A. (Ret.)

Everybody's Children

Giving helps young people grow

ONE OF THE MOST FRIGHTENING SCENES IN Charles Dickens' *A Christmas Carol* occurs when the Ghost of Christmas Present reveals to the yet unredeemed Ebenezer Scrooge two ragged and wolfish children—a boy and a girl, cowering in the folds of his robe. Even flint-hearted Scrooge is intimidated by the sight of them: "Where angels might have sat enthroned, devils lurked, and gared out menacing."

"Spirit," he asks, "are they yours?" "They are Man's," the ghost replies. "And they cling to me, appealing from their fathers. This boy is Ignorance. This girl is Want. Beware them both, and all of their degree, but most of all beware this boy, for on his brow I see that written which is Doom unless the writing be erased."

Children can be angels or devils, depending on the kind of nurturing they receive from others. They can grow into responsible and contributing members of society, or they can become its dependents, predators and outcasts. And because they are "Man's" children, they are everybody's children. The whole society has a stake in their destiny and a duty to help them grow up strong and confident.

As chairman of America's Promise—The Alliance for Youth, I see angels enthroned and devils lurking every day that I deal with this country's young people. I never cease to be amazed at how little it takes to turn one into the other. In a land as richly blessed as ours, it is indeed tragic to reflect that for want of a little guidance and encouragement, a child may drop out of school, turn to drugs or crime, or create new life before he or she is mature enough to assume the responsibilities of parenthood. Yet as many as 15 million American youngsters are at risk of falling prey to these or other social scourges of our time.

America's Promise was created to give these kids a better chance at life. By the end of the year 2000, we aim to provide at least 2 million of them with five basic resources we believe they need to make it in today's America. These are: an ongoing relationship with a caring adult; safe places and structured activities from which to learn and grow during nonschool hours; a healthy start and a healthy future; a marketable skill through effective education; and an opportunity to give back through community service.

The logic of the first four resources is immediately obvious; the logic of the fifth is less so. If youngsters lack basic needs, does it make sense to ask them to give?

Paradoxically, the answer is yes. Young people—like adults—usually find that when they make a real effort on behalf of others, they get back more than they contribute. Many youngsters report that volunteering in their communities has helped them under-



stand people who are different from themselves, has opened up new career possibilities to them and has enlarged their horizons. According to one poll, more than half of teenage respondents said that their grades improved as a result of volunteering. In Maryland, which has a "service-learning" requirement that students must fulfill to graduate from high school, one initially reluctant volunteer later wrote a first-person account for the *Washington Post*, in which she confessed that her experience in community service was generally positive and actually added value to her résumé.

Even youngsters from disadvantaged backgrounds find that they are enriched by giving of themselves. The Corporation for National Service (AmeriCorps) has some very uplifting stories to tell of young people whose lives have been transformed by serving others. A 20-year-old victim of a drive-by shooting in Los Angeles went on to counsel other youths on how to settle conflicts peacefully. Another AmeriCorps volunteer, a former gang member and drug dealer in Milwaukee, Wis., later founded an organization that helps teenagers break away from gangs.

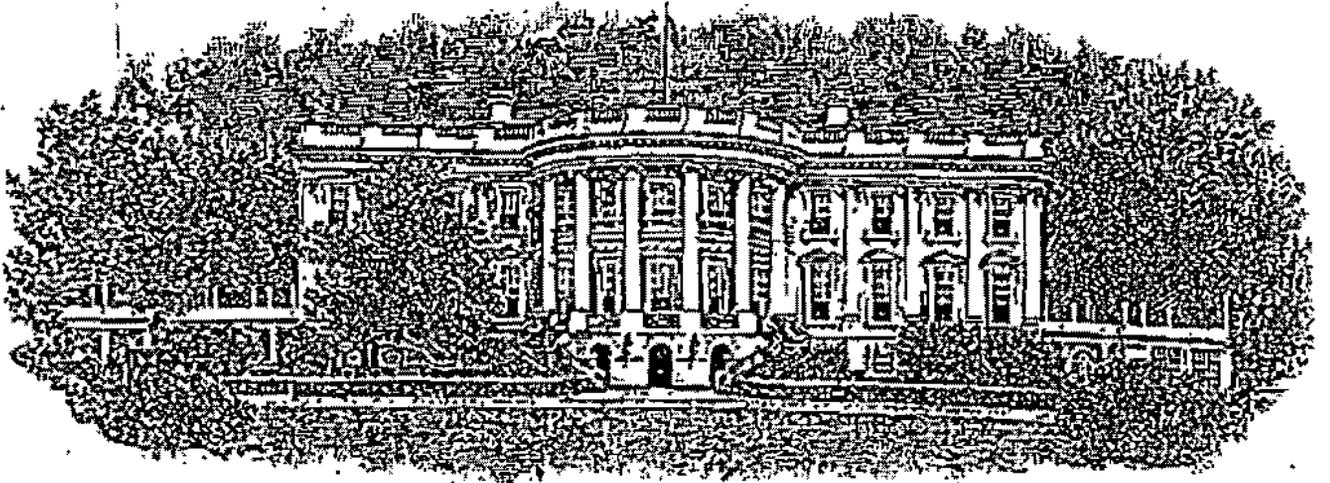
Recently, I attended a rally for America's Promise in San Antonio, Texas. One of the speakers was a young man who had dropped out of high school at age 15. But his experience as a volunteer inspired him to earn his graduate-equivalency diploma, which set him on the road to college. "Because of community service," he told a hushed crowd of several thousand people, "my life has changed like night and day, and in the process I have made a difference in other people's lives."

Time and again I have been heartened by the willingness of so many young people to embrace an ethic of citizenship that includes service to community and nation. In response to the call issued by America's Promise, the Boy Scouts and Girl Scouts of America have pledged millions of additional hours in service projects, as have the youth affiliates of the Kiwanis and Rotary clubs. Not long ago, the Boys & Girls Clubs of America presented me with a "promise book" of commitments made by Boys & Girls Clubs all across the nation. That book is two inches thick!

Giving to our youth, and helping them learn the joys of giving back, could literally transform America, if we were all willing to involve ourselves in this effort. At this time of year, more than any other, it behooves us to ask ourselves honestly if we are doing enough for "Man's" children. If not, Ignorance and Want will dog our steps and dampen our holiday cheer until we do. ■

The author is chairman of America's Promise—The Alliance for Youth. Those interested in volunteering should call 866-55-YOUTH.

The White House



DOMESTIC POLICY

FACSIMILE TRANSMISSION COVER SHEET

TO: Bever Reed, Elena Kagan

FAX NUMBER: _____

TELEPHONE NUMBER: _____

FROM: Diana Fortuna

TELEPHONE NUMBER: _____

PAGES (INCLUDING COVER): C+2

COMMENTS: Bad story on Service Summit - front page of Sunday Boston Globe

Boston Sunday Globe

Service Summit

SUNDAY, OCTOBER 12, 1997

Volunteers fail to heed Clinton's call

Summit produces few results

By Brian McGrory
GLOBE STAFF

WASHINGTON - Back in April, at the volunteerism summit in Philadelphia, President Clinton stood with three former presidents and retired General Colin Powell and declared in no vague terms, "We are here because I want to redefine the meaning of citizenship in America."

While rock stars sang for the crowds and old political enemies blurred battle lines in the name of a higher cause, it appeared that Vice President Al Gore might be right when he described the gathering as the launch of a "dramatic national effort."

But nearly six months later, many leaders and front-line workers in the nation's nonprofit industry say that the highly touted summit has barely caused a blip in the number of people volunteering, nevermind a redefinition of any sort.

They complained that summit

leaders have done little to pursue their ambitious goals. They also say that Clinton has spoken on volunteerism precious few times, and in relatively low-profile settings, since leaving the klieg lights of Philadelphia behind.

"I don't think it was a failure, but I don't think it was a seminal event," said Jeremy Rifkin, president of the Foundation of Economic Trends in Washington. "The president could be using this as a bully pulpit. Reagan certainly did. Bush did. Clinton has done nothing since."

Said Julian Wolpert, a Princeton University professor and expert on philanthropy: "I don't see much follow-through."

On the streets, from the homeless shelters of Massachusetts to the mentoring programs in San Francisco, executives and activists in the nonprofit industry say they saw none of the expected surge in volunteers after the Philadelphia event.

VOLUNTEERS, Page A36

■ VOLUNTEERS

Continued from Page A1

To them, the glitz of the summit failed to translate to the grinding work of volunteerism.

"It didn't have a huge impact," said Paul Denning, a spokesman at the Pine Street Inn, a Boston homeless shelter. Added John Scherer, the program director for the Big Brothers/Big Sisters of Marin County, Calif., of his post-summit recruitment: "It wasn't significantly different than what we would have in any given month."

Likewise with many large national organizations. At the United Way of America, spokesman Don Souke simply said, "I have heard nothing myself." At the highly successful Youth Service America, Steven Culbertson, one of the most enthusiastic supporters of the summit, has realized few results.

"I'm not seeing a huge jump, or hearing about people banging down doors," Culbertson said. "We run a volunteer Web site, the largest site on the Internet on volunteering. But we haven't seen our hits go through the roof since the summit."

Ann Kaplan, the research director for the American Association of Fund-Raising Councils, said the nonprofit groups represented by her organization watched the summit come and go with little impact in volunteers or financial contributions. She and others said that many of the highly touted corporate commitments announced at the summit had actually been promised months before.

"We have not seen a marked increase that we have noticed," Kaplan said. "The thing that makes people volunteer is being part of a community of commitment, where you care about the organization. It is not a top-down type of thing."

For Clinton, the failed expectations on volunteerism parallel another round of criticism he has received on his race relations initiative. In June, he launched what he called a year-long "national conversation" on race issues. But four months into the program, his advisory board has done little more than hire a staff. Its

Fortuna
456-7431



Summit stirs hopes but few volunteers

one meeting with the president appeared as unfocused that Clinton left 15 minutes before his allotted time had expired, apparently for lack of anything else to say.

At the White House, aides staunchly defend Clinton's performance on volunteerism, and history supports their contention that he arrives at the issue with some authority. Clinton founded the highly successful Corporation for National Service in his first term, which includes the AmeriCorps program.

Since the summit, the administration has completed many of Clinton's smaller volunteerism goals. They include: implementing a mentoring program at the Pentagon, a food recovery summit at the Department of Agriculture, an alliance between the Department of Health and Human Services and the Girl Scouts of America, an expanded scholarship program for AmeriCorps volunteers, and a program that waives student-loan interest payments for a year if recipients perform volunteer work.

Clinton has devoted one brief speech to volunteerism since April — a radio address in late July. And he occasionally has weaved the concept of community service into other speeches, most notably in an address to the US Conference of Mayors in San Francisco in late June.

"It is a theme he believes in," said Ann Lewis, the White House communications director. "We build it into a lot of what we are doing to heighten interest."

Still, aides are acutely aware of the criticisms, which began even before the summit, when many sociologists decried the event a public relations stunt rather than a substantive policy initiative.

"He's been busy on a number of fronts," said Harrison Wofford, the chief executive officer of the Corporation for National Service, explaining the lack of attention. "I feel confident in the next three years that he will use the bully pulpit of the White House very effectively. The White House is actively working with us to plan how to do it and where and when to do it."

'I don't think it was a failure, but I don't think it was a seminal event. The president could be using this as a bully pulpit. Reagan certainly did. Bush did. Clinton has done nothing since.'

JEREMY RIFKIN

President of the Foundation of Economic Trends

Around the country, many of the communities and states that sent delegations to Philadelphia are just now planning local summits, where activists said much of the real work of sparking volunteerism will take place. Massachusetts will have a summit in Boston on Oct. 25.

"There was some cynicism going into Philadelphia that it would be a canned performance for the cameras, and a number of us were skeptical that this was more PR than substance," said Ira Jackson, executive vice president of BankBoston, one of the summit's main sponsors. "But it is a reinvigorated citizenship we are talking about. The fault, if things don't get done, will lie with those missing in action at the state and local level."

Around the country, many local activists praise Powell, who continues to travel widely and speak at many of the state summits to inspire people toward greater action.

In Washington, the spokesman of America's Promise, the 35-employee organization that Powell formed to follow up on the summit's goals, said the program was proceeding "unbelievably well." But asked for specific numbers of commitments and volunteers, he declined, saying organizers did not plan to unveil those until later this month.

The group has been quietly criticized by some in the movement as disorganized. Indeed, in less than six months, it has already seen the departures of two chairmen — one full-time, the second an interim choice. It is now headed by noted philanthropist Ray Chambers, who guards his privacy.

"America's Promise seems to be a one-man band at this point, with Colin Powell not talking and gathering commitments," said Paul Clatory, editor in chief of the NonProfit Times, a trade publication that closely monitors the industry. "Whether they're getting those commitments, I don't know."

Disorganization is a notorious problem among nonprofit groups, where budgets are often razor thin and staffs are frequently overworked. Many such groups that are the most in need of volunteers to work, organizers said, largely because they do not have strong programs with clear goals and supervision.

Without a good infrastructure behind them, many volunteers become frustrated and quit or cannot find appropriate volunteer work.

"The summit served a great service in getting the message out there," said Kathy Bahrens, executive director of New York Care, a volunteer placement group with chapters in cities around the country, including Boston. "But one thing that needs follow-up, and one thing that wasn't addressed, is where those volunteering opportunities are."

"It's not enough to say, 'Volunteer, be a mentor.' It's not enough. You have to make sure they are meaningful opportunities."

Many summit organizers, seeing no immediate surge in volunteering, now say that it will be a long, methodic process in building a culture of greater service. Wofford, for one, said he is frustrated having the summit's success measured in hard numbers. Others agree, shaking off the notion that the greatest chance for success comes in the wake of the massive publicity of the summit.

"One of the byproducts of a spectacular and unique event is the possibility of inflated expectations," said Robert Goodwin, the president of the Points of Light Foundation in Washington. "I'm sure that many nonprofits hoped that an occasion such as this would result in more immediate signs of support in volunteer hours and cash donations. I would say that it is unrealistic to expect an avalanche of response."

CABINET AFFAIRS ROUTING SLIP

Service Summit

DATE: 10/17 ACTION/CONCURRENCE/COMMENT DUE BY: _____
 FOR APPROPRIATE ACTION: _____
 FOR YOUR INFORMATION:

FROM: STEPHEN B. SILVERMAN
 DEPUTY SECRETARY TO THE CABINET
 DEPUTY ASSISTANT TO THE PRESIDENT

SUBJECT: AMERICA'S PROMISE
 COMMENTS: _____

ERSKINE BOWLES	1FL WW	JOHN KOSKINEN	260 OEOB
SYLVIA MATHEWS	1FL WW	JACK LEW	252 OEOB
JOHN PODESTA	1FL WW	ANN LEWIS	GFL WW
DON BAER	GFL WW	THURGOOD MARSHALL, JR.	2FL WW
KRIS BALDERSTON	160 OEOB	MIKE MCCURRY	1FL WW
DAVID BEAUBAIRE	160 OEOB	ANNE MCGUIRE	160 OEOB
EMILY BROMBERG	106 OEOB	LORRIE MCHUGH	1FL WW
SUSAN BROPHY	2FL WW	CHERYL MILLS	2FL/WW
PHIL CAPLAN	GFL WW	LINDA MOORE	115 OEOB
DAWN CHIRWA	130 OEOB	JENNIFER PALMIERI	184 OEOB
LYNN CUTLER	106 OEOB	VICKI RADD	115 OEOB
MICHAEL DEICH	209 OEOB	DOUG SOSNIK	1FL WW
FRED DUVAL	106 OEOB	GENE SPERLING	2FL WW
MARIA ECHAVESTE	2FL WW	TODD STERN	GFL WW
RAHM EMANUEL	1FL WW	STEPHANIE STREETT	GFL WW
JASON GOLDBERG	1FL WW	GINNY TERZANO	274 OEOB
T.J. GLAUTHIER	246 OEOB	BARRY TOIV	1 FL WW
LARRY HAAS	253 OEOB	LORRAINE VOLES	274 OEOB
NANCY HERNREICH	1 FL WW	MICHAEL WALDMAN	196 OEOB
MICKEY IBARRA	2FL WW	<i>DIANA FORTUNA</i>	
RONDA JACKSON	160 OEOB	<i>BRUCE REED</i>	
JON KAPLAN	233 OEOB	<i>STACHE SPECTOR</i>	
ELENA KAGAN	216 OEOB		
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MARSHALL 2/WW	DEICH 209 OEOB	MARSHALL 2/WW
CHOW 107/EW	MCHUGH 1/WW	LEWIS G/WW
TOIV G/WW	TOIV 1/WW	IBARRA 2/WW
IBARRA 2/WW	MAYOCK 166 OEOB	MCHUGH 1/WW
MURGUIA 112/EW		L. MOORE 115 OEOB
MCHUGH 1/WW		J. KAPLAN 235 OEOB
C. SMITH 1/WW		TOIV 1/WW
VOLES 274 OEOB		TERZANO 272 OEOB
		FORBES 170/EW
		ATTIE 126 OEOB

Brue Reed 2F4WW

AMERICA'S PROMISE

THE ALLIANCE FOR YOUTH™

Strategic Statement

AMERICA'S PROMISE: What it Does and What it Aims to Accomplish

909 North Washington Street
Suite 400
Alexandria, VA 22314-1556
Tel. 703.681.4500
Fax 703.681.7328
www.americapromise.org

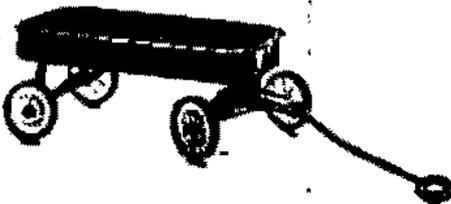
A growing crisis in America is the number of young people who are simply not on the road to becoming productive and successful adults. Yet common sense--backed up by research--tells us exactly what most of them need to get on that road: they need the support and opportunity we had. That opportunity does not exist without five fundamental resources: An ongoing relationship with a caring adult; safe places and structured activities in nonschool hours; a healthy start; marketable skills; and the opportunity to give back through service.

Born at the historic Presidents' Summit in Philadelphia in April, America's Promise — The Alliance for Youth, and its Chairman General Colin Powell, are challenging individuals, corporations, non-profits, communities of faith, philanthropy, and states and communities to commit to provide children and young people with these five fundamental resources and opportunities. By the end of the year 2000, the goal of America's Promise is to have leveraged enough commitments so that at least 2 million more young Americans who are most in need have access to all five of these resources.

That will not eradicate the crisis; the next ten years will see an enormous growth in the number of teenagers, the most America has had since the early 1970s. But it will show that the crisis *can* be eradicated, by all sectors working together under one common-sense group of ideas. It will dispel the notion that "nothing works" for our nation's disadvantaged youth. It will set the nation on a course to ensure the greatness of its own future -- by strengthening today's children.

America's Promise believes that America has enough knowledge, good will and resources to bring these five fundamental resources and opportunities to every child who needs them. But that good will, resources and knowledge need to be harnessed and driven by *our collective will* -- an *Alliance* -- to give all our children what they need to develop well.

America's Promise knows that it alone cannot accomplish its goals of reaching millions of young people; that it will take the good will and action of millions of Americans in communities all across the country. There are many initiatives underway in communities that are consistent with the five fundamental resources. America's Promise will work with *Promise Alliance Partners* to build on their strengths and help make them stronger. At the national level, these non-profits, communities of faith and other Alliance Partners must encourage their local affiliates to ensure that the five fundamental resources are delivered to all young people in their local communities.



Thus America's Promise role will be that of catalyst, organizer and communicator, using four basic strategies to carry out these roles.

- **Secure and Bundle Commitments from Corporations, Foundations and Individuals.** There is enormous untapped good will and resources in the private sector; it needs to be tapped. It is that sector which provides America's prosperity, and much of its leadership. It is that sector which can lead the way to help all our children grow up healthy and productive.

America's Promise will build on the initial set of promises and commitments made by corporations and other organizations at the Summit. America's Promise will work with existing and new promise-makers to help them fulfill their commitments as well as to suggest how they might be integrated into the existing infra-structure to provide the greatest benefit to children and young people who can most use the resources.

The *America's Promise Incentive Package* will bundle some of the commitments into more comprehensive packages for delivery to communities and schools that are already taking steps locally to generate and deliver the five fundamental resources. For the Incentive Package, America's Promise will focus on commitments which have the capacity to be implemented nationally, can be bundled together and delivered easily, and provide scarce resources often not available in communities. The bundled commitments matched with local commitments will be both a resource and an incentive for "Communities of Promise."

- **Develop States and Communities of Promise.** State and local leaders in different sectors have access to or authority over vast resources and services for children. Many have been searching for a sensible framework of ideas by which to better organize and deliver these resources and services.

America's Promise will work with those communities and states interested in becoming Alliance members and will help provide them with public information and media support, lessons learned from other communities, technical or organizing support, and, of course, access to the national commitments secured from corporations, foundations and individuals. *Communities of Promise* will include communities that share the objectives of America's Promise and agree to assemble diverse working teams, assess local youth needs, set measurable goals, hold summits or similar organizing events, secure local commitments, and track results. *States of Promise* will be asked take a similar approach and to enlist and support Communities of Promise.

America's Promise will work with leading national non-profit organizations and foundations, as well as for-profit entities, as Promise Alliance Partners, to develop several cooperative strategic partnerships to support a coordinated effort at the local level. Alliance Partners will determine what contributions they can each make to the specific goals of America's Promise. Never before has there been such an all-inclusive

undertaking to allow America's non-profit and corporate citizens to come together in a partnership or Alliance with a tangible and common expected outcome.

Helping these States and Communities of Promise develop is the best way America's Promise can ignite a long-term, large scale and sustainable change in the way youth are supported and challenged in America. For it is on the streets and in the schools where the need for change is felt, and where a strategy that is sensible, and doable, will be most quickly embraced.

- **Help Schools be More Effective Delivery Hubs.** America's Promise wants to use its resources and influence to help schools be more effective sites for providing young people with access to all five fundamental resources. *America's Promise in Schools* will encourage all school-based models of Alliance members to achieve the five resources and opportunities for all young people.

One of the America's Promise in Schools strategies that is an example of an Alliance Partnership will bring together in forums over the next three years educational, non-profit, service, faith-based, and corporate organizations to encourage delivering their resources through school sites or school partnerships. The goal of each forum is to challenge local community teams, led by their school superintendents, to create Promise Schools that, in turn, will lead to Communities of Promise. When they do, we will assist them by making those school systems priority recipients of secured and bundled commitments in an America's Promise Incentive Package.

- **Get the Word Out to All Who Want to Help.** Polls show repeatedly that Americans are willing to give their time and resources to help children and youth. But they also want to feel that their commitment can make a difference. Many are unsure about how to do that; they have heard, based on government studies, that "nothing works" for disadvantaged youth. That is untrue. Big Brothers Big Sisters and Boys and Girls Clubs -- just to name two -- have been proven to have positive influences on young people.

America's Promise has drawn together the lessons from initiatives that work into five clear and fundamental resources. Everyone can play a part in making them accessible to children and young people. America's Promise will carry that message to America, through all avenues of communication -- print, radio, television -- to show Americans that there are practical ways to take action on their good will toward America's children. America's Promise represents this country's best chance to solve the problems that face children and youth at risk.

To establish its identity, America's Promise will build on the community effort and high spirit generated by the Presidents' Summit, the reputation of General Powell as its leader, and the logic of the five fundamental resources being present in the lives of children and young people. America's Promise has chosen the red wagon as its brand icon and over time public awareness will be derived from both the General and the red wagon. As one strategy for reaching the maximum number of children and youth in need, America's

Promise will select a group of major cities to concentrate elements of its strategy. This will include combining communication efforts with the development of States and Communities of Promise, America's Promise in Schools, and America's Promise Incentive Package.

The goal of America's Promise is "Two Million by 2000," but our real mission is that over time the richness of America's public, private, volunteer and philanthropic resources will be brought together to ensure that each and every youth has the five fundamental resources, so that each and every youth can become a fully productive American citizen.

10/97

AMERICA'S PROMISE --
PULLING TOGETHER FOR AMERICA'S KIDS

Up to 15 million of our nation's youth are "at risk" in today's society. They are at risk of growing up neglected, uneducated, drug-addicted, casualties of street violence, or weighed down with the responsibilities of child-rearing while they are yet children themselves. Unless the more fortunate members of society lend a helping hand right now, these kids may grow up unfit for lives of anything but dependency or crime. Some may not grow up at all.

While services and volunteer efforts directed toward youngsters -- such as the Boys and Girls Clubs and the Big Brothers/Big Sisters -- have been doing good work for years, it is evident that the current crisis has overwhelmed these traditional sources of aid. Clearly, the urgency and sheer size of the problem call for a bold new rescue effort on a national scale.

It was with this object in mind that the Presidents' Summit for America's Future was convened in Philadelphia at the end of last April. The Presidents' Summit was endorsed by every living President of the United States and First Lady. Attendees also included 30 state governors, 90 mayors, celebrities like Oprah Winfrey, and thousands of volunteer activists. Retired General Colin L. Powell served as General Chairman.

Summit delegates called for dramatically increasing the amount of time, talent and treasure devoted to helping needy youth. They also produced a master plan to ensure that this additional investment is put to effective use.

A three-year national campaign called America's Promise -- The Alliance for Youth was launched at the conclusion of the Summit, under the continued leadership of

General Powell. The mission of America's Promise is to connect at least two million youngsters by the year 2000 with the five basic resources they need to grow up into successful adults. These are: (1) a caring adult role model or mentor, (2) safe places with structured activities where they can learn and grow during nonschool hours, (3) a healthy start and a healthy future, (4) a marketable skill, and (5) an opportunity to "give back" through community service.

There is nothing new about any of these five resources. Any successful adult American will recognize all five as part of his or her own growing-up experience. What America's Promise is doing that is new is to advocate -- in effect, to "market" -- these five resources as a package; to mobilize the nation's compassion around a solid and coherent campaign to rescue our at-risk youth.

Each of the five resources reinforces the other four. Thus, instead of being asked to contribute to individual causes that attack the problem piecemeal, Americans who care about our kids are being asked to join with government, corporations, non-profits, service groups, communities of faith and other volunteers in a popular, broad-based effort that will provide at least two million youngsters with the minimum requirements they need to be successful adults.

America's Promise is adding to the over 200 initial commitments that were made to help provide the five resources. Major corporate grants include \$200 million from Microsoft, \$100 million each from McDonalds and Oracle, \$50 million from Procter & Gamble, over \$26 million from Allstate, and over \$10 million from American Express. These are just a few of the major corporations that have stepped forward so far, and

others are expected to follow.

Oracle Corporation has established the Oracle's Promise Foundation to work with America's Promise. Oracle's Promise has committed to connect every school that is adopted by a corporation to the Internet, and to supply a network computer to every classroom. Linking adopted schools by computer will create connections through which additional offers of assistance may flow.

America's Promise itself has a website on the Internet -- www.americaspromise.org -- to provide regular updates to supporters, and information to people who want to get involved. General Powell contributes a regular page to the site called, "Dispatches."

The Presidents' Summit dramatized to the nation what we can do to rescue millions of at-risk youngsters if we all unite behind the same set of practical, common-sense ideas. It is the task of America's Promise to put those ideas into action. But America's Promise cannot perform this task all by itself. The goal of connecting two million children and teenagers with the five basic resources by the year 2000 can be achieved only by enlisting the enthusiastic and sustained support of all sectors of American society. America's Promise is creating a network of alliances directed toward that end.

America's Promise is encouraging all 50 states and as many communities as possible to become "States of Promise" and "Communities of Promise." This means that they agree to help America's Promise meet its goal of "two million by 2000" by pledging to provide the five resources to a specific number of youngsters. They further

undertake to meet their own pledges by soliciting support from local profit and non-profit organizations. Finally, they agree to help publicize and promote the work of America's Promise by holding Summits of their own. Over 200 such events have been scheduled so far, some of which have already taken place.

One of the largest of these was held in San Antonio, Texas on September 23. In a massive rally staged in the city's convention center, Governor George W. Bush proclaimed before a wildly cheering crowd that Texas would be a "State of Promise" for General Powell. He then challenged representatives of a thousand communities from all across the state to follow through by becoming "Communities of Promise."

America's Promise will help its grassroots allies in other ways as well. It will, for example, match commitments from corporations, foundations, and individuals with communities and schools most in need. America's Promise will also use its resources and influence to help local schools become effective sites for providing youngsters with access to the five resources. Over the next three years, America's Promise will be working with a coalition that includes Communities In Schools, the American Association of School Administrators, Quest, and a number of other non-profit organizations. Through this coalition America's Promise plans to be involved in 4,000 schools in 360 communities.

A massive publicity campaign will further fan grassroots activity. The Ad Council is creating a series of public service messages, and Kellogg and several other corporations are producing television and print ads featuring the logo of America's Promise, the little red wagon.

The little red wagon is being featured prominently at Summit events around the country. General Powell presented one to Governor Bush at the "Texas Challenge" in San Antonio, and the presentation received heavy coverage from both print and electronic media. Red wagon lapel pins are sprouting in board rooms and other executive gathering places around the country. In short, the red wagon is becoming an effective and instantly recognizable device for corporations, non-profits and all concerned American to say, "We're involved -- we care."

cf race initiative!

As the red wagon picks up momentum, more volunteers and contributors are going to climb on board. Companies that have made commitments since the Summit, or that have substantially increased their earlier commitments, include such big names as Novartis, Chrysler, Wal-Mart, Kellogg, Viacom, and America Online. More are expected to follow in the weeks and months ahead.

According to the pollsters, the great majority of Americans are strongly in favor of helping all our youngsters to a decent start in life. But they also want to feel that when they volunteer their limited time or donate more of their hard-earned money their contribution is having a real impact. America's Promise is, arguably, the greatest crusade ever mounted in this country for the purpose of changing young lives for the better. It is a unique opportunity to make compassion count.

Our goal is to reach two million youngsters by the end of the year 2000 with the five basic resources. We have a good start toward our goal. But whatever we accomplish over the next three years we know that we are going to make a real and substantial difference in the lives of millions of kids -- we are going to let them know

that somebody cares about them; that somebody believes in them; that somebody wants to help them to claim their share of the American Dream. And if we do that much -- if we can bring light back into the eyes of these youngsters -- it will be worth every dollar and every ounce of effort we bring to this crusade.

THE CITIZEN SERVICE SUMMIT

April 27-29, 1997
Philadelphia

Service Summit

The two-day Summit is being designed to build on steps already being taken in communities all across America to produce -- by the year 2000 -- a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. This Summit of Presidents of the United States and citizen leaders from all around the country will be an historic call to action.

With the support of President Clinton and President Bush, and the urging of George Romney shortly before his death, this Summit was initiated by The Points of Light Foundation and The Corporation for National Service. It will consist of more than 1,000 citizens in teams from some 100 communities, and 500 representatives of partner organizations from the private, public, and non-profit sectors at the national and state levels. The 1,500 participants are being invited to Philadelphia to launch a strategy for citizen service and community leadership to "turn the tide" by the turn of the century on many of the challenges facing so many young people today.

Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. These conditions include but are not limited to:

- Caring and supportive mentoring relationships in the life of every young person.
- Education that prepares the coming generation for productive employment, economic fulfillment and good citizenship.
- A healthy start in life and encouragement of healthy behavior.
- Safe and decent places to gather, learn, work, play and live.
- Inspiration and opportunities for everyone -- young and old -- to give back to others through service and to contribute to the common good.

Bold but reachable targets will be proposed at the Summit to offer a national vision of how these conditions can be advanced through expanded and more effective volunteer and citizen service. As a start for this process of target-setting the following examples for national targets to be achieved by the year 2000 are proposed:

- 2,000,000 additional mentors
- 2,000,000 additional students reading at grade level
- 2,000,000 additional children having access to health care
- 2,000,000 additional children and youth engaged in safe group activities
- 2,000,000 additional youth engaged in community service

Following the Summit, community teams and local summits will further develop and refine the measurable targets.

Young people will be key participants at the Summit, and youth will be recognized not as "problems" but as resources and talent to be tapped. In challenging society to better serve youth, an equally important challenge will be for youth themselves to serve.

The Summit should be seen as the beginning of an on-going process through the year 2000. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. To advance such action, each of the community delegations will be expected to develop local initiatives launched at their own "summit". In addition, State level participants will have a special responsibility to promote this process in other communities not represented at the National Summit.

The Summit is not to be focused on legislation or government policy relating to the problems of children and youth. Instead, it aims to expand and strengthen the power of citizen service to solve these problems.

The convening of a national summit with the President of the United States, former Presidents and the First Ladies, is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious social problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

2m mentors & tutors
2m more students

November 5, 1996

CORPORATION
FOR NATIONAL
SERVICE

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford
Chief Executive Officer
Corporation for National Service

Subject: The Citizen Service Summit -- Connecting Americans
To Get Things Done For the Next Generation

April
27-29

This is a progress report on the Presidents' Summit -- tentatively being called *The Citizen Service Summit -- Connecting Americans To Get Things Done For The Next Generation* -- being sponsored jointly by the Corporation for National Service and The Points of Lights Foundation. It is now scheduled for Presidents' Day and the following day, ~~February 17-18~~ at the Pennsylvania Convention Center. It will climax at an Independence Hall signing and announcement of commitments for new action to help solve our nation's most critical problems, especially the challenges of children and youth.

You will recall our conversation en route from your Penn State Commencement talk when I gave you the memorandum outlining the plans for Summit. You indicated that you would participate in the Summit in whatever capacity given to you by the American people at that time.

This Summit, to be convened by the President and former Presidents and First Ladies was the idea of George Romney (before he died last year), who worked out the strategy with Bob Goodwin, President of the Points of Light Foundation, and me. We have run with the ball since then and will be ready to go public later in November. Let me report how the plans have progressed and why it is vital that your schedulers put the February 17-18 dates on your calendar.

Former President Bush has enthusiastically agreed to participate, and we are in communication with former Presidents Carter and Ford.

Gen. Andrew Chambers ~~head~~, head of NCCC - CDO
Ray Chambers, ~~Pres~~ of Light, FORUS likes - Chair of Steering Comm. - \$15m followup
Billy Shore, co-partner
Commitments: Big Brother/mentoring. Literacy. Boys-Girls Club. Relig-orgs.
Nancy Reagan, Mike Deaver
Colin Powell? Oprah Winfrey
Will planning mtg.
April 28th - FORUS

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000

Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

The Summit is being designed to build on steps already being taken in communities all across America to produce -- by the year 2000 -- a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. The Summit will consist of more than 1,000 citizens in teams from some 100 communities, and 500 representatives of partner organizations from the private, public and non-profit sectors at the national and state levels. Each community delegation will come committed to organizing a local summit within six months of the Philadelphia summit. At the Summit, they will be planning for their own local summit and follow-on initiatives and will agree to pursue local commitments as part of their local summits. (Many other communities will participate in the national Summit via satellite.)

The 1,500 participants are being invited to Philadelphia to launch a strategy for citizen service and community leadership to "turn the tide" by the turn of the century on many of the challenges facing so many young people today. Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. These conditions include but are not limited to:

- Education that prepares the coming generation for productive employment, economic fulfillment and good citizenship.
- Caring and supportive mentoring relationships in the life of every young person.
- A healthy start in life and encouragement of healthy behavior.
- Safe and decent places to gather, learn, work, play, and live.
- Inspiration and opportunities for everyone -- young and old -- to give back to others through service and to contribute to the common good.

Bold but reachable targets will be proposed at the Summit to offer a national vision of how these conditions can be advanced through expanded and more effective volunteer and citizen service. As a start for this process of target-setting the following two examples for national targets to be achieved by the year 2000 are proposed:

- 5,000,000 additional mentors, tutors and other volunteers engaged in work with the young.
- 5,000,000 additional youth engaged in service to the community.

Following the Summit, community teams and local summits will further develop and refine measurable targets. The Summit should be seen as the beginning of an on-going process through the year 2000. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. We would hope to track some of the progress being made in communities over the next few years and reconvene a Summit in the year 2000 to see if together we are actually solving some of the problems confronting children and youth and celebrate what is being achieved.

A joint steering committee of the two initiating organizations' boards is overseeing the planning, and a number of major organizations are co-sponsors. Among the national organizations working in partnership with the Corporation for National Service and the Points of Light Foundation in endorsing the Summit goals are:

American Red Cross
Big Brothers/Big Sisters of America
Boys and Girls Clubs of America
Boy Scouts of America
Camp Fire Boys and Girls
Child Welfare League of America
Family Service America
Girls Incorporated
Girl Scouts of the USA
Veterans of Foreign Wars of the US

NetDay 96
Goodwill Industries
Salvation Army
YMCA of the USA
United Neighborhood Centers of America
The United Way of America
Communities in Schools, Inc
The National Assembly
General Federation of Women's Clubs

We are collaborating in this venture with The America Project of the Carter Center, John Gardner's National Civic League, the Coalition for America's Children and "Leadership 18" (which is a consortium of the 18 largest non-profit human service organizations convened by the United Way)

+ Governors (N6R) 6

+ Education Consortium

To pay for the Summit, including travel funds for many of the participants from local communities, we have so far raised over a million dollars from The W.K. Kellogg Foundation, The Pew Charitable Trusts, and The David and Lucile Packard Foundation, with additional help from the Robert Wood Johnson, Kauffman, MacArthur and Ford Foundations expected. The Kellogg Foundation has already indicated an interest in further funding some of the follow-up efforts on local communities and we believe some of the other funders will do so as well.

One aim of the Summit is to take community volunteering, national service and citizens' action to a new kind of effectiveness and public support, and to the extent that it is necessary in some people's minds dramatically move out of the partisan arena. By the unprecedented joint leadership of the President of the United States and former Presidents and the First Ladies, Democrats and Republicans -- each of whom has demonstrated his or her own special interest -- the call to the Summit will be a signal that this is a field of action beyond politics.

The convening of a national summit with the President of the United States, former Presidents and First Ladies, is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious social problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

After the election, I want to see you as soon as possible to get your thoughts on how to give final shape to the Summit plans. Before seeing you, I will meet and work with whomever you designate. We've been in touch, at different stages, with Bruce Reed, Michael Waldman, John Hilley, George Stephenopolous, Leon Panetta and Mike McCurry.

THE WHITE HOUSE
WASHINGTON

December 30, 1998

Nat. Service

MEMORANDUM TO THE PRESIDENT

CC John D. Podesta

FROM Karen A. Tramontano

Outlined below is the strategic plan we developed at your request to provide greater visibility for AmeriCorps. The plan is based on three communications principles: 1. Regional coverage will better enable AmeriCorps to achieve its legislative goals; 2. AmeriCorps' stories about volunteers and communities are best told by alumni--AmeriCorps' untapped resource; and 3. A communications plan that builds up to AmeriCorps' 5th Anniversary in September 1999.

To implement these principles we recommend beginning with low-key service events (e.g. your DC Kitchen service event), expanding to monthly themes utilizing alumni and culminating in a 5th year anniversary celebration. In this way, the public will witness your days of service, learn about AmeriCorps through a public relations campaign around its monthly themes and celebrate AmeriCorps' 5th year anniversary. We hope this plan will reinforce three key messages: AmeriCorps is about service by young people to communities; AmeriCorps strengthens communities; and AmeriCorps expands educational opportunities for young people.

January: A Day of Service

Subject to your approval, we will recommend some low-key service activities for you to consider performing during the Martin Luther King holiday. We will ask members of your Cabinet to perform service during the holiday, too. These service events will be similar to your day at D.C. Kitchen in December. We want these events to provide a transition to your State of the Union.

For the State of the Union we are reviewing several stories of young AmeriCorps volunteers and the service they are performing for a possible mention in your address. If you chose to mention one of the stories, the First Lady may wish to include the featured AmeriCorps volunteer in her box. We hope the above-mentioned references will result in both national and regional coverage for AmeriCorps.

February: A Call to Service

AmeriCorps will launch its public service announcement campaign which has been produced by MTV. For February we will recommend that you swear-in the 1999 AmeriCorps volunteers. These members will mark the 100,000 volunteers who have served in AmeriCorps. At the event, we plan to screen the new AmeriCorps PSA and release an independent study of AmeriCorps' accomplishments.

March: 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 other organizations. We will work with AmeriCorps to bring additional visibility to these events by asking Cabinet members and other surrogates to join AmeriCorps volunteers on these projects. AmeriCorps will also be launching its college recruitment campaign in March. For Cabinet members who are not engaged in service events, we will be asking them to participate in AmeriCorps college recruitment days at their alma maters.

April: National Youth Service Day

To highlight National Volunteers Week (April 18 -24) AmeriCorps will bring together alumni and current members on the same day in a wide-range of service projects on various college campuses. We will work with AmeriCorps on these college campus events by using Cabinet members and other surrogates to increase visibility and improve the regional coverage of these events.

May: City Year Conference

The annual City Year-AmeriCorps conference will be held in Washington, DC. There will be more than 1,000 AmeriCorps volunteers available. We are planning a service event with members of your administration and AmeriCorps volunteers to highlight a major community service project for DC. This may also present another opportunity for you to perform service in DC.

June: Commencement Season

We have several recommendations for the commencement season. First, if you approve, we will recommend at least one college for you to address that has focused on service in general and on AmeriCorps in particular. Second, we will recommend that Cabinet members who give commencement addresses include references to AmeriCorps volunteers and service to communities in their addresses. Finally, we have suggested that AmeriCorps ask their alumni to present the President's Student Service Award at their high school and/or college alma maters.

July: AmeriCorps graduation

Several states and cities host AmeriCorps closing ceremonies to mark the end of the year of service. Many of these ceremonies feature Governors and Mayors as keynote speakers. We will work with AmeriCorps through Intergovernmental Affairs and our Regional press operation to increase the profile of these events.

August: Back to School

More than 20,000 AmeriCorps members are participating in America Reads. We are planning an America Reads event possibility with Secretary Riley to show AmeriCorps' education focus. AmeriCorps is also planning to release an independent study of AmeriCorps' success in increasing childhood literacy.

September: Anniversary Celebration

We are in the early planning stages for this event but we would like to focus the event around a "blitz-build" service project. We would include partners from the corporate and non-profit worlds as well as celebrities. AmeriCorps anticipates that MTV and VH-1 will be the media partners for the event. We have asked AmeriCorps to begin discussions with their state chapters to create simultaneous state anniversary events for possible satellite downlinks.

Between now and the anniversary I will facilitate bi-weekly conference calls to ensure that we are staying on track with both message events and the overall plan.

Polling that went to POTUS, Powell

**Americorps Polling
December 24, 1998**

Points:
1) No one knows about it

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.

2) They like it -- particularly as citizens

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

3) After-school best program

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

4) We can beat cost arg. post'ly w/ empirical evidence.

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)

Town

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.

<i>Which of the following do you think is the most important aspect of the Americorps program?</i>	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

<i>Which of the following do you think is the second most important aspect of the Americorps program?</i>	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.

Given each of the following statements, do you strongly support, somewhat support, somewhat oppose or strongly oppose the Americorps program?	Strongly Support	Support / Oppose	D	R	-
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	More / Less 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 favorable	More favorable	More favorable	D	R	
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

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.

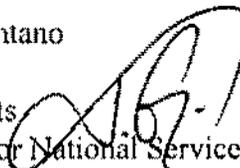
Cc: ✓ Bruce Reed
Ann Lewis
Gene Sperling
Thurgood Marshall, Jr.
Shirley Sagawa

CORPORATION

FOR NATIONAL

 SERVICE

TO: Karen Tramontano

FROM: John Gomperts 
Corporation for National Service

DATE December 4, 1998

RE: Increasing Public Awareness of AmeriCorps

Following our recent meeting and in response to your specific request, we have outlined a 6 - 9 month plan for ways in which the President and other White House principals and Administration surrogates can increase the public's understanding of AmeriCorps. Indeed, our aim should be to make AmeriCorps a household word, one in which the great majority of people take pride.

Of course, we are delighted by the interest the White House is showing in helping us promote AmeriCorps and national service, and we want to work with you to craft ideas that meet our objectives and fit into your broader plans to use the time and resources of the White House. As you suggested, we have organized our thinking around the themes and objectives that we expect to be pursuing in the coming weeks and months. So first I describe our own focus and plans for the coming months. Second, I present the themes that the President and others can use in support of our efforts. Then, I lay out a timeline of possible events and activities that would help to amplify the themes and achieve the objectives.

* * *

OUR STRATEGY AND GOALS

Naturally, White House efforts will work best if they are part of our overall strategy. Much of our thinking is reflected in the materials and campaign we put together in preparation for the event celebrating the 100,000th AmeriCorps member. Although the White House celebration had to be postponed, we saw that benchmark as the beginning of a campaign that we always planned to continue. The key elements of that campaign are as follows:

Focus on the members. As I described in our meeting, too much attention has been focused on Washington political battles about AmeriCorps. We want to shift attention to AmeriCorps members and what they are doing. This refocusing extends from planning our own activities to framing our message to the outside world. From our ongoing conversations with the elite media, to pitches to local newspapers and television stations, to conversations with elected officials, presenting AmeriCorps members as new patriots is our most consistently successful



approach. This focus on the members is reflected in the positive press and editorial coverage we have already received, and it will be our continuing emphasis in our events and travel of our principals.

Growing AmeriCorps. As you know, in separate venues we are pressing hard for a significant increase in the size of AmeriCorps. While we have reached the 100,000 member mark in total AmeriCorps members, we want to get to the point where there are 100,000 AmeriCorps members *every* year by the end of the Administration. The visibility plan we are presenting should help to realize this specific policy objective.

Stepped-up recruiting campaign. We need idealistic, energetic, young Americans to join AmeriCorps. To fill AmeriCorps slots (and hopefully more slots soon) we will launch an aggressive recruiting campaign including a new PSA produced by MTV, a mailing to more than 300,000 college seniors, print ads featuring AmeriCorps members, and a number of AmeriCorps member-organized events and service projects on college campuses.

Continue to build bipartisan support. From the time when the President asked Senator Wofford to head the Corporation, our overriding objective has been to build bipartisan support for national service, especially AmeriCorps. That means courting Governors and Mayors as well as members of Congress. (This also means working hard to present AmeriCorps in a non-political fashion to the greatest extent possible, and recognizing that as we bring more positive attention to AmeriCorps, our detractors will escalate their efforts as well.)

Energize the field. Unfortunately, to date, the national service field has not been a strong voice supporting or defending national service. From our efforts with major non-profit partners, to Governor-appointed state commissions on national and community service, to AmeriCorps Alums, to key allies such as America's Promise and the Points of Light Foundation, strengthening the national service field continues to be one of our key strategic objectives.

KEY THEMES FOR WHITE HOUSE

AmeriCorps has come of age. No longer a small, "boutique" program, AmeriCorps recently passed its 100,000 member milestone -- a mark it took the Peace Corps more than 20 years to achieve. This year more than 40,000 AmeriCorps members will be recruited by programs all over the country, approximately 7,000 more than the Marines are recruiting. (N.B. A proposal to substantially increase the size of AmeriCorps would make the "coming of age" point even more pertinent.)

AmeriCorps solves problems. When it comes to improving childhood literacy, providing quality after-school programs, reducing violence in schools and neighborhoods, preventing drug abuse by teens, responding to natural disasters -- AmeriCorps is getting the job done. We will be able to release timely research and evaluation reports to support these claims of AmeriCorps' success.

AmeriCorps is creating America's future leaders and building communities. When the President declared "the era of big government is over," he also said that "the era of big challenges is not, and so we need an era of big citizenship." Like many others, the President was looking to individual citizens and to our civic institutions to take on-- or share-- some of the responsibilities that had previously been the province of government. AmeriCorps does just that, through partnerships with more than a thousand national, state, and local non-profit, educational, religious and civic organizations. Like their counterparts in the Peace Corps and the military, AmeriCorps members are serving their country. But in the case of AmeriCorps members, the new patriotism they demonstrate is in service on the homefront, in tackling some of the most urgent problems of our hard-pressed communities. AmeriCorps members serve with—and strengthen—the local non-profits that are on the frontlines of some of our most difficult problems.

AmeriCorps is a model of local control and reinventing government. The general perception remains that AmeriCorps is a top-down, Washington-run operation. Nothing could be further from the truth – most AmeriCorps grants are made and most AmeriCorps positions are allotted through governor-appointed, bipartisan state commissions. This structural point is the key to AmeriCorps' popularity and bipartisan support among governors. And an even more fundamental kind of devolution is in the fact that projects using AmeriCorps members are run by the local, state, and national non-profits who recruit, select, and support the members. The sooner people understand that AmeriCorps is a model of devolution to the states and the civic sector and of reinventing government, the sooner we will win the full public acceptance and enthusiasm we need.

TIMELINE OF SUGGESTED EVENTS AND ACTIVITIES

December 1998

Service on December 21/22. We are told that the President and the First Lady are interested in performing service in connection with the holidays, most likely on December 21 or 22. In a separate memo, we have proposed sites that include AmeriCorps members that would be appropriate venues for this service. In addition, we suggest that this might be an opportunity to announce the following initiatives:

- ◆ AmeriCorps Promise Fellows grants (representing more than 550 new AmeriCorps members). AmeriCorps Promise Fellows is a joint initiative between AmeriCorps and America's Promise. The grant announcement, a total commitment of nearly \$10 million, is the realization of the idea the President announced in his speech at City Year's convention in Cleveland in June. It is tremendously appreciated by General Powell and the leaders of the state and local efforts around the country to achieve the goals for children and youth set at the Presidents' Summit for America's Future.

- ◆ **President's Student Service Award.** Modeled on the President's Physical Fitness Awards, this new award program will recognize (with a Presidential letter and a pin) students who have served at least 100 hours. This is a key goal of the Presidents' Summit which the President has repeatedly championed: that young people should be challenged and given opportunities themselves to serve, not just to be served.
- ◆ **Martin Luther King Day grants.** This year we have doubled the amount of mini-grants to support service on the King Holiday to \$500,000 with 100 communities receiving grants. These grants have played a key part in turning the holiday more and more into "a day on-- not a day off," a day of service throughout the country. Last year the President announced the grants in a radio address.

January 1999

Event marking AmeriCorps' 100,000 member milestone. The news for this event would be the President's request for increase in AmeriCorps' funding. We also propose using this as the opportune moment to release an independent report on AmeriCorps' accomplishments. This new research covers the last three years and provides very positive outcome data. The event might include swearing in new AmeriCorps members (representing the 100,000 who have served) to give the event strong regional media opportunities.

MLK Day (January 18th). In 1994, President Clinton signed legislation making the Martin Luther King holiday a day of service. Last year, the President and Mrs. Clinton celebrated this day by participating in two different service events in Washington, DC. This year, hundreds of service projects are taking place across the country. The President, other principals and surrogates should participate in high profile service projects on the Monday holiday. Alternatively, the actual day of Dr. King's birthday-- January 15, three days before the holiday, could be an occasion for the President to do something symbolic to make the call for service on the holiday itself.

State of the Union. While we realize the intense competition over the material to be included in the State of the Union, being in the speech is also one measure of the significance of an issue. Therefore, we strongly recommend that the President refer to the 100,000 member milestone in the speech and that he make his request for a significant funding increase for AmeriCorps as part of a more general call to citizen service. In addition, we suggest that Millard Fuller, President of Habitat for Humanity International, and one of the more than 500 AmeriCorps members who serve with Habitat be invited to sit in the box with the First Lady. Fuller is a big fan of the First Lady and vice versa—and of AmeriCorps—and his presence will help us to make the point about the partnership between AmeriCorps and faith organizations and major non-profits.

NGA Meeting. As noted above, the structure of AmeriCorps depends heavily on Governors. That is why many Governors, Democrats and Republicans alike, are enthusiastic

about AmeriCorps. This enthusiasm includes, notably, Govs. Carper and Leavitt, the Chair and Vice-Chair of the NGA. The President's talk to the NGA meeting is an excellent opportunity for the President to thank Governors for their leadership on this issue, and to ask them to join him in the general call to service to all Americans. (We have State Profiles on all that AmeriCorps and the other streams of national service do in each state. These State Profiles can be released at any time.)

February 1999

Launch the "Call to Service" recruitment drive and campus tour. In February AmeriCorps will launch a major new, member-led recruitment drive. All White House principals and key Administration surrogates can play a role in this campaign. We hope that the President will make a major "Call to Service" speech (probably on a college campus) promoting the broad ethic of service and asking students to serve their country through AmeriCorps, the Peace Corps, or the military. Possible venues include, the University of Michigan (where President Kennedy first raised the idea of the Peace Corps), Notre Dame University (where the President gave his major address on national service during the 1992 campaign), a historically black college, or any other college with a strong ethic and history of service.

AmeriCorps Promise Fellows training. The President or a White House principal should address this gathering of some 500 AmeriCorps Promise Fellows, the new group of AmeriCorps members that is the result of the partnership between AmeriCorps and America's Promise. Colin Powell is expected to speak to this group on February 26. The White House participation can be timed to precede, coincide with, or follow Gen. Powell's appearance. The event will likely be in the Washington DC area.

March 1999

Event to emphasize AmeriCorps' partnership with the religious community. We would like to plan an event designed to call attention to this partnership; to emphasize the fact that more than 8,000 AmeriCorps members now serve with religious organizations, and to recognize the tremendous work that churches are doing to strengthen communities. Possible venues include: National Prayer-Breakfast (may be in February) or a gathering of religious youth organizations.

Alternative Spring Break build with Habitat for Humanity. The President and White House principals and/or surrogates should participate in a build with AmeriCorps, Habitat and hundreds of college students as part of the Collegiate Challenge. This year we expect that more than 8,000 college students will participate in this event at 10 main sites between February 14 and April 10.

April 1999

AmeriCorps All-Stars. As part of our effort to focus more on AmeriCorps members, we propose to create a new recognition program called AmeriCorps All-Stars. We would select 25 exceptional AmeriCorps members from around the country who would come to Washington to be recognized during National Volunteer Week, perhaps on National Youth Service Day. The ceremony would be similar to the Teacher of the Year event, and it would afford the opportunity to focus on the extraordinary people who join AmeriCorps and their accomplishments as AmeriCorps members.

National Volunteer Week/National Youth Service Day/Earth Day. These annual events provide extremely good opportunities to reinforce the messages being promoted as part of the overall public awareness effort. The President, Vice President and other surrogates could serve alongside AmeriCorps members. This is also a perfect opportunity for surrogates to participate in the Call to Service tour. During National Volunteer Week AmeriCorps will be hosting a number of recruitment activities on college campuses. Participation by principals and cabinet members in these events would significantly increase the visibility of this effort.

May - June 1999

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

AmeriCorps and America Reads event. Do an event, either at a tutoring site or as a press briefing, with Secretary Riley to release an independent study on the success of AmeriCorps' childhood literacy programs.

Annual City Year Conference. City Year, one of the most notable and successful sponsors of AmeriCorps members, holds an annual gathering of all City Year members, called CYZYG. The President spoke at this conference last June in Cleveland. The First Lady spoke to the 1997 CYZYG in Providence, Rhode Island. The 1999 conference will be held in Washington DC, probably at Howard University. This might be a very good setting for the Vice President to perform service or speak to the group— or for a return visit by the First Lady. (June 2-5)

National and Community Service Conference. We co-sponsor this annual conference with the Points of Light Foundation. This year the conference (which attracts more than 2000 participants) will be held in Las Vegas from June 6-10. A videotaped message from the President and/or the First Lady would be a way to reach this group of key partners and leaders in volunteering and service.

September 1999

5th year anniversary celebration. September marks the five year anniversary of the AmeriCorps launch. We expect major national, state, and local events marking this milestone. We recommend the President and all White House principals participate in one or more events to celebrate the accomplishments of the nearly 150,000 people (at that point) who have served their country and community through AmeriCorps. This celebration will be another occasion to bring attention to exemplary AmeriCorps members.

Anytime

Meetings with AmeriCorps members. Any White House principal or other Administration official can meet with AmeriCorps members in the course of their travels. These meetings are thrilling for the members, and are often powerful learning experiences. We encourage these types of encounters, and can arrange meetings, either at service sites or otherwise, in many locations around the country.

Rally the field. Through the course of the year we will have a number of instances in which significant participants in the national service field will be gathered in Washington and other places around the country. These gatherings of members of Governor-appointed state commissions, significant non-profit partners in the youth service and volunteer field, board members of grantee organizations, and philanthropic and private sector partners, are terrific opportunities to motivate the national service field.

* * *

Again, I want to emphasize how pleased we are by your interest in working with us to advance AmeriCorps and promote the cause of national service. At your urging, we have laid out an ambitious plan. I recognize that we are asking a great deal, but we hear the clock ticking and want to make the most of the time remaining. Naturally, the suggestions in this memo are a starting point for further discussions, and we can be flexible in shaping events and activities. In any case, we believe that this undertaking, whatever form it ultimately takes, will not only help us achieve our strategic objectives, but will also reflect extremely well on the President and his Administration.

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

CORPORATION
FOR NATIONAL
★ SERVICE

September 4, 1998

Bruce—

I want to make sure you see the memo Harris sent the President today on ending the taxability of the AmeriCorps education award.

Fixing this injustice is one of our top priorities and is especially important to AmeriCorps members. We hope that if there is a tax bill this fall, we all can do everything possible to end the taxability of AmeriCorps education awards.

Please let me know if you need further information and how we can help make this happen.

Sincerely,



John S. Gomperts

December 7, 1998

President William J. Clinton
The White House
Washington, DC

Dear Mr. President,

This end-of-the-year letter is as presumptuous as the beginning-of-the-year letter I sent you last January. That missive was pegged on Andrew Marvel's 17th century proposition: "Let us roll all our strength and all our sweetness up into one ball" This is still what the nation needs you to do.

No doubt you get more advice than you can handle. Based on our years of laboring together in the vineyard of National Service, I am taking the liberty of giving you my unvarnished view of what it will take to realize our dream of making service the common expectation and common experience of all Americans. So here goes . . .

The events of the last year have been a terrible diversion from what we could have done, if not engulfed in the unrelenting, uncivil war of these past too many months. "Events have controlled me," Lincoln said of his leadership as the man of peace who led the nation through a sea of blood. In the end, after times when he feared people would vote him out of office, Lincoln prevailed and, in a profound sense, controlled events. In very different difficult circumstances that is your challenge in the remaining 700 days – to control events, to overcome the noise, to summon what Martin Luther King called "the fierce urgency of now."

More now than ever, you must do everything in your power to roll all your strength and all your sweetness up into that one ball – into a vision that integrates the three great themes you have most championed: education, racial unity, and citizen service. With the best of your imagination, creativity, and energy you can turn this into one clear, unforgettable, and commanding vision.

Let me stress I'm not here making a case for the specific policy proposals we are crafting with your staff. I'm also not arguing here for the proposal we submitted to your staff last week to vastly increase public understanding of and support for AmeriCorps by using your extraordinary power of persuasion and other White House assets to put in place a new strategy of emphatic communication about citizen service.



This personal letter goes beyond policies and speeches or anything you have yet done. My call is for a quantum leap in your personal leadership to give your vision life and force, making it a legacy and challenge to the American people that they can never forget. This will require more of your time, your attention, and perhaps most importantly, your sweat, for the cause of citizen service. In the beginning is the Word – but the word must be made flesh.

In the next one hundred weeks, if you commit a far greater part of your self to this endeavor, you will make an indelible mark on the mind and spirit of America. With that high hope, I offer two specific suggestions as a start:

First, commit yourself – and your schedulers – to arranging at least once a month for you to engage in some personal service in a school or community. These occasions do not have to be high profile, and it is neither necessary nor desirable that your service always be with AmeriCorps. Engage in service projects where with a few hours of work you can accomplish something, demonstrate something, and learn something.

Your service projects could include helping with a book drive at a local school or library, assisting in a homeless shelter, attending to a person with AIDS, building a playground, spending time in a senior center, working in environmental clean-up, rehabilitating housing, reconstructing trails in a National Park, or working with a faith organization (perhaps your own church) in a local project. Almost any project can be linked to larger themes of the Administration – but the real point of the service should be more personal than political.

Second, plan to lead a series of conversations to help shape future strategies of citizen service. Since you first took up the banner of service through the National Governors' Association and the Democratic Leadership Council, the field has grown and changed significantly, thanks in large part to your leadership in advancing AmeriCorps, the Corporation's other service programs, and the Presidents' Summit. Today there is lively debate about how citizen service can help meet national goals; how to get more people involved in high impact service and volunteering; how service can help to bring together people from diverse backgrounds; how to end the false division between part-time volunteering and full-time service; how to define the role of government in supporting "civil society" and mediating institutions; and how to best capture the special potential for religious organizations. You and the First Lady should become actively involved in convening and leading these discussions.

I recommend that early in the New Year you and the First Lady host an off-the-record discussion tackling some of these questions with a small, ideologically diverse group of leading thinkers and activists, including perhaps:

Susan Berresford (Ford Foundation)
Geoff Canada (Rheedlen Center, a star program based on AmeriCorps members
and featured in John Kasich's new book)
John DiIulio (Public Private Ventures, leading thinker on faith organizations)
E.J. Dionne (Journalist, Brookings Institute Fellow, new book *Community Works*)
Bill Galston (National Commission on Civic Renewal)
John Kasich (New book *Courage is Contagious* about individual volunteers)
Alan Khazei (City Year founder)
Charlie Moskos (Northwestern University)
Bill Moyers (Journalist, philanthropist)
Michelle Nunn (Hands on Atlanta)
Colin Powell (America's Promise)
Kathleen Kennedy Townsend (Lieutenant Governor of Maryland)
Oprah Winfrey (Television talk show host, philanthropist)

The list can be improved, but the idea is for this to be a non-political and non-ideological setting. With a relatively small investment of your time, you and the First Lady would be a major influence in the national conversation already underway.

* * *

We have made remarkable progress as a nation over the past six years. Yet, despite almost unparalleled prosperity, many Americans feel that something is missing – a sense of community, a set of common values, a shared national purpose. By making the kind of personal commitment I propose, you will help all of us understand better the power of service – in our own lives and in the lives of the people we serve. You will point the way to service as a strategy for the nation in the 21st Century – to produce stronger communities, more compassionate and informed citizens, and more solutions to the problems that once seemed insurmountable. This is your legacy. What is needed now is for you to claim it as your own.

Warmly,



Harris Wofford

National Service Initiatives

AmeriCorps*Seniors. We now have the largest, healthiest senior population in the Nation's history. At the same time, growing numbers of young people are in desperate need of responsible adult intervention. We propose expanding the AmeriCorps program to create a senior corps to provide volunteers to serve in afterschool programs, and as tutors and mentors. We would build on an existing demonstration program that recruits seniors to serve 15-20 hours per week over a fixed period of time in schools and other community centers. In exchange, seniors would be eligible for small incentives, including awards to participate in senior learning programs. Evaluations from the demonstrations show increased test scores among the participating students and senior involvement in the local schools. These connections to schools for senior populations can be critical when school bond issues are on local ballots. We propose adding \$25 million to the current AmeriCorps program to support the development of a 10,000 member senior corps.

Glenn
SOTV

Expand AmeriCorps. We propose expanding the AmeriCorps program from its current level of 50,000 members per year to approximately 70,000 per year. These additional members could be targeted to serve primarily at after-school and summer school programs, thereby increasing the availability of critical programming for children while providing additional opportunities for young adults to earn money for college through service. This expansion of AmeriCorps would cost an estimated \$75 million.

Expand Service Component of Work-Study Program. Over 900,000 students receive federal work-study funding that enables them to work and receive money to pay for their college education. Currently, colleges and universities are required to use 5% of their total federal work-study allocation to pay the federal share of wages for students employed in community service jobs. We propose increasing the amount of federal work-study that higher institutions must dedicate to community service to 10%.

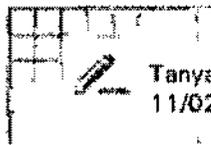
MAY SERVICE

✓ **Ending Taxability of AmeriCorps Award.** Change the tax status of AmeriCorps education awards so that they are not taxable. Comparable benefits, including the GI Bill, are not taxable. This tax liability has caused economic hardship, particularly for former AmeriCorps members who are enrolled in college full-time after completing their service and do not have the resources to pay the tax. Cost: \$6-11 million (due to a recent ruling by the IRS, this estimate is expected to be revised downward shortly).

*Teachers?
After school?* **Expand AmeriCorps for After School.** Expand service programs to provide volunteers to serve as afterschool and summer school coordinators, tutors and mentors. (1) Expand AmeriCorps. Increase the availability of afterschool and summer programming for children while providing additional opportunities for young adults to earn money for college through service. Cost: \$80 million for 10,000 AmeriCorps members providing combination of after-school and summer-school programs for 100,000 students (assumes 50% community match).

(2) AmeriCorps*Seniors: Expand and rename existing demonstration program currently providing 1,000 seniors to 9 sites for tutoring and mentoring activities. In exchange for providing 15-20 hours service per week, seniors are eligible for incentives including, a small lifelong learning award or an offset on the cost of prescription drugs. Evaluations have shown increased test scores among the participating students and increased community involvement in the local schools. Cost: \$2-3 million for 10,000 AmeriCorps Seniors.

? **Encourage High Schools to Offer/Require Service Learning.** The Learn and Serve America program provides formula grants to states to implement school-based service activities. CNS is proposing the addition of a competitive component targeted toward large-scale implementation of service programs in schools. Some states and districts, including Maryland, Chicago, and (est. fall 1999) California are integrating service into their graduation requirements. This proposal would target technical assistance, including school-based service coordinators and curriculum implementation, for those states and districts that are implementing service learning programs and/or requirements. Cost: CNS has requested \$80 million, an increase of \$37 million for FY 2000.



Tanya E. Martin
11/02/98 06:11:40 PM

NAT-SERVICE

Record Type: Record

To: Bruce N. Reed/OPD/EOP
cc: Cathy R. Mays/OPD/EOP
Subject: Meeting w/ Harris Wofford



SERV BUDG.WP

Attached is my memo to you on possible service initiatives. Below is a quick sketch of the issues that Harris is likely to raise with you in tomorrow's meeting:

FY 2000 Budget:

1. AmeriCorps Education Awards -- reversal of taxability. This is the "top" AmeriCorps issue for CNS. Bob Shireman just gave me a memo from Treasury that opposes making the education awards tax exempt for the following reason: due to Hope Scholarships and Lifetime Learning tax credits, most AmeriCorps recipients would not be helped or would be made worse off if the awards were made tax-exempt. I'm trying to pull together a meeting with NEC, Treasury and CNS to get some consensus on whether making AmeriCorps awards tax exempt helps or hurts the majority of AmeriCorps members.

2. AmeriCorps Expansion -- CNS did not make increasing AmeriCorps a big part of their FY 2000 budget request. However, it is something that Harris is interested talking to you about -- either focused on afterschool -- or just expanding the program to some target (100,000 or quarter of a million members) participation level. In the ideas memo, it is tied to afterschool programs.

3. AmeriCorps Trust Fund -- the education awards that members receive are funded out of a trust account. Thus far, CNS has been paying awards out of the trust fund's investment income. They are now at the point where the corpus of the trust is insufficient to support the growing number of AmeriCorps members. They are asking to fully fund this trust. I didn't include this in the "idea" memo, since it seemed more of an economic necessity than a new or expanded policy idea.

4. Senior Service. CNS is proposing a \$22 million increase for three of its senior service programs, including one demonstration program that puts seniors into schools as tutors and mentors. Harris thinks this is where the next major push on service should be. The attached ideas memo focuses exclusively on the small seniors in schools demonstration (\$2-3 mil), makes it AmeriCorps Seniors" and directs activities towards after-school programming. CNS would be supportive of doing "AmeriCorps Seniors", but wants to fund all three of its senior programs, as well.

5. Service-Learning. CNS wants to expand its "Learn and Serve" program, stating that a growing number of districts are adding service components to their graduation requirements. They have proposed doubling this program -- and targeting assistance to districts doing service-learning on a large-scale basis:

Other:

6. 100,000th AmeriCorps Event. John Gomperts told me that they will probably want to briefly

discuss re-scheduling the 100,000th AmeriCorps member event. I asked John whether there might be any "new" news to announce at a rescheduled event, but haven't heard back.

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A Nation of Service: AmeriCorps Crosses 100,000 Mark

Today, at the White House, the President will celebrate the success of AmeriCorps in reaching the 100,000th member mark and swear in a new class of AmeriCorps members. This event coincides with celebrations and swearing-ins of AmeriCorps members taking place across the country, including in Philadelphia; Chicago; San Francisco; Charleston, SC; Madison WI; and Albuquerque, New Mexico.

100,000 AmeriCorps Members: A Track Record of Growth and Accomplishment. In September 1993, President Clinton signed into law the act creating AmeriCorps, a national service program to allow students to pay for college with community service. Just four years later, AmeriCorps is celebrating its 100,000th member -- a milestone it took the Peace Corps over two decades reach. Since 1994, AmeriCorps members have served more than 4,000 communities, mobilized nearly 2 million volunteers, tutored and mentored more than 2 million children, organized after-school programs for more than a half million youth, and built or rehabilitated more than 25,000 homes. This year alone, more than 40,000 AmeriCorps members will engage in full-time service to more than 2,500 communities. AmeriCorps members, most between the ages of 18 to 25, devote a year or more to help strengthen local communities by tackling the nation's most serious problems, including illiteracy, poverty, health care, and crime. In exchange for a year of full-time service, AmeriCorps members receive \$4,725 to pay for college or pay back student loans.

AmeriCorps Promise Fellows. President Clinton will announce a new collaboration between AmeriCorps and America's Promise, headed by General Colin Powell. As part of the partnership, AmeriCorps is releasing grants to fund more than 500 fellowships to improve the lives of the nation's more than 15 million at-risk youth. The AmeriCorps Promise Fellowships will provide full-time leaders to work in local communities to carry out the promises made to the nation's youth at the 1997 Presidents' Summit For America's Future. Each fellow will serve one year in organizations providing at-risk youth with fundamental resources identified at the Summit -- a caring adult, a safe place, a healthy start, a marketable skill and a chance to serve.

President's Student Service Award. President Clinton will launch the President's Students Service Awards to help schools and community organizations recognize young people for their outstanding community service and encourage more young people to serve. Youth ages 5 to 25 who contribute at least 100 hours of service to the community in a 12-month period will be eligible for the gold President's Student Service Award. Youth ages 5 to 14 who perform 50 hours of community service within a 12-month period will receive a silver President's Student Service Award.

President's Service Awards. President Clinton will recognize the winners of the President's Service Awards, presented earlier that day to eighteen of the nation's most outstanding community service volunteers. More than 3,500 nominations were received in four categories -- education, environment, human needs and public safety -- the same four areas in which AmeriCorps works. The 1998 award recipients include volunteers from organizations that keep young people out of gangs and in school, run free SAT preparation courses for low-income students, and provide care to people with AIDS and Alzheimer's disease. These awards are sponsored by the Points of Light Foundation and the Corporation for National Service with support from the Aid Association for Lutherans, the Ford Motor Company, the W.K Kellogg Foundation, and Lens Crafters.

AmeriCorps

AmeriCorps the Beautiful?

Harris Wofford &
Steven Waldman

*say conservatives should love Bill
Clinton's national-service program;*

*Doug Bandow says it's
hollow at the corps.*

Habitat for Conservative Values *by Harris Wofford & Steven Waldman*

Let's conduct what Charles Murray might call "a thought experiment." Imagine it's 1993 and Newt Gingrich has been sworn in as president. In his Inaugural Address, he pledges to "dismantle the welfare state and replace it with an Opportunity Society." He appoints a task force of the party's most creative conservatives to ensure that citizen action will fill the void left by the withdrawal of government.

There is, by no means, unanimity. The Cato Institute's Doug Bandow argues that as government recedes, charities and volunteer groups will naturally fill the gap. Arianna Huffington says that the nonprofit sector must become more effective and less bureaucratic. Gingrich agrees and advises the task force to look at Habitat for Humanity as a model for truly effective compassion—inexpensive, nongovernmental, and faith-based.

From Switzerland, William F. Buckley Jr. faxes in a chapter from his book *Gratitude* calling for a national-service program to engage young people in solving problems outside of government bureaucracies. Jim Pinkerton urges the re-creation of the Civilian Conservation Corps on a massive scale. Colin Powell reminds the group that the most successful race- and class-mixing program has not been busing or quotas but service in the U.S. Army.

William Bennett argues that all government benefits ought to require something of the beneficiaries in turn, shattering the entitlement mentality created by years of Democrat-created welfare programs. Senator Dan Coats suggests

that government's role should be confined to helping local community-based institutions solve their own problems.

The task force decides unanimously that there should be no big federal program, with armies of Washington bureaucrats telling communities what to do. Instead, Washington would give money to states to help local community groups help themselves.

And, inspired by Buckley, the members of the task force hit on an innovative idea. Instead of just giving grants to nonprofit groups, thereby creating nonprofit bureaucracies, they could model it after programs like the Jesuit Volunteer Corps, to which committed young people devote themselves for a year or two of service. The federal government would in turn provide that young person with a "service scholarship." This would, someone points out, establish a principle that the "educrats" in the higher-education lobby have always opposed: financial aid awarded not on need but merit, merit in this case defined as a willingness to serve one's country.

Pollster Frank Luntz tells Gingrich that even though it's a decentralized, community-based program, the young people it engages should be linked together with a national spirit—and name. Haley Barbour suggests "RepubliCorps" but Gingrich believes that might deprive it of bipartisan support. He asks his advisors to come up with a better name and gives them one bit of advice. "Don't be afraid to make it sound patriotic. Unlike the other party, we are not embarrassed to be Americans." So Luntz has a brainstorm: Let's call it "AmeriCorps."

The reality, of course, is that Bill Clinton thought of AmeriCorps first, and most Washington Republicans ended up opposing it as typical

Big-Government liberalism. Republicans in Congress are now on the wrong side not only of the politics—AmeriCorps is popular with voters—but of their own ideology.

There is, however, a striking difference between the comments of Beltway Republicans and those in the rest of the country. New Hampshire governor Steve Merrill has called AmeriCorps "a great success in the state of New Hampshire." Michigan governor John Engler has said AmeriCorps "captures the promise found in all citizens." Arizona governor Fife Symington said he was "enthusiastic and impressed with the work of AmeriCorps." And Massachusetts governor William Weld called it "one of the most intelligent uses of taxpayer money ever." Let us explain why we think these Republican governors are right.

Readers of *Policy Review* will not need much persuading that government cannot solve many of our problems. But just as liberals have to be more realistic about the limits of government, conservatives need to be more realistic about the limits of the volunteer sector. One of the most common criticisms of AmeriCorps is that it is not needed in a nation in which 90 million people are volunteering. That is a weak argument.

First, one-third of the volunteering done by those 90 million Americans consists of serving on committees, baby-sitting, singing in the church choir, or other activities that are beneficial but hardly a substitute for the welfare state.

Second, while the potential power of the volunteer sector is awesome, the trend is in the wrong direction. Just as a social consensus against government solutions has begun to emerge, Americans have been volunteering less, according to estimates by the Independent Sector.

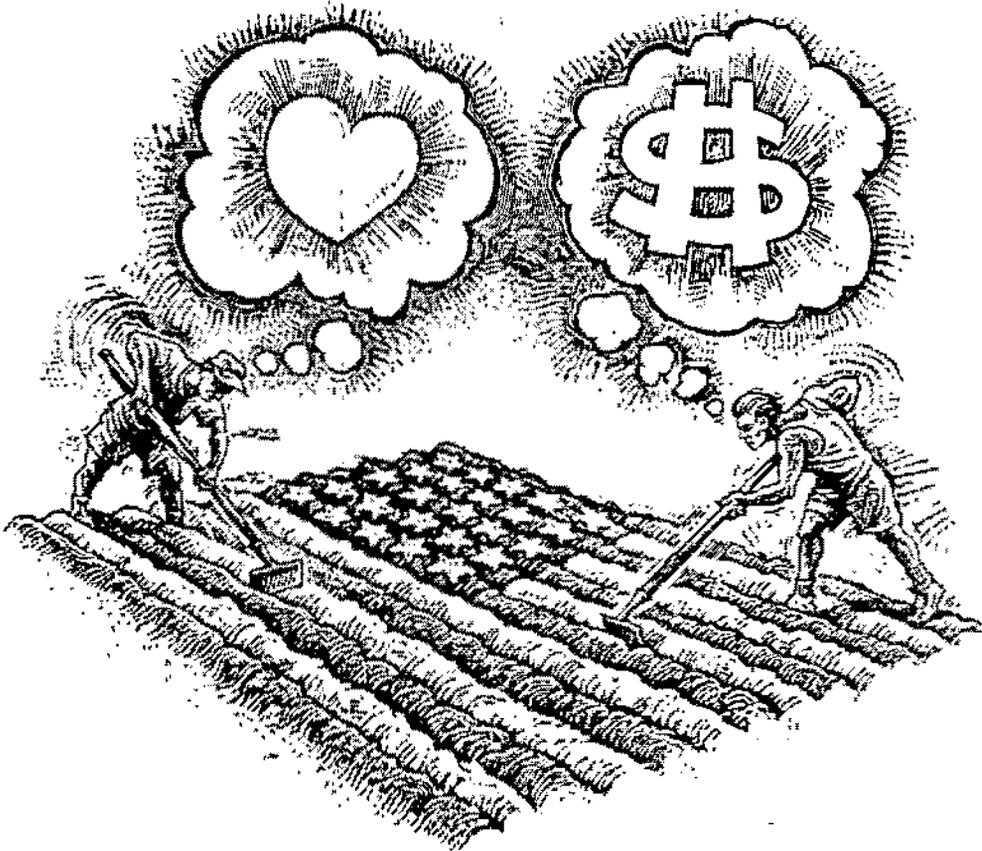
As women have moved into the labor market, the composition of the volunteer force has changed. Most people now are free only on weekends or evenings. That limits the types of volunteer work they can perform. Most important, harnessing the power of volunteers is not easy. Volunteers need to be trained, supervised, and deployed well to be effective. As former Michigan governor George Romney said, "There is no free lunch when it comes to volunteering."

Some conservatives argue that even if the charitable sector has limits, governmental solutions will only make matters worse. "Paying" AmeriCorps members, the argument goes, subverts the idea of volunteerism—labor given for love, not money. In an article for the January-February 1995 issue of *Policy Review*, John Walters of the New Citizenship Project argued that AmeriCorps's "very premise—using federal resources to promote voluntarism—contradicts the principle of self government that lies at the heart of citizenship." Paid volunteerism, he wrote, would sap the strength of the nonprofit sector at precisely the moment when it most needs to flourish.

This argument ignores the experience of the past two years. Many of America's most respected nonprofits, from Big Brothers/Big Sisters to the YMCA to the American Red Cross, participate in and staunchly support AmeriCorps. A year ago, leaders of 24 volunteer groups wrote that AmeriCorps is an "enormously beneficial addition to the traditional voluntary sector. This program has not undermined our position, rather it has enhanced our efforts and strengthened our institutions."

To understand why, consider the case of Habitat for Humanity, one of the most successful faith-based volunteer "groups." The founder, Millard Fuller, was wary of any involvement with AmeriCorps precisely because he feared a government program would distort the religious nature of his effort. But on the urging of his board, Habitat brought in some AmeriCorps members.

Fuller used AmeriCorps to solve a particular problem. Habitat was



flooded with good people who wanted to help build houses but didn't have enough full-time crew leaders to organize the volunteers. They selected AmeriCorps applicants who they thought might help. These full-time AmeriCorps members dramatically increased the number and effectiveness of the unpaid volunteers. In Miami, for instance, two dozen Habitat-AmeriCorps members coordinated, organized, trained, and worked alongside about 3,000 unpaid volunteers, who together built 30 homes in a little more than a year.

Now Fuller is a fan. "As AmeriCorps members gain in construction skill," he says, "our affiliates are able to expand the number of occasional volunteers through increased capacity to supervise and manage volunteers. We at Habitat for Humanity feel privileged and honored to have AmeriCorps people with us, and we want more of them."

Habitat's experience is instructive, not only because it is Newt Gingrich's favorite charity, but because it is a faith-based organization that did not have to alter its spiritual mission to make use of AmeriCorps members. This has been the experience of all the religious groups—from the nuns of the Notre Dame de Namur mission to the Greater Dallas Community Churches—that have brought on AmeriCorps members. The reason for their confidence is simple: *they* choose the AmeriCorps members, *they* train them, and if they're not working out, *they* send them home.

The Habitat story is not unusual. One independent study has found that each AmeriCorps member has "leveraged" 12 unstipended volunteers. It was a recognition that volunteer groups need a cadre of full-time people to organize volunteers that led George Romney to refer to full-time stipended service and unpaid volunteers as the "twin engines of service."

Even if one accepts the idea that volunteers need to be organized, why not just give the money to the nonprofit to hire its own full-time staff person? Because charities are quite capable of becoming bureaucratic. We need an infusion of people who plan to work only a year or two and have not, therefore, developed a careerist mindset. Besides, AmeriCorps members are much cheaper than full-time staff.

Service programs also provide a nonbureaucratic alternative to traditional government. One of the reasons the Peace Corps has enjoyed bipartisan support is that the money funds volunteers directly. Someday conservatives will view domestic national service as the antidote to bureaucracy.

Consider what AmeriCorps members have accomplished in rural, impoverished Simpson

County, Kentucky. Over nine months of service in 1995, 122 second-graders served by 25 AmeriCorps members saw their reading comprehension scores improve by more than three grade levels. Thirty-seven percent improved by four or more grade levels. The reasons for success are quite simple. AmeriCorps volunteers can develop intense, one-on-one tutoring relationships and become familiar with the academic and emotional problems of the child. Just as important, AmeriCorps members visit each student's home every other week to show parents their child's classroom materials and suggest ways for them to help. Parental involvement has increased dramatically. Would this have happened if the federal government had given the grant to the state education agency?

Simply put, the nonprofits that use AmeriCorps members can provide services more efficiently, humanely, and cost-effectively than government can.

There has been a great deal of confusion about the costs of AmeriCorps. The standard AmeriCorps living allowance is \$7,945—about \$160 a week—of which \$6,700 comes from the federal government. Those members with no health insurance also get a health plan valued at \$1,200. So direct compensation is just more than \$9,000. If they finish a year of service, they get a \$4,725 scholarship.

On top of that, the Corporation for National Service gives grants to local programs to help manage the AmeriCorps members. If the program builds low-income housing, that might include the cost of supplies. If the program establishes crew-based corps, that might include the cost of supervising them. If the corps helps a disaster-struck area, this would include travel costs. Then there are the administrative costs, which are distributed between the headquarters staff and the governor-appointed state commissions that distribute much of the money. The total cost to the Corporation per AmeriCorps member averages \$18,800.

Programs are encouraged to raise outside money to supplement that provided by the federal government. Indeed, they can choose to add extra training, supplies, or supervision if they feel that enriches the quality—but only if they raise the money from somewhere else.

At first blush, \$18,000 "per corps member" sounds like a lot of money. But think about it. This is direct compensation plus all the other costs associated with the program. If you used the same calculus for Microsoft Corp.—the total budget divided by the number of employees—the average "cost per employee" would be about \$150,000.

It's easy to see that this methodology has lim-



ited value, for it doesn't tell what you are getting for your money. We know what "benefit" or "product" the Microsoft investment produces. The truth is \$18,000 could be a lousy deal—or a real bargain—depending on what the AmeriCorps members do.

AmeriCorps members help solve problems. According to partial results from a study by Aguirre Associates, an independent consulting

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firm, 1,353 AmeriCorps members in 12 states restored 24 beaches, enhanced 338 miles of river banks, planted 200,000 trees, constructed 440 dams, and cleaned up 139 neighborhoods. In all, they estimated these Corps members working on environmental issues in those states "affected the lives" of 469,000 people.

Three separate independent evaluations of the cost-benefit ratio of the program predict measurable returns between \$1.54 and \$2.60 for every AmeriCorps dollar invested. Each study concluded that AmeriCorps's full value is understated because the benefits of safer streets, better schools, stronger communities, and more active citizens are difficult to quantify and not seen immediately. The high return is part of the reason that more than 600 companies—from Microsoft to G.E. to local grocers—have supported local AmeriCorps programs. Stanley Litow, an officer of the IBM International Foundation, summed up his company's satisfaction by stating, "IBM expects a return on investment, and it bases its funding decisions on demonstrable results. . . . This program works."

Consider a program called L.A. Vets, which helps homeless Vietnam veterans become sober and independent. This nonprofit, established with the help of groups like the Disabled American Veterans, runs a 210-bed transitional home that provides 24-hour-a-day support, counseling, and job placement. Program managers conduct drug-testing regularly and expel those who flunk, a tough-love policy beyond the capacity of government bureaucracies. They require the veterans to maintain Westside Residence and pay \$235 in rent, a demand that is both cost-effective and therapeutic. AmeriCorps didn't create this program but the 11 corps members at the Westside Residence, according to L.A. Vets' founders, have enabled them to start small businesses staffed by the veterans, stock a library, and

make effective use of outside volunteers—including employees of a local computer business who teach the veterans how to repair computers. AmeriCorps members, in other words, have helped veterans become independent of government aid. As of this spring, only about one-quarter of the vets who moved in a year ago were back on the street. One-quarter were in treatment programs and half remained in transitional or independent housing, more sober and hopeful than they've been in years. And it's a good deal for taxpayers. The program has helped move more than 200 veterans out of veterans hospitals, where they would have cost the government \$20,000 per year each.

About two-thirds of AmeriCorps projects address the problems of the young. AmeriCorps members tutor, operate after-school programs, work with gangs to reduce violence, create safe havens and safe corridors, and organize students to volunteer. Our record in these areas is one reason Governor Pete Wilson turned to the California Commission on Community Service to help reach his goal of providing at-risk youth in California with 250,000 mentors by the year 2000.

AmeriCorps changes those who perform the service. Full-time service, whether in AmeriCorps or in the armed forces, is a rite of passage that helps create well-rounded adults and citizens. They are expected to be resourceful and show leadership. On a more mundane level, they might learn practical skills—how to build a floor level, how to calm a crowd in an emergency, how to lead a team, or even how to show up on time.

For low-income youth, service provides a different experience than traditional government make-work jobs or training programs. AmeriCorps implicitly accepts conservative arguments against indiscriminate aid to the poor. All major religions teach that it is more blessed to give than receive. This is not only a moral instruction but a statement about human psychology: If you treat someone as a dependent, they will view themselves as such. Low-income citizens, who make up about a quarter of AmeriCorps volunteers, are earning a government benefit by serving, instead of being served. The principle was illustrated by a young high-school dropout, who left a street gang to join the Philadelphia Youth Service Corps. "Look, all my life people had been coming to help me," he said. "For the first time, this Corps asked me to do some good."

AmeriCorps teaches the right values. AmeriCorps challenges young people to give something to their community and country. It teaches them, in the words of William Buckley, to have "gratitude" for being given so much. It instills core values of hard work, discipline, and

teamwork that make young people not only more productive workers but also better citizens.

AmeriCorps combats balkanization. By bringing people of different backgrounds together, AmeriCorps can combat ethnic and social fragmentation. Members who come to AmeriCorps from college quickly realize that the separatism they learned on campus has to be replaced by teamwork. Here again, the goal is to replicate some of the successes of the military. The World War II draft was the nation's most effective class-mixing institution. The modern army is the most effective race-mixing institution. Because they are so focused on staying alive or achieving a military objective, soldiers inevitably have to focus on individual characteristics rather than group traits. National service can be the most effective means we have for dealing with our nation's racial problems. National service may ultimately replace affirmative action as the primary means for bridging the racial divide.

AmeriCorps expands educational opportunity. This is often cited as the main benefit of AmeriCorps, but it really doesn't make sense to spend \$18,000 per member if the only benefit is extra college aid. However, the education award is proving to be an effective way of drawing people into service. And the AmeriCorps experience expands educational opportunity in a more subtle way—by raising the aspirations of those who serve. We have seen many individuals who decided to go to college because their service convinced them that they were capable of greater things. Many of them in turn impart this sense of broad horizons to elementary or high-school students they tutor.

Some conservatives have argued that even if AmeriCorps does worthwhile things now, it will inevitably evolve into a bloated bureaucracy that smothers local initiative. This is the strongest argument against AmeriCorps. Many an enterprise, public and private, that started out lean and flexible eventually became ossified.

AmeriCorps, though, will likely improve, not worsen, because of its basic structure. It is locally based and relies on a competitive grantmaking process. Two-thirds of the money goes directly to state commissions, which choose among competitive proposals from local nonprofit groups.

AmeriCorps is nonpartisan. By law, the state commissions comprise an equal number of Democrats and Republicans, appointed by governors—three-fifths of whom are currently Republicans. AmeriCorps supporters must acknowledge that the success of this program stems in no small part from the leadership of some Republican governors. And those who dislike this program must also recognize that "Bill Clinton's pet project," as it is so often called, is

being shaped in large part by Republicans.

We at the Corporation have been willing to learn. The traditional government posture—cover up problems as quickly as possible—may work for a while, but it does not make for good programs. Among our mistakes:

We have taken too long to switch from an old-style government accounting system to a more rigorous, private-sector model. As a result, our books were recently found "unauditable" using the new accounting standards. We are now

Habitat for Humanity did not have to alter its spiritual mission to make use of AmeriCorps members.

bringing in outside financial experts to make the Corporation a model of government financial accountability.

We funded a grant to Acorn Housing Corp., which is closely associated with an advocacy agenda. When we found out that Acorn had crossed the line into political advocacy, we pulled the plug. (Among our 400 programs and 1,200 sites we have found only a handful that have engaged in political advocacy.)

We saw that some of our programs were spending too much money on management and overhead. So, we have told AmeriCorps's national and state grantees with above average costs that they must cut costs by 10 percent. And as part of our cost-cutting agreement with Senator Charles Grassley of Iowa, we've committed to specific average cost targets—\$17,000 per member next year, \$16,000 the next, and \$15,000 in 1999.

In our first years, the programs raised \$41 million from the private sector—\$9 million more than the authorizing legislation required from all nonfederal sources—but some programs were relying too heavily on school districts, police departments, and other units of local government. So this year, we have required all of our programs to raise some money from the private sector.

Despite our efforts to make all our programs models of excellence, some did not succeed. So the Corporation for National Service or the state commissions stopped funding them. Fifty of the first-year AmeriCorps programs were not renewed—15 percent of the total. We realize that such a statistic can be used against us by our opponents. However, since the difference between business and government is the willingness to correct mistakes, this is probably the most businesslike thing we have done.

Having argued the substance of national service, I would like to close on a political note. House Republicans last year put themselves in an awkward position on AmeriCorps. They placed themselves on the wrong side of their own ideology, and played right into the old Democratic argument that Republicans are heartless and uninterested in solving social problems.

Republicans need not compound the error by giving this issue to Democrats. Voters do not automatically associate civilian service with Democrats. If Republicans embrace it, and put on their own imprint, people will look back 10 years from now and say AmeriCorps was a program that Democrats created and Republicans improved. Republicans could then be known as tough and compassionate, skeptical and wise. And along the way, Republicans will have truly helped transform the country from one that relies on government to solve problems to one that relies on citizen service.

Harris Wofford, a former Democratic senator from Pennsylvania, is the CEO of the Corporation for National Service. Steven Waldman is his senior advisor for policy, planning, and evaluation. He is the author of The Bill, a book about AmeriCorps.

National Service— or Government Service? by Doug Bandow

Service has a long and venerable history in the U.S., and it remains strong today. Three-quarters of American households give to charity. About 90 million adults volunteer; the value of their time has been estimated by the Independent Sector at nearly \$200 billion.

Impressive as this is, it isn't enough to meet all of the pressing human needs that face our society. For example, Harris Wofford and Steven Waldman worry that the entry of women into the work force will reduce the number of volunteers. Hence, in their view, the need for a government program like the Corporation for National Service.

The desire to give Uncle Sam a senior management position in the service business goes back at least a century, to *Looking Backward*, a novel by lawyer and journalist Edward Bellamy. He envisioned compulsory service for all men and women between the ages of 21 and 45, resulting in a peaceful and prosperous utopia. *Looking Backward* was the best-selling book of its time and inspired the establishment of some 155 Bellamy clubs to push his egalitarian social system.

Two decades later, William James advocated

the "moral equivalent of war," in which all young men would be required to work for the community. He argued that "the martial virtues, although originally gained by the race through war, are absolute and permanent human goods," and that national service could insill those same values in peacetime.

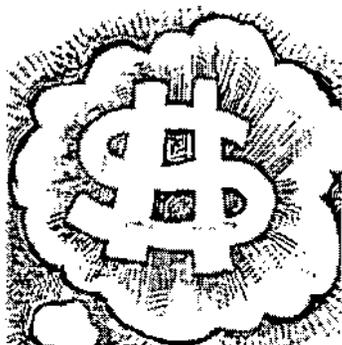
Most national service advocates today eschew such far-reaching utopian visions of social transformation. Nevertheless, the desire to create the good society through service lives on. Some advocates have seen national service as a means to provide training and employment, to encourage social equality, to promote civic-mindedness, or to expand access to college. Margaret Mead even saw it as a way to help liberate children from their parents. The legislative process always shrank such grandiose proposals into much more limited programs, such as the Peace Corps and, in 1993, the National and Community Service Trust Act, which established the Corporation for National and Community Service. But many of the grander goals remain—and are expressed by Wofford and Waldman: transforming participants, teaching values, combating balkanization, and expanding educational opportunity.

Thus, the heritage of national service—this desire for government to promote ends other than service—is crucial to understanding today's program and recognizing the pitfalls of government involvement. When we evaluate the Corporation and the thousands of AmeriCorps members, we must ask: service to whom and organized by whom?

Americans have worked in their communities since the nation's founding. Businesses, churches, and schools all actively help organize their members' efforts. Service in America is so vital because it is decentralized and privately organized, addresses perceived needs, and grows out of people's sense of duty and compassion. Any federal service program must be judged by whether it is consistent with this vision of volunteer service. Wofford and Waldman think yes. I'm less sanguine.

The mandatory variants of service obviously do not share this vision. In fact, the explicit goal of advocates of mandatory service programs was (and remains) to create a duty to the state rather than to the supposed beneficiaries of service. Moreover, service is to fit into a larger social plan implemented and enforced by government.

Of course, AmeriCorps is not mandatory, and Wofford and Waldman amass an impressive list of testimonials from private groups that welcome the Corporation's support. But, no one should be surprised that volunteer organizations might wel-



come financial assistance and "free" help. Washington's funds, however, could prove almost as powerful as its mandates in reshaping the independent sector. Some voluntary organizations recognize the danger. David King of the Ohio-West Virginia YMCA has warned: "The national service movement and the National Corporation are not about encouraging volunteering or community service. The national service movement is about institutionalizing federal funding for national and community service. It is about changing the language and understanding of service to eliminate the words 'volunteer' and 'community service' and in their place implant the idea that service is something paid for by the government."

King's fears are well founded. The history of the welfare state is the history of public enterprise pushing out private organization. The impact was largely unintentional, but natural and inevitable. Higher taxes left individuals with less money to give; government's assumption of responsibility for providing welfare shriveled the perceived duty of individuals to respond to their neighbors' needs; and the availability of public programs gave recipients an alternative to private assistance, one which did not challenge recipients to reform their destructive behavior.

The Corporation, despite the good intentions of people like Wofford and Waldman, risks doing the same thing to philanthropy. A federal "service" program risks teaching Americans that the duty of giving, and the job of deciding who is worthy to receive charity, belongs to government and not average people throughout society. At some point service to society could become widely equated with work for government.

Glimmerings of this problem have already surfaced. For instance, the Corporation treats "public" service as inherently better than private service. Service, however, comes in many forms. Being paid by the government to shelve books in a library, whether as an employee or as an AmeriCorps member, is no more laudable or valuable than being paid by Crown Books to stock bookshelves in a bookstore. A host of private-sector jobs provide enormous public benefits—consider health-care professionals, medical and scientific researchers, entrepreneurs, inventors, and artists. Many of these people earn less than they could in alternative work; they have chosen to serve in their own way. Yet government programs that equate public employment with service to society effectively denigrate service through private employment.

This public-sector bias is reflected in the fact that 2,800 of the first 20,000 AmeriCorps participants were assigned to federal agencies. For instance, the Department of the Interior used AmeriCorps workers to "update geological and hydrological information for the U.S. Geological Survey" and restore wetlands and wildlife habitat. Jobs like these are respectable, but they resemble traditional government employment rather than "service." While AmeriCorps participants may do good work as government employees, such activities are not likely to promote volunteerism around the country.

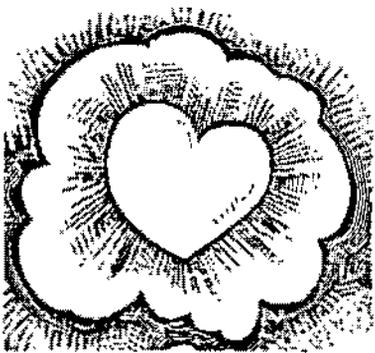
A more subtle problem is the likely long-term effect of federal funding on the volunteer groups and those who normally support volunteer groups. It is, in the abstract, hard to criticize grants to organizations like Habitat for Humanity (which until now refused to accept government funding), Big Brothers/Big Sisters, and the Red Cross. These groups do good work and money given to them is likely to be well spent.

Who, however, should do the giving? It is certainly simpler for the IRS to empty pockets nationwide and hand a bit of the tax haul to the Corporation, which, in turn, gives it to charity. But the right way is for individuals to send their money directly to deserving groups. That Habitat for Humanity could use more full-time employees to supervise its ample private volunteers is understandable; that it should turn to the government for the resources to hire those volunteers is not.

Indeed, at its most basic level, real charity doesn't mean giving away someone else's money. As Marvin Olasky has pointed out, compassion once meant to "suffer with." Over time it came to mean writing a check. Now it seems to be equated with making someone else write a check. At least public welfare programs are theoretically accountable to taxpayers for their activities. But collecting taxes for private charities, especially those with philosophical or theological viewpoints that may conflict with those of many taxpayers, is especially dubious.

Not is dependence on government healthy for private philanthropic groups. Although they get to choose and train volunteers funded by the Corporation, it seems inevitable that government will end up favoring some activities and disfavoring others. Such preferences may not be nefarious, but groups will be tempted to adjust their mission to become eligible for federal funding.

Even if the Corporation eschews the natural temptation to meddle, the behavior of recipients is likely to change. Groups will be tempted to shift their fundraising from private appeals to "public education" and formal lobbying. After



all, government checks tend to be much larger and cheaper to obtain than private donations.

Wofford and Waldman contend that government funding will prevent private groups from becoming bureaucratic by furnishing them with short-term volunteers, who won't develop "a careerist mindset." It's not clear why career volunteers would be a problem. In fact, some problems are better met by experienced volunteers. Surely volunteer groups, if they found careerism to be a problem, could, if adequately funded, hire precisely the sort of people who now join AmeriCorps. Money does not have to be funneled through government to ensure that private groups receive "new energy," as Wofford and Waldman put it.

Moreover, government's growing role in funding private groups, however worthy, is likely to encourage people to further abdicate their civic responsibilities. If we are serious about strengthening civil society and reviving a sense of individual duty to help those in need, we must emphasize contributing as well as volunteering. People will feel less pressure to volunteer time and money if the government not only provides public welfare programs but funds charitable groups. Wofford and Waldman cite private support for local AmeriCorps programs as evidence of their value. But AmeriCorps isn't necessary for IBM, G.E., Microsoft, and local grocers to support service programs. Private-sector funding should preempt, not follow, government involvement.

Boosting contributions will address one of the problems that Wofford and Waldman mention: the increase in women who have entered the work force and therefore have less time to volunteer. If they are working, they should have more money to contribute, and they should be encouraged to do so, thereby helping to fund full-time volunteers.

In fact, thoughtfully choosing which charities to support, and monitoring their activities are themselves important forms of volunteerism. Sending money off to Washington for distribution to private groups benefits the recipients, but no one else. By contrast, the sinews of community grow stronger when people stay informed, give voluntarily, and get involved. As we attempt to shrink the welfare state, getting more people to give more and to take more time considering where to give should be one of our highest priorities.

Finally, AmeriCorps may have undesirable consequences on volunteers. Undoubtedly, many volunteers paid by the government really believe in what they are doing. But the Corporation has turned service into a job, one that, counting the tax-free voucher, pays more than other entry-level

employment. Some participants have privately admitted that they see national service as a remunerative job option, not a unique opportunity to help the community. Indeed, much of the president's pitch during the campaign was framed in terms of naked self-interest: earning credit toward college tuition. There's nothing wrong with joining AmeriCorps to do so, of course. But doing so really isn't more noble than, say, pumping gas for the same reason.

Indeed, government-funded service plays into what some national-service proponents have denounced as an entitlement mentality—the idea that, for instance, students have a right to a taxpayer-paid education. Some advocates of national service have rightly asked: Why should

The national-service movement implants the idea that community service is something paid for by government.

middle-class young people be able to force poor taxpayers to help put them through school? But public "service" jobs sweetened with a salary and an educational grant are no solution: they merely transform the kind of employment that a young person seeks to help cover his educational expenses. Some AmeriCorps volunteers do sacrifice, but there is no real sacrifice involved in, say, informing people about the availability of Federal Emergency Management Agency service centers, maintaining vehicles, surveying residents about recreational interests, cutting vegetation, and changing light bulbs in dilapidated schools—all activities funded by the Corporation. In contrast, consider the sort of tasks envisioned by William James: young laborers would be sent off "to coal and iron mines, to freight trains, to fishing fleets in December."

The real solution to the entitlement mentality is not to say that students are entitled to taxpayer aid as long as they work for the government for a year or two, but to rethink who deserves the subsidy. We also need to explore how federal educational assistance may have actually made it harder for students to afford college by fueling tuition hikes (the schools, of course, are the ultimate beneficiaries of most student aid). And we have to address the host of other "entitlements" that riddle the federal budget and sap people's independence.

Finally, there is the more practical question as to whether taxpayers are likely to get their money's worth from the service provided by AmeriCorps members. Wofford and Waldman

cite impressive statistics about trees planted and beaches restored, and there's no doubt that much good work has and will be done by AmeriCorps volunteers. But there is no guarantee that taxpayer-funded "service" will be worth its cost.

Consider the opportunity costs of national service. "Public service" has a nice ring to it, but a dollar going to national service will not necessarily yield more benefits than an additional dollar spent on medical research, technological innovation, business investment, or any number of other private and public purposes. Nor is hiring, say, a potential doctor to spend a year surveying residents, handling paperwork, or replacing light bulbs necessarily a good deal—in terms of economics or service.

Unfortunately, some waste is almost inevitable. Local organizations are not likely to use essentially "free" labor from the federal government as efficiently as if they had to cover the costs themselves, because staff members will be tempted to assign work they prefer not to do themselves to the subsidized outsiders. For example, in Orange County, California, the Civic Center Barrio Housing Corp. used AmeriCorps personnel to solicit donations and handle paperwork. Corporation critics have, in fact, generated their own roll of waste to counter Wofford and Waldman's list of successes.

Another potentially important opportunity cost is the diversion of bright men and women from the military. The end of the Cold War has sharply cut recruiting requirements, but it has also reduced the perceived national need. As a result, the armed forces have had greater difficulty in attracting quality recruits. Yet various programs of educational benefits have always been an important vehicle for drawing college-capable youth into the military. Providing similar benefits for civilian service is likely to hinder recruiting for what remains the most fundamental form of national service—defending the nation. Surveys have found that a majority of potential recruits would consider joining AmeriCorps rather than the armed forces because they see it as a better way to gain educational assistance.

If AmeriCorps is not the answer, what is? First, government barriers in the way of private individuals and groups who want to help should be torn down. Minimum-wage laws effectively forbid the hiring of dedicated but unskilled people; every increase makes this problem worse. Restrictions on paratransit operations limit private transportation for the disabled. Regulations also hinder other forms of volunteerism. Unnecessary health department restrictions prevent restaurants in Los Angeles and elsewhere from donating food to the hungry, for instance. In short, in many cases important needs are unmet precisely

because of perverse government policy.

Second, leaders throughout society, from lawmakers to clerics to philanthropists to corporate presidents, need to emphasize that the ultimate responsibility to help those in need lies with individuals, families, and communities, not government. They need to create a more traditional sense of compassion, the idea that charity requires personal commitment—both in volunteering time and exercising careful stewardship over charitable contributions. This requires highlighting the needs of the disadvantaged and groups seeking to help the disadvantaged, and emphasizing that people can no longer act as if they "gave at the office" through government.

Third, policymakers need to consider tax incentives, particularly tax credits for charitable donations, to encourage people to volunteer their money. A goal of \$500 million in new contributions—a mere \$2 a person and more than now spent by the Corporation—might be a reasonable start.

Finally, to the extent that serious social problems remain, government should use narrowly targeted responses to meet the most serious problems. That is, it would be better to find a way to attract several thousand people to help care for the terminally ill than to lump that task in with teaching, planting trees, changing light bulbs, administrative work, and scores of other jobs to be solved by a force of tens or hundreds of thousands.

AmeriCorps was created with the best of intentions. But the Corporation for National Service cannot escape its statist heritage: it promotes service, but shifts the center of gravity in the volunteer community from civil to political society. What we need instead is a renewed commitment to individual service. People, in community with one another, need to help meet the many serious social problems that beset us. But private activism needs neither oversight nor subsidy from Uncle Sam. Some of the volunteerism can be part-time and some full-time; some can take place within the family, some within churches, and some within civic and community groups. Some may occur through profit-making ventures.

The point is, there is no predetermined definition of service, pattern of appropriate involvement, set of "needs" to be met or tasks to be fulfilled. America's strength is its combination of humanitarian impulses, private association, and diversity. We need service, not "national service."

Doug Bandow is a senior fellow at the Cato Institute and the author of several books, including The Politics of Envy: Statism as Theology (Transaction).



Americorps

CORPORATION FOR NATIONAL SERVICE

STEVE WALDMAN, Sr. Advisor to CEO

FACSIMILE TRANSMITTAL SHEET

TO: Bruce Reed

LOCATION: _____

FAX #: 456 5557 PHONE #: _____

FROM: Steve Waldman

FAX #: (202) 565-2784 TELEPHONE #: (202) 606-5000, Ext. 121

COMMENTS:

FYI My hero...
Steve

NUMBER OF PAGES (INCLUDING COVER SHEET) 2

IF THERE IS ANY PROBLEM WITH THIS TRANSMISSION, PLEASE CALL EXT. 337 Blanche or 121 Steve.

Governor William Weld
AmeriCorps Opening Day Ceremony
October 25, 1996

In 1961, during his state visit to France, Jack Kennedy introduced himself as "The man who accompanied Jacqueline Kennedy to Paris," and I know that today, I run the risk of being remembered as "the man who accompanied Ted Williams to Copley Square."

It's a great honor to be here today to swear in 1,000 new AmeriCorps members, and let me thank you in advance for all you're going to do for the Commonwealth of Massachusetts.

Today, you're going to join an army of volunteers working on AmeriCorps projects all over the state. In Springfield, AmeriCorps members are helping victims of domestic violence get away from their batterers and get legal help. AmeriCorps members in Holyoke are working with community police to start crime watches in every neighborhood. And in Revere, a team of AmeriCorps members spent last weekend bailing flood water out of elderly housing so electricity and heat could be restored.

All of these AmeriCorps programs have one important thing in common: they give top notch training for a future in professional life or in professional service.

In AmeriCorps, you will sharpen a crucial role you'll need in order to make a real difference in this world: the ability to work with a diverse team of players to accomplish a specific goal. During your tour of duty, you'll learn to work with government, private industry, the nonprofit sector, and grassroots activists. You will learn what motivates people in each of these fields, how to communicate with them, and how to get them to cooperate for a common cause.

At the end of your AmeriCorps service, you will get a grant towards your education. It's a great deal all around -- you take a crack at solving the biggest problems in our communities, and we reward your efforts with opportunity, so you can pursue happiness however you please.

It warms my Republican heart that you're going to do it all without a big bureaucracy. In fact it takes just 11 people at the Massachusetts National and Community Service Commission to oversee 123 successful programs. And another great item from the How-Do-I-Love-Thee-Let-Me-Count-The-Ways file: every taxpayers' dollar we spend on AmeriCorps comes back threefold, when we add up the value of your innovative ideas, your physical labor, and all the skills you'll bring to the workforce when you finish your education.

But the best reason to love AmeriCorps is even simpler than that. The best reason to love AmeriCorps is that AmeriCorps works. AmeriCorps members do concrete things that change people's lives. They plant trees and build houses and help find adoptive homes for needy kids. They strengthen the communities of our Commonwealth -- and they ensure a brighter future for us all. That's why I fought to make sure AmeriCorps would survive last year's budget battles -- even though it meant speaking up against some of my Republican brothers and sisters down in Washington, to stop them from throwing out the baby with the bathwater. And that's why I worked with the Massachusetts Legislature to more than double AmeriCorps funding since 1994. Thanks to a strong bipartisan effort on Beacon Hill, this year we stopped a last-minute effort to cut funding for this program, and gave AmeriCorps \$2.75 million for 1997.

AmeriCorps members are helping to create a new culture of volunteerism in this country. You're proving that the spirit of community lives as strong as ever in Americans of all ages -- and you're defining the variable in Generation "X" once and for all: no matter where you come from or what you look like, whether you're into polo shirts or pierced eyebrows, you are people who take responsibility for your communities, and seize every opportunity that comes your way. On behalf of the Commonwealth, I want to wish each one of you a very good year.

THE WHITE HOUSE
WASHINGTON

*National
Service*

September 8, 1994

Dr. Thomas Stauffer
President
Golden Gate University
536 Mission Street
San Francisco, CA 94105

Dear Dr. Stauffer:

As you begin a new academic year, I wish you, your faculty, and your students a good and productive year. Higher education in America is truly a pillar of our strength, valued and admired around the world.

As you consider ways to continue strengthening your programs, I am asking for your help in inspiring an ethic of service across our nation.

The spirit of citizenship has long moved America's colleges and universities. From the dawn of our republic, leaders in higher education have understood that the strength of our democracy depends on the education of our people -- not only in the arts and sciences, but also in the art of citizenship. In recent years, colleges and universities have increasingly involved themselves in community service. I believe that participating even more fully in the movement to foster national and community service will yield rich dividends for your institution, faculty, and students. My domestic agenda expands opportunity and encourages responsibility, especially through AmeriCorps, our national service program. While AmeriCorps will do much to inspire a new spirit of citizenship, there is still much more to be done.

I welcome your institution's participation in this important effort to promote civic education. Here are six possibilities:

1. **Support AmeriCorps.** AmeriCorps, our national service program that was created last year with bipartisan support in Congress, will be launched on September 12. As many as 20,000 AmeriCorps Members will begin serving in communities across this country in programs that address needs in education, the environment, public safety, and human needs.

By participating in the AmeriCorps program, institutions of higher education can strengthen ties to their communities and enhance their students' civic education. Colleges and universities can develop AmeriCorps programs to engage students in service on a full- or part-time basis, and can apply for program support to the Corporation for National Service. Perhaps your college could join a few pathfinders and match the AmeriCorps education award.

2

2. Include community service as a significant criterion for college admission. Service and higher education require many of the same qualities, including perseverance, responsibility, and decency. At institutions that have selective admissions, including service will send a bold message to high school guidance counselors, parents, and students that high academic and civic standards count.

3. Redirect your work study money. The Higher Education Act Amendments currently require that at least 5 percent of your work study funds be available to eligible students who wish to perform community service. I ask you to enable even more of our young people to pay their way through school by serving in the broader community. Not only will your students serve those who most need help, but they also will enhance their own education in incomparable ways.

4. Let every student serve. Many students want to serve and need your assistance in finding meaningful ways to apply their energy and talent. This presents a unique challenge if you serve a large number of part-time students, many of whom have additional family and work responsibilities. Yet this new spirit of community involvement must embrace these non-traditional students as well. Many students already actively participate in your communities, and finding formal ways to celebrate the value of such experiences may help blend these students' academic and personal lives.

5. Bring service into the classroom. Service can be much more than an extracurricular activity. If carefully designed, it can be a powerful educational experience. By bringing the community into the classroom and the classroom into the community, you will enable your students to apply the lessons they have learned to the critical issues that affect our communities. You also can reward faculty who engage in service.

6. Smooth the path from school to service. Too often, students who want to take public service jobs are unable to find them, or they work in fields that fail to fulfill their desire to serve. Our student loan programs have been redesigned to meet these students' needs. For your part, colleges and universities can connect recent graduates with alumni already working in service organizations.

The Corporation for National Service is preparing a brochure for current and prospective college students that will include examples from some of the best community service programs at institutions of higher education throughout the country. We need your ideas, and students everywhere will be eager to learn of your efforts. Please write to Eli Segal at the Corporation for National Service, 1100 Vermont Avenue, N.W., Washington, D.C. 20525.

Thank you for what you are doing to strengthen American higher education. I welcome your involvement in inspiring an ethic of service.

Sincerely,

Bill Clinton

Bruce Reed -

5/15

Ken sent the attached to Gene.
~~Gene~~ Wofford would like to announce
these cost-cutting measures early next
week. Gene is based on corporate
citizenship today, but I'm sure he would
want your thoughts on this.

- Pauline Akenethy
x65374

Nat. Service

May 6, 1996

MEMORANDUM FOR: ALICE RIVLIN
JACK LEW

FROM: Ken Apfel

SUBJECT: Next Steps on National Service

As a follow-up to the favorable treatment the Corporation for National and Community Service (CNCS) received in the final FY 1996 appropriations action, I met Friday with Harris Wofford, and his staff.

The CNCS made an agreement with Senator Grassley to develop goals and timetables for cost-cutting measures in exchange for his support for CNCS funding in the VA-HUD appropriations bill. The CNCS has developed a framework that will reduce overall costs and, in particular, per participant costs. Through implementing a variety of cost-reductions, the CNCS will seek to reduce its cost share per participant to \$17,000 in 1997, \$16,000 in 1998 and \$15,000 in 1999. The CNCS's current per participant cost is over \$18,000. The main tenets of the plan follow.

- Multi-year Grants. CNCS plans to make multi-year grants to proven, quality programs. These grants may be renewed without re-competing each year but will be subject to review to determine if they are meeting their goals. CNCS grantees report that it is easier to raise funds long-term if a long-term commitment for a grant is received. CNCS can reduce costs if grantees can raise funds more easily.
- Standardize Stipends. The CNCS can save up to \$1,000 per member in support costs if members are paid \$150 per week and if programs operate the same number weeks (e.g. roughly 40 weeks as is the case for many projects operating from September through June).
- Standardize Support Costs. To reduce program and administrative costs, the CNCS proposes phasing in a "fixed grant" system that would provide a flat amount of support per member, about \$3,000. Reducing support costs would require the programs to increase matching funds raised from the community. Disadvantaged communities that would find a higher match a hardship may apply to the CNCS for additional funds.

This is in line with the FY 1996 appropriation language that encourages the CNCS to increase the match amount.

- Increase Education Award Partnerships. As part of the Grassley agreement, the CNCS has committed to creating \$10 million worth of education award partnerships in Program Year 1996-97. In these partnerships the CNCS contributes the education award and administrative costs, and the partner contributes the member and program support costs. An education award partnership averages about \$7,000 (\$4,725 education award + \$2,275 CNCS/State Commission administrative costs) compared to the current per participant cost of over \$18,000.
- Consider Increasing Part-time Programs. The CNCS has found that part-time service programs cost more per member than full-time programs. Although Senator Mikulski has been a key supporter of part-time programming, reducing part-time programming would reduce costs. The CNCS will identify part-time programs in higher educational institutions or other organizations where part-time or education award partnerships are feasible (CNCS provides only a pro-rata education award based on the amount of service).

If national service participants increase over the current level of 25,000, CNCS will realize additional savings since overhead costs will not increase proportionally to the increase in members.

The CNCS has a Senate reauthorization hearing on May 21, 1996 and Harris would like to roll-out the cost-cutting measures in his testimony at that time. We think the framework makes sense and will continue to work with the CNCS as it develops the details of this framework.

If you agree with the CNCS proposed cost-cutting measures outlined above, then I will shop it around to the appropriate people at the White House.

Nat. Service

Office of Steve Waldman, Sr. Advisor to CEO, CNS
FACSIMILE TRANSMITTAL SHEET

TO: Bruce Reed

LOCATION: _____

FAX #: 456-5557 PHONE #: _____

FROM: Blanche Truchart for Steve Waldman

FAX #: (202) 565-2784 TELEPHONE #: (202) 606-5000, Ext. 337

COMMENTS:

Pretty AMAZING, Ain't it?
And today there's going to be a
Mikulski-GRASSLEY Amendment
to increase funding for Ameri. Corps

NUMBER OF PAGES (INCLUDING COVER SHEET) _____

- Jim

IF THERE IS ANY PROBLEM WITH THIS TRANSMISSION, PLEASE CALL THE EXTENSION NOTED ABOVE.

release



AmeriCorps National Service
 Release: March 13, 1996 3 p.m.
 Contact: Jill Kozeny/Sen. Grassley 224-1308
 J. Toscano/AmeriCorps 606-5000
 ext 277

CORPORATION
 FOR NATIONAL
 SERVICE

AMERICORPS CRITIC & AMERICORPS CHIEF FIND COMMON GROUND TO IMPROVE NATIONAL SERVICE INITIATIVE

Senator Chuck Grassley (IA) and National Service Chief Harris Wofford have agreed upon a plan to improve AmeriCorps, the national service initiative created by the National and Community Service Act of 1993.

The 10 point agreement includes cutting per-member costs, raising private sector and non-federal match requirements for programs that sponsor AmeriCorps members, eliminating grants to federal agencies, and expanding college scholarships for service (see attachment).

Senator Grassley, a fierce critic of government waste, has focused on AmeriCorps since early reports on its actual costs were released in early 1994. He has worked closely with Wofford, a former Democratic Senator from Pennsylvania who was sworn in as Chief Executive Officer in October, 1995, to develop a plan which strengthens the initiative while cutting costs.

Senator Grassley said, "Based on high costs identified in a nonpartisan GAO audit, I have urged the administration to reinvent AmeriCorps. Above all, I want tax dollars to be spent wisely so that the maximum number of young people can get money for college through this program. Under the able leadership of Harris Wofford, the Corporation for National Service has committed itself to meaningful reforms. If these changes succeed, the Corporation will be a better managed program that rewards community service and enables more young Americans to seek a college education. For this reason, I will support the appropriation's committee's recommendation to fund the Corporation at a level of \$383 million for fiscal year 1996. And I will continue my watchdog work for the taxpayers with the President's AmeriCorps program and other federal government programs."

Chief Executive Officer Wofford said, "This shows that a tough critic can become a good working partner. I am delighted that Senator Grassley and I have found a common ground that strengthens AmeriCorps while making it more cost-effective. As we downsize government, national service can play an effective, non-bureaucratic role in solving social problems. We are committed to working together to get national service established as a non-partisan institution in which all Americans can take pride."

AmeriCorps is funded at 81 percent of last year's level in the Continuing Resolution proposal being considered by the Senate. The National and Community Service Act of 1993, which created the program, is due for reauthorization this year.

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1701 New York Avenue, NW
 Washington, DC 20543
 Telephone 202-496-5000

Getting Things Done,
 AmeriCorps, National Service
 Learn and Serve America
 National Service Service Corps

NAT SERVICE
cc: BSW

September 4, 1998

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford *Harris*
Subject: Ending the Taxability of AmeriCorps Education Award

As we discussed several months ago, the taxability of the AmeriCorps education awards is a particular sore point among AmeriCorps members. We agree that this treatment is unfair and unjust, and it creates a serious problem for the program. The prospect that tax legislation will be considered in the next several weeks offers a perfect opportunity to correct this policy. I urge you in the strongest possible terms to make every effort to have a provision changing the tax status of the AmeriCorps education award included in any tax legislation Congress may present to you.

The key facts on the taxability of the AmeriCorps education award are as follows:

- The taxability of the AmeriCorps education award is the number one issue among AmeriCorps members and AmeriCorps alumni.
- The education award is a key element of the AmeriCorps program. For a year of full-time service the education award is \$4,725; for part-time service the award is smaller. The AmeriCorps education award can be used to pay for college or other education, or to pay off student loans.
- We estimate that removing the taxability of the education award would cost the Treasury approximately \$11 million annually.
- Comparable benefits, including most notably the GI bill, are not taxable.
- In the original version of the 1993 legislation, the AmeriCorps education award was not taxable. The bill said that "the amount of any national service award ... shall not be considered income for purposes of the Internal Revenue Code of 1986." This provision was dropped by Congress in order to expedite consideration of the legislation and to avoid having the bill referred to the House Ways and Means Committee.
- We did not propose to change the taxability of the education award in our reauthorization legislation because the provision would have necessitated a reference to the Ways and Means and Finance Committees. Rather, our strategy has been to wait for a tax bill in which this small measure could be included.

I attach a recent article on the taxability of education awards from the *Chronicle of Higher Education*, and draft legislative language that would accomplish the change.



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GOVERNMENT & POLITICS

AmeriCorps Alumni Urge Congress to End the Taxation of Their Awards

BY JEFFREY SELINGO

WASHINGTON
AFTER she graduated from college, in 1995, Jennifer Phelps spent a year in the South as a volunteer in the AmeriCorps national-service program. She tutored children, built homes for Habitat for Humanity, and worked to help prevent floods in New Orleans.

A year later, Ms. Phelps used the \$4,725 education award she received from AmeriCorps to help pay her law-school tuition at Georgetown University.

But when she figured her 1996 taxes, she discovered that the award—a taxable benefit—had nearly doubled her income, turning what would have been a tiny tax payment into a \$900 state and federal tab.

Now Ms. Phelps is leading a group of former AmeriCorps volunteers in an uphill effort to persuade Congress to repeal the tax on the education award.

AmeriCorps, a program President Clinton pushed to create in 1993, helps participants either to pay college tuition or to repay student loans in exchange for their performing community service. Volunteers receive a yearly stipend, which also is taxed, and a \$4,725 education award each year for up to two years of service. The education award can be held for seven

years and is paid directly to colleges or loan providers.

"We never even see this money so we can't even use it to help pay the tax," Ms. Phelps said.

SKEPTICAL LAWMAKERS

Using the grassroots organizing experience that some of them gained from their AmeriCorps stints, a few former volunteers in the program have spent the summer writing letters to members of the tax committees in Congress, while Ms. Phelps has visited staff members in nearly a half-dozen Congressional offices. Aides to lawmakers on the Senate Finance Committee said they were skeptical that the tax could be repealed this year because Congress is not considering a tax bill on which to add an amendment and a lawmaker has yet to agree to sponsor the legislation.

"The best way for them to avoid paying taxes is to kill the program," said Jon P. Brandt, a spokesman for Rep. Peter Hoekstra, a Michigan Republican who voted to create AmeriCorps in 1993 but since then has become a harsh critic of the program's management. "Not only are they getting paid to volunteer, but now they want to get a tax break."

Former AmeriCorps members acknowledge that they face a tough battle persuading Congress to approve a tax break for a program that some lawmakers try to kill every year. Last month, a House of Representatives panel voted to eliminate AmeriCorps. But in what has become an annual rite, AmeriCorps is expected to be saved in a compromise with the Senate, where the program has had more support.

Political realities led the Corporation for National Service, which oversees AmeriCorps, to dodge the tax issue this year when it submitted a proposal to reauthorize the legislation that created AmeriCorps.

Harris Wofford, chief executive officer of the corporation, said that if a tax proposal were included in the reauthorization plan, the Senate Finance Committee and the House Ways and Means Committee would also have to consider the legislation, rather than just the one committee in each chamber that oversees AmeriCorps.

"A taxability issue should be in a tax bill," Mr. Wofford said. He added that he supported the efforts of the former AmeriCorps members, but he would not discuss the agency's own proposals for trying to end the tax on the education award. "I have my own plans and time for that," he said.

"I've been saying all over the country that it is inequitable since most fellowships are not taxed."

The Internal Revenue Service determined in a 1994 ruling that an AmeriCorps education award represents "payments for services" because it is paid after the program is completed. The award does not meet exemptions under educational-assistance programs, the I.R.S. ruled, because it can be used to pay off loans for previous educational expenses.

Stephanie Beck Borden, a two-year AmeriCorps volunteer, said the \$250 federal tax she paid on her first-year award had led her to avoid using all of her second-year award at one time to pay off her undergraduate student loans. Because most AmeriCorps volunteers are young and don't have significant savings from which to draw for tax payments, Ms. Borden said many were forced to borrow money or to pay the tax and interest in installments.

"This forces us to strategically plan how to use our educational awards," Ms. Borden said, adding that AmeriCorps members would earn more working at McDonald's. The yearly stipend is taxed, she said, and "we're happy to accept that. But the educational award is a scholarship, not pay." ■

Option 3: Partial exclusion from taxation

Explanation: This would only exclude from taxation amounts from the National Service Trust used to pay for current educational expenses, which is consistent with the definition of qualified scholarships in section 117. Under this proposal, amounts from the Trust used to repay lenders would still be considered taxable. This language makes explicit that the education award is not considered payment for services and therefore is properly considered a qualified scholarship. This limited tax exclusion would be easier to defend as consistent with the current approach in section 117 of excluding qualified scholarships from gross income.

Bill language:

EXCLUSION FROM GROSS INCOME OF NATIONAL SERVICE EDUCATIONAL
AWARD USED FOR QUALIFIED TUITION AND RELATED EXPENSES

SEC. 1 (a) IN GENERAL.--Section 117 of the Internal Revenue Code of 1986 (relating to the exclusion from gross income of amounts received as a qualified scholarship) is amended--

(1) in subsection (a)(1), by striking "scholarship or fellowship grant" and inserting "scholarship, fellowship grant, or national service educational award"; and

in subsection (c), by striking the period and inserting ", except that the limitation in this subsection shall not apply to the national service educational award disbursed under section 148 of the National and Community Service Act of 1990 (42 U.S.C. 12604)."

(b) EFFECTIVE DATE.--The amendment made by subsection (a) shall apply to amounts received in taxable years beginning after the date of the enactment of this Act.

THE WHITE HOUSE
WASHINGTON

June 2, 1998

Remarks To City Year Convention

DATE: June 3, 1998
LOCATION: John Carroll University
TIME: 1:50-2:40 P.M.
FROM: Thurgood Marshall, Jr.
Bruce Reed

I. PURPOSE

To attend and make remarks at City Year's Annual Convention in Cleveland, Ohio.

II. BACKGROUND

Your speech to City Year's annual convention will afford you the opportunity to reflect on all that your Administration has accomplished on national service since 1992. When you first visited City Year in December 1991, it was a fledgling demonstration program with 100 members funded with private donations. Today, with support from AmeriCorps, City Year has over 1,000 people in full-time service in nine cities -- Boston, Chicago, Cleveland, Columbus, Columbia, SC, Philadelphia, Providence, San Antonio, and San Jose -- with Seattle to be added as a tenth city in the fall. All members of City Year are also members of AmeriCorps. In addition, City Year operates a program known as "Young Heroes," which pairs 600 junior high school students with City Year members for service on Saturdays.

CYZYGY ("SiZiGee") is the name for City Year's annual "Conference on Idealism." Last year it was held in Providence, RI with the First Lady as the keynote speaker. The conference brings together City Year* AmeriCorps members from across the country as they are completing their year of service. Also in the audience will be more than 100 other AmeriCorps members from local Cleveland programs, including Habitat for Humanity, West Side Ecumenical Ministries (a local faith-based program), and AquaCorps, an environmental program run by AmeriCorps members. The conference runs from Tuesday to Friday, and features a parade and rally, a day of service, a town meeting, and workshops. George Stephanopoulos is scheduled to speak a few hours after you leave.

The setting is John Carroll University in University Heights, Ohio, a Jesuit university named after Archbishop John Carroll of Maryland, the founder of Georgetown University. John Carroll has a strong community service tradition: last year more than 1,000 students contributed more than 50,000 hours of community service in Cleveland. You will be speaking in the Don Shula Sports Center, named after JCU alumnus Don Shula, class of 1951, of NFL fame. John Carroll has just named a new president, the Rev. Edward Glynn, S.J., who will be on hand to meet you

and was previously vice-chancellor for academic affairs and provost of the University of Massachusetts, Boston.

In May, more than 700 City Year* AmeriCorps members sent you letters inviting you to speak at CYZYG. Leslie Frye, a 19-year-old City Year member from Chicago, who wrote a letter that particularly caught your attention, will be attending the conference and will introduce you.

At the event, you will announce that a total of 1,000 colleges have agreed to take the America Reads Challenge. These colleges have agreed to use Federal work-study funds to support college students who serve as reading tutors for preschool and elementary school children.

You will also announce that the Corporation for National Service will create 500-1,000 new AmeriCorps positions specifically to pursue the goals of last year's Presidents' Summit for America's Future in Philadelphia. The Administration has worked closely with America's Promise, the organization founded by General Colin Powell to build alliances that help at-risk young people reach their full potential. These new AmeriCorps members, to be selected by states and local communities pursuing the goals of the Summit, will add new firepower to the effort to ensure that all young people have the five resources they need to succeed: a caring adult, a safe place, healthy start, an effective education, and a chance to give back to their communities through service. The Corporation will fund the new AmeriCorps positions with \$5 million in demonstration and innovation funds.

III. PARTICIPANTS

Alan Khazei, Co-Founder, City Year
Casey Hunt, City Year* AmeriCorps Member
Senator Harris Wofford, CEO, Corporation of National Service
Leslie Frye, City Year* AmeriCorps Member
YOU

IV. PRESS PLAN

Open Press

V. SEQUENCE OF EVENTS

YOU are announced on stage accompanied by Harris Wofford, CEO, Corporation for National Service; Alan Khazei, Co-Founder City Year; Leslie Frye, Member, City Year* AmeriCorps; and Casey Hunt, Member, City Year* AmeriCorps.

Alan Khazei makes brief remarks and introduces Casey Hunt.

Casey Hunt makes brief remarks and introduces Harris Wofford.

Harris Wofford makes brief remarks and introduces Leslie Frye.

Leslie Frye makes brief remarks and introduces YOU.

YOU make brief remarks.

YOU work ropeline and depart.

VI. REMARKS

Provided by speechwriting.

PRESIDENT SPEAKS AT CITY YEAR CONVENTION IN CLEVELAND

Seven years after visiting City Year members in Boston, President Clinton today travels to Cleveland to speak to 1,000 young City Year AmeriCorps members from nine cities gathered for their end of year celebration. City Year was an inspiration for AmeriCorps, and its growth and effectiveness is a direct result of President Clinton's leadership and support of AmeriCorps.

In his speech, the President will reflect on the Administration's accomplishments on national service since 1992, including the creation of AmeriCorps. When the President first visited the City Year program in December 1991, it was a fledgling program with 100 members funded through private donations. Today, with support from AmeriCorps, City Year has over 1,000 young people ages 17 to 24 in full-time service in nine cities -- Boston, Chicago, Cleveland, Columbus, Columbia, SC, Philadelphia, Providence, San Antonio, and San Jose -- with Seattle to be added as a tenth city in the fall. All members of City Year are also members of AmeriCorps. Program co-founders Alan Khazei and Michael Brown emphasize that members make a commitment to a lifetime of citizen service. Service with a diverse group of young people is integral to the City Year experience.

City Year's annual "Convention of Idealism" brings together 1,000 City Year members from across the country as they are completing their year of service. Activities include a day of service as well as workshops, a parade, and a rally. The Convention is called CYZYG (pronounced "SiZiGee," meaning "to align together"). Last year First Lady Hillary Rodham Clinton was the keynote speaker at the convention, which was held in Providence, RI. The audience will include 100 other AmeriCorps members from local Cleveland programs, including Habitat for Humanity, West Side Ecumenical Ministries (a local faith-based program), and others. The setting is John Carroll University in University Heights, Ohio -- a Jesuit university with a strong community service tradition.

Increasing Student Service for America Reads

Today, the President announced that a total of 1,000 colleges have agreed to take the America Reads Challenge. These colleges have agreed to use Federal work-study funds to support college students who serve as reading tutors for preschool and elementary school children.

Furthering the Goals of the Presidents' Summit

The President also announced today that the Corporation for National Service will create 500-1,000 new AmeriCorps positions specifically to pursue the goals of last year's Presidents' Summit for America's Future in Philadelphia. The Administration has worked closely with America's Promise, the organization founded by General Colin Powell to build alliances that help at-risk young people reach their full potential. These new AmeriCorps members, to be selected by states and local communities pursuing the goals of the Summit, will add new firepower to the effort to ensure that all young people have the five resources they need to succeed: a caring adult, a safe place, a healthy start, an effective education, and a chance to give back to their communities through service. The Corporation will fund the new AmeriCorps positions with \$5 million in demonstration and innovation funds.

AMERICORPS AND NATIONAL SERVICE: STRENGTHENING COMMUNITIES, IMPROVING LIVES

The President came into office with a vision of a national service program that would offer young people the chance to serve our nation in exchange for increased access to higher education. Today, AmeriCorps involves over 40,000 people in intensive, results-driven service, working through a grassroots network of over 1,000 local and national nonprofits. Now in its fourth year, more than 88,000 Americans of all ages and backgrounds have enrolled in AmeriCorps.

Getting Things Done to Solve Community Problems

- **Improving the lives of children and youth.** AmeriCorps helps children succeed by tutoring, mentoring, leading after-school programs, and getting children to school safely. Last year, AmeriCorps members taught or tutored more than 500,000 youth, mentored 95,000 more, recruited 39,000 volunteer tutors, and immunized over 64,000 children.
- **Responding to disasters.** In tornadoes, hurricanes, fires, and floods, AmeriCorps members trained in disaster relief have responded to disasters in more than 30 states.
- **Making neighborhoods safer.** Working with local police and neighborhood groups, AmeriCorps members created or expanded more than 3,100 public safety patrols and trained 109,000 people in violence prevention.
- **Building housing.** Serving with Habitat for Humanity and other partners, AmeriCorps members built or rehabbed 5,600 homes and placed more than 32,000 homeless people and families in permanent housing.

Strengthening Community-based, Volunteer, and Faith-based Organizations

- **Providing "people power."** National service invests in successful organizations like Big Brothers and Big Sisters of America, the American Red Cross, City Year, and hundreds of local groups, providing trained, dedicated people who commit to sustained service.
- **Generating new volunteers.** Last year, national service members recruited, trained, and supervised over 300,000 volunteers -- making the organizations they serve more efficient.
- **Supporting faith-based organizations.** More than 6,000 AmeriCorps members serve through faith-based organizations like the Sisters of Notre Dame de Namur and the National Council of Churches.
- **Cutting costs and expanding opportunities to serve.** In the Education Awards Program, more than 100 non-profits and faith-based groups pay members' living allowances, with the education award provided by the Corporation for National Service. At last year's Presidents' Summit on service, the President challenged these groups to provide 50,000 places over five years. The Corporation is ahead of schedule in meeting that goal.

Expanding Educational Opportunity

National service uses the GI Bill model: in exchange for a year of full-time service, AmeriCorps members earn educational opportunity -- a \$4,725 scholarship that helps pay for college, or pay back student loans. To date, 48,000 Americans have qualified for education awards.

A cost-effective, non-bureaucratic way to engage citizens in meeting our challenges

- Nonprofits must compete every year for AmeriCorps members, and they must set and meet tough goals at the local level. Most sponsors are chosen by bipartisan state commissions appointed by governors.

- Community groups that sponsor AmeriCorps members must raise at least 33% of the program costs.
- An independent study done by three noted conservative economists shows that every federal dollar invested in AmeriCorps returns \$2.60 in direct, measurable benefits.

The President's proposal to extend national service into the 21st century

- On March 19, President Clinton submitted legislation to reauthorize the Corporation for National Service and its three initiatives -- AmeriCorps, Learn and Serve America, and the National Senior Service Corps -- for five years.
- The President's proposal would extend and strengthen national service programs, provide opportunities for millions more Americans to serve, give states and communities more flexibility to administer service programs, strengthen partnerships with traditional volunteer groups, and increase the efficiency of national service programs.

CO.

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THE WHITE HOUSE
WASHINGTON

October 24, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*

CC: Steve Silverman

SUBJECT: Harris Wofford Memos

*Bruce - keep the
I would keep the
awards named for Bush
if we were in to keep
them for him
I don't know and
we should not
share totally
Harris name
Don't know*

Harris Wofford has written you two memos. The first recommends that you make reauthorization of AmeriCorps a high priority. The second recommends that you reinstate President Bush's "Daily Points of Light" awards. A discussion of each memo, along with my recommendations, follows.

I. Recommendation on Harris's Reauthorization Memo

Harris Wofford wrote you on October 3 urging that we make reauthorization of AmeriCorps a high priority. He argues that we should send the Corporation's reauthorization proposal to the Hill before adjournment this year, with the goal of getting AmeriCorps reauthorized by the first anniversary of the Presidents' service summit next April. AmeriCorps has never been reauthorized and is now operating without any authorization. Harris argues that we must seek to establish firmly AmeriCorps' existence, preferably beyond the end of your term, and that this is the best time to do it.

The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that is coming to you for signature includes funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.

One option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

II. Recommendation on Harris's Points of Light Memo

Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

One factor complicating the decision is that Harris has had extensive conversations with the Points of Light Foundation and with President Bush himself on this proposal. Apparently Harris has made it clear that he favors this idea and that the decision rests with the White House. Harris indicates that President Bush will be deeply disappointed if we decide not to resume the awards.

One other timing issue is that you are scheduled to attend the dedication of President Bush's library on November 6. If we decide to reinstate this program, that event would be an opportunity to announce it, especially given the former President's attachment to the Points of Light program.

Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
- President Bush very much wants the Administration to do this. He will be very disappointed if we do not, and he will see it as the White House's decision because of Harris's conversations with him.

Arguments Against:

- The benefits of resuming the awards are minimal. Our efforts to reach out to the volunteer sector at the Philadelphia summit were so successful that it is not clear what this would add. In addition, some would react negatively to such a decision, since the original Points of Light program was derided by many as an empty gesture.
- Although theoretically we could assign responsibility for vetting the award winners to the Points of Light Foundation and the Corporation for National Service, from a practical

standpoint we would probably still feel the need to do a legal and/or political check on award winners. The daily responsibility of selecting and vetting winners will be time-consuming for White House staff, and not worth the effort.

Options:

- #1 Resume the awards as Wofford proposes.
- #2 Decline to resume the awards.
- #3 Recommended Option: Reestablish these awards as the "Daily Points of Light" awards, rather than the "Presidents' Daily Points of Light" awards, to be administered by the Points of Light Foundation and the Corporation, with no formal connection to the President or the White House.

Harris believes that this plan would be acceptable to former President Bush as long as we do not appear to be distancing ourselves from the awards. To that end, he suggests we announce this at the dedication of the Bush library, and advise former President Bush in advance of our action. He also suggests that we invite a group of the first winners to the White House during National Volunteer Week in April, along with former President Bush, and that we use inclusive language in talking about the awards, such as "We join former President Bush in congratulating the winners." Such actions seem like a reasonable compromise on this issue.

- Option #1
- Option #2
- Option #3 (recommended)
- Discuss

THE PRESIDENT HAS SEEN
11-5-97
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B. J. ...
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October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford *Harris*
Subject: AmeriCorps and National Service - What We've Done and Where We Need to Go

Two years have passed since you tapped me to lead the Corporation for National Service. It's time to report what we have achieved and to propose next steps. As you asked, we've worked hard to gain greater support for AmeriCorps, and these efforts have won new allies and reduced the political acrimony about the program. A sign of this progress is the action this week by the House-Senate conference committee on the VA-HUD appropriation. They restored the cut in AmeriCorps made by the House and increased last year's funding by \$25 million, the first increase in three years. Now we need to capitalize on this progress and make the reauthorization and strengthening of AmeriCorps and the Corporation's other two major programs -- the Senior Corps and Learn and Serve America -- a high Administration priority.

After you've had the chance to read this memorandum, I hope that we can spend a few minutes together to chart our future course, beginning soon with an all-out effort to persuade Congress to reauthorize the Corporation.

* * *

Your charge to me was to build greater political support for AmeriCorps, strengthen AmeriCorps, and bring AmeriCorps into the mainstream of American life. That required developing real bipartisan support and establishing close working relationships with the great non-profit and service organizations of the country. We have made tremendous strides in these areas. Let me highlight our progress -- resisting the temptation to tell you everything we have done -- and then focus on the future.

The lack of controversy and rancor over funding of AmeriCorps in the soon-to-be-completed appropriations process shows AmeriCorps' greater acceptance. Through much work with Republican Members of Congress, we have made real inroads in demonstrating how AmeriCorps and the other key programs of the Corporation are a crucial part of a strategy to address the nation's educational and social challenges. As a result, support among Republicans inside and outside of Congress has expanded. Even among those who have not come all the way to supporting AmeriCorps, we have taken the edge off their opposition. They recognize that AmeriCorps will continue and that hundreds -- indeed thousands -- of organizations around the country approve. The loud

foes of AmeriCorps have been significantly marginalized. Moreover, we are on the road to important breakthroughs that will bring AmeriCorps and the Corporation to a new level of true bipartisan and nonpartisan support. While AmeriCorps is continually winning new allies, we have also built strong new bases of support for the Corporation through our work with students and seniors. With your good help, we are in the forefront of a growing effort to make service-learning an integral part of American education at all levels, and to make citizen service a reality for Americans of all ages and backgrounds.

In building support for AmeriCorps, I have been especially cultivating the so-called "Compassionate Conservatives" and those in the civic renewal movement. Though conservative, these leaders believe that government must find effective ways to help poor and disadvantaged citizens. As you know, these conservatives want churches, other faith-based institutions and non-profit organizations -- instead of the government -- to lead the effort to address our nation's problems. They want government to support these independent civic forces. Therein lies a great opportunity for AmeriCorps.

✓ One story illustrates this. Earlier this year Rep. John Kasich visited the Rheedlin Center in New York, an AmeriCorps grantee that works in Harlem schools to create safe havens for children, tutor, and teach conflict resolution, among other activities. Kasich spent two hours there and was overwhelmingly impressed with what the director, Geoff Canada, and his team of more than fifty young people are accomplishing. Unaware that this is an AmeriCorps site, at the end of his visit Kasich said to Canada, "Dammit, this is exactly what AmeriCorps should be doing!" To which Canada replied, "Almost all the people you've seen here this morning are AmeriCorps members. This is AmeriCorps!" ✓ Based on this incident -- reported to me by both Geoff Canada and Kasich -- I have struck up a very constructive, continuing conversation with Kasich. He says he is rethinking his position on AmeriCorps and believes there is common ground for mutual support.

I've also developed a strong relationship with Dan Coats, a co-chair with Kasich of the Congressional civic renewal alliance. Coats will become President of Big Brothers/Big Sisters when he retires from the Senate next year. As he has seen AmeriCorps provide key assistance to Big Brothers/Big Sisters, he has discovered that AmeriCorps can play a valuable and constructive role. At the Big Brothers/Big Sisters national board meeting, after I put the challenge to them for a major Summit commitment, Coats moved a resolution committing the organization to double its numbers and add service as an integral part of the young participants' experience.

A key part of our strategy to build support for AmeriCorps has been to reach out to and collaborate with mainstream non-profit organizations. The Presidents' Summit was -- and continues to be -- the largest of our opportunities to do this and it has already borne much fruit. Our national service networks are taking the lead in many of the state and local summits, and forging closer relationships with the many Governors and Mayors who are engaged in the post-Summit campaign to achieve the five Summit goals for youth. Through these efforts, the National Service State Commissions, our Corporation state offices, and AmeriCorps grantees have taken a leadership role in their communities

and states, and have established strong, new bonds with leading non-profits and private sector sponsors. The partnership that you and President Bush and General Powell showed in Philadelphia is being replicated in cities, counties and states across the country. And in one place after another, this partnership is working to the benefit of AmeriCorps and our other programs.

Other partnerships of great significance include the National Service Scholars Program for outstanding high school student volunteers, which you initiated in your commencement talk at Penn State in the spring of 1996. It has drawn enthusiastic support around the country and from such valuable national allies as the Kiwanis, Rotary International and Lions Clubs, the Miss America Foundation, the Chamber of Commerce and the Veterans of Foreign Wars. This past spring, we gave the first 1,700 high school service scholarships. Next year we plan to expand to at least 10,000 high schools, and then to all 25,000 high schools in the country. These service scholarships are also a potential feeder system for AmeriCorps recruiting.

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Similarly, our "education award only" program, to which you gave a great boost at the Summit, has taken hold even more quickly than we expected. Under this approach, which we call the AmeriCorps Challenge Scholarship, the AmeriCorps member receives from the Corporation only the education award -- \$4,725 for a year of full-time service. Living allowances and other costs are borne almost entirely by the host non-profit organization or from other private sector sources. The response to your Summit call for 50,000 such national service awards by the year 2000, has been enthusiastic. After the latest round of grants, we expect to have more than 15,000 new AmeriCorps participants in this program this year. Our largest partners in this endeavor so far are the National Council of Churches and the Boys and Girls Clubs. As you know, Sen. Grassley, who had been one of our chief critics, is particularly supportive of these AmeriCorps Challenge Scholarships and is delighted by our progress.

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The most important source of our growing public support is the work of the members themselves. Whether it is tutoring school children for "America Reads" or disaster assistance in flooded communities, the reality of our motto - Getting Things Done - is setting in. In City Year and Habitat for Humanity, the American Red Cross and Teach for America, our AmeriCorps members are proving their value. That's why Millard Fuller, the Founder-President of Habitat for Humanity (once an AmeriCorps skeptic), recently wrote the following to Speaker Gingrich:

"I am writing you to affirm and emphasize the importance and value of national service. It is through partnerships with AmeriCorps, VISTA and other national service programs that [we] maximize Habitat's resources and expand its productivity, while helping recruit, train and supervise volunteers of all ages. To date, approximately 470 AmeriCorps members and additional national service participants through Learn and Serve America and the

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Retired Senior Volunteer Program (RSVP) are serving in over 50 Habitat for Humanity affiliates. Again, national service is of great value in not only helping to eliminate sub-standard housing, but in transforming lives of participants in their various endeavors."

Millard Fuller's praise for AmeriCorps is typical of the response by growing numbers of organizations that have the benefit of AmeriCorps members.

When one puts together the overall reduction of political tensions, your resolve in insisting on continued support for AmeriCorps, and the increased understanding of AmeriCorps' true potential for helping to solve seemingly intractable problems, it is clear that the prospects are good for establishing AmeriCorps as a non-partisan institution in which Americans take pride.

The Road From Here – Seeking Reauthorization for AmeriCorps

Now is the moment to capitalize on this progress. We must secure AmeriCorps' future and expand the reach of national service by – first of all – getting Congress to reauthorize AmeriCorps and the Corporation for National Service. This will not be easy but if you make this a personal priority, I believe we can win the reauthorization that will assure that AmeriCorps lives long into the future.

The authorization for AmeriCorps and the Corporation for National Service expired last year. We are now operating under a de facto extension through annual appropriations. We have worked with the Office of Management and Budget to complete draft reauthorization legislation. In short, we need the reauthorization and the bill is ready to go.

Our case for reauthorization rests on three key points:

- (1) The Corporation and AmeriCorps are accomplishing the objectives set out in the original legislation;
- (2) We have listened to the critics and been responsive to their concerns; and
- (3) We have been creative in finding ways to extend the opportunities to serve and the rewards for service through innovations such as the AmeriCorps Challenge Scholarships and the high school service scholarship program.

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In addition to generally reauthorizing our programs and instituting minor programmatic improvements, the highlights of the draft bill are:

- to devolve more authority and provide greater flexibility to States and local communities in implementing national service programs;
- to streamline the delivery system, further reducing costs and improving efficiency;
- to foster greater coordination among national and community service programs; and
- to modify and improve programs based on the experience developed over the last several years.

The bill also repeals various redundant or obsolete authorities, and makes a number of technical revisions to the existing statutes.

Getting a bill passed will be particularly difficult in the House where Rep. Goodling has jurisdiction and is not friendly to AmeriCorps. Still, our key supporters in Congress -- including Senators Jeffords and Kennedy and Representative Shays -- see a real opportunity for success. Each emphasizes that the outcome will depend in significant measure on the strength with which the Administration presses for reauthorization.

Proposing legislation inevitably carries some risk -- of failure or of damaging amendments. These considerations led us to not seek a reauthorization bill in 1996. But the climate is significantly more favorable at this point. In addition to counsel from our allies on the Hill, I have spoken with Bruce Reed, Al From and Eli Segal, among others. Acknowledging the difficulties and dangers, each agrees that we should be bold and confident in sending Congress a reauthorization bill and in asking for Congressional action. This approach also has the strong support of our Board of Directors.

Our success in this undertaking will depend in large part on the tone we strike and approach we take. The Corporation programs are clearly in the mainstream of the national movement to promote service, a movement to which you have contributed so much. They are in line with the national, state and local efforts to achieve the goals of the Presidents' Summit. AmeriCorps is a valuable addition to the American tradition of community and citizen action.

The timing of the reauthorization effort is also important. Given the election results, AmeriCorps successes and the positive consensus around the Summit, we may never have a better time to make reauthorization a top priority. Yet time is already short

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for a reauthorization in this Congress. But if you make reauthorization a real priority and press forward with an aggressive campaign we can still succeed.

The strategy I propose has three phases in quick succession.

- ✓ First, you would launch reauthorization legislation before Congress adjourns this fall.
- ✓ Second, in the roughly three months (November, December and January) of Congressional inactivity we would press the case for reauthorization. We would ask Sen. Jeffords and others to conduct hearings on the bill during the lengthy recess. Our national partners in the national service movement will add their voices in support for reauthorization. In addition, we would propose one major Presidential event to demonstrate the case for reauthorization. We would also propose your involvement in making a major effort on the Martin Luther King Jr. Birthday - National Day of Service in January.
- Third, upon Congress's return early next year, we would press a Congressional strategy -- starting with a strong statement and request for reauthorization in the State of the Union address.

Work

Our target is to win the reauthorization by the first anniversary of the Presidents' Summit in late April.

I look forward to discussing this with you in the near future and leave you with one thought. People say that getting a first reauthorization is like winning a first re-election: it is the hardest to accomplish but if you succeed you are well-established. I didn't succeed myself at this in the Senate; but I believe that with your strong support we can and will win reauthorization for AmeriCorps and the Corporation for National Service.