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Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: National Service
Series/Staff Member: Sarah Whitman
Subseries:

OA/ID Number: 1289
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Folder Title:
State Structure Meeting, [7/21/93] [1]

Stack:
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Row:
66

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STATE STRUCTURE MEETING
July 21, 1993
4pm rm 472

State Structure Working Group

Additional issues to be considered:

I. State Selection Process (Don & Catherine)

- A. What is the process for grant distribution?
- B. What should be in state plan and who will evaluate it?
 - 1) Drafting model state structures?
 - 2) Is it legal to set up a state commission without state legislation?
- C. What kind of communication will there be between state and Governors?
 - 1) State by state outreach programs? (Mike)
- D. What training and technical assistance will be available to the states?
 - 1) Regional mtgs?
 - 2) Staff development?
 - 3) Personal training on state level?

II. Lead Agencies

- A. Get state legislative models
- B. Look to non profit organizations as lead agencies for flexibility and short term advantages (transition option?)
 - 1) Is it legal?
 - 2) How feasible?
- C. Get Federal reps to deal with states?

III. Laws and Regulations

- A. What is important to be included in regulations on the program side? (Catherine)
- B. Consistency with policy guidelines needed

IV. Federal v State Employees

- A. Classification of employees for state workers
- B. Individual state merit awards vary greatly (Mike)

V. Fiscal (Judy)

- A. What are the resources for the budget? (Catherine)
- B. Look at capacity for fiscal issues
- C. Get up-to-date list of state auditors
 - 1) Look at differences in auditing by state

ACTION MEETING

Regional Grant Offices

July 20, 1993

3:15pm

rm. 500 E

Sarah,

Here is a draft
of the notes from
yesterday's meeting.
I'm still trying to
figure out the chart.

? 's Tina

I. Regional Office Organization

*see chart

II. Interaction with State Offices

*State offices act as intermediary between regional offices
and grantees

*Grant offices provide ongoing training for state offices

III. Major Responsibilities of Regional Offices

A. Application and Approval Process

*Establishes correct funding levels

*Negotiates grants through state office

*Ensure proper allocation of funds

*Makes recommendations to the regional office

*Deals with financial mismanagement (problems go to the
Inspector General)

B. Negotiation of Budget

- *State offices handle review of budget
- *State offices submit application to regional office
(regional office then approves of paperwork)
- *Time period from application to receiving grant-180
days

Further comments:

- training and technical assistance needed for fiscal and
management efficiency
- fiscal people needed at meetings

C. Cash Disbursement

- *Handle grantee requests for funding, advances,
reimbursements
- *Reviews Financial Status Reports

D. Difficult Problems/Time Consuming Tasks

- *Reviewing grants
- *Problems with grants

IV. Communication with Grantees/Organizations

- *Two phone lines
- *Govt and Fiscal staff
- *Project Directors

V. Advantages of Regional Offices

- *Teamwork
- *Experts at the fiscal level
- *Liaison between state and federal offices
- *Provide support for the State

VI. Concerns/Comments

- *Need more staff
- *Redo current automated fiscal management system
- *Training for regional offices
- *Need more computers
- *Concerns about civil service status

NATIONAL GOVERNORS' ASSOCIATION

Roy Komer
Governor of Colorado
Chairman

P. 1/3
Raymond C. Schéppach
Executive Director

Carroll A. Campbell Jr.
Governor of South Carolina
Vice Chairman

Hall of the States
444 North Capitol Street
Washington, D.C. 20001-1572
Telephone (202) 624-5300



NGA FAX TRANSMISSION FORM

DATE: 7/20/93

TO:
Sarah Whitman

FAX NUMBER:
456-6420

FROM: PATRICIA SULLIVAN
202-624-7723 (Commercial)
202-624-5313 (fax)

NUMBER OF PAGES: 3 (including this page)


REMARKS: Sorry for the delay!

PLEASE CALL JACKIE HALL AT 202-624-5341 WITH ANY PROBLEMS.

July 20, 1993

MEMORANDUM

TO: Sarah Whitman

FROM: Patty Sullivan 

RE: Possible preparatory activities to assure timely implementation of the National Service Trust Act

I've listed below a number of activities that can be completed during the next few months that will help lay the groundwork for the implementation of the National Service Trust Act from a state perspective.

1) Continued outreach between the Office of National Service and the nation's Governors. Special efforts should be made to engage Governors other than Romer, who will be leaving the NGA chairmanship in August of 1993. Perhaps efforts could be targetted on lead states or others identified by the Commission as strong service states.

2) Development of basic information to educate Governors' staffs on the mechanics of the National Service program. This effort would build on the current materials that have been distributed during the legislative process and could include a short "implementation guide" that would lay out the specific steps that need to be taken by a Governors' office. Such materials should be developed jointly by the NGA, the Office of National Service and where appropriate, the Commission.

3) Convene a working group of governors' staff from interested states to help identify the potential barriers to the timely implementation of the National Service program. The Commission could again help to identify states and individuals that would serve on such a working group. Based on the lessons learned from the existing programs, the group could help anticipate the potential problems in implementation and assist in working out some of these problems in advance. NGA could convene the working group from the Governors.

Sarah Whitman

p.2

July 20, 1993

4) Work with the National Conference of State Legislatures, the State Budget Officers and other state related groups to identify potential barriers to implementation from a more technical perspective. For example, what sort of model memorandum of understanding exist between state agencies that have helped to facilitate transfer of funds within state agencies.

5) Develop a long-term strategy to develop broad-based support for the National Service program among the governors. NGA will continue to keep the governors informed on the progress of the legislation and then the implementation of the program. Efforts will also be made to include national and community service as an agenda item at NGA meetings. Informal technical assistance will be provided to encourage governors to incorporate service programs into larger initiatives.

ROBERT R. MCCORMICK TRIBUNE FOUNDATION
435 N. MICHIGAN AVENUE, SUITE 770
CHICAGO, ILLINOIS 60611-4041
312/222-3512

NEAL CREIGHTON
President and
Chief Executive Officer

July 13, 1993

C. Richard Allen
Deputy Assistant to the President
Office of National Service
The White House
Washington, D.C. 20500

Dear Mr. Allen:

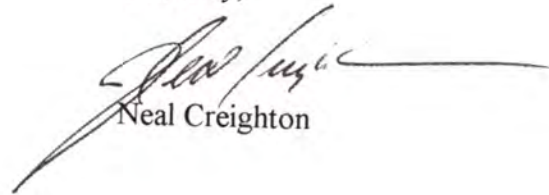
Just a note to follow up on our short conversation when I visited the White House last month with the group from Americans for National Service. If you will remember, we talked about an idea that our Foundation has under consideration for funding. The concept is to develop a model plan for a state to work with the new Corporation that will be established under the pending legislation for National Service. We would use Illinois as the model and have informally discussed this with the Governor.

Of course, there is not much we can do until the actual legislation passes on the Hill. Tentatively, we have discussed an initial meeting of key people in Springfield early in 1994, followed by a conference at our center just west of Chicago several months later. At the conference, we would present a draft plan for discussion. Following the conference we would publish a revised plan as the model. Hopefully, this would be the plan that Illinois would use and it could serve as a guide for the other states. Participation by your office in all phases of the project would certainly enhance the chance that the outcome would be something useful for the country.

I called Sara Whitman as she requested shortly after our visit to the White House. She said she would get back to us at the appropriate time. I imagine that most of your efforts now are directed toward the passage of the legislation. We wish you success in that endeavor.

I appreciate the time you took to brief us when we were in Washington. And, we look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Neal Creighton", with a long horizontal flourish extending to the right.

Neal Creighton

THE WHITE HOUSE

WASHINGTON

Sent 7/16/93

July 15, 1993

Mr. Neal Creighton
Robert R. McCormick Tribune Foundation
435 N. Michigan Avenue, Suite 770
Chicago, Illinois 60611-4041

Dear Neal:

Thank you very much for your kind letter. We are, of course, thrilled by the generous interest of the McCormick Foundation in helping to make Illinois a national model for the relationship between a state and the new Corporation for National Service. Although you correctly surmised that much of our attention is focused on the current Congressional consideration of the national service legislation, we also have begun internal consideration of a variety of critical strategic planning issues for the future, including those related to developing effective state commissions.

We will be having the next in a series of internal discussions on that issue in the middle of next week, and I would accordingly look forward to calling you on Friday, July 23, to discuss the subject further.

Once again, thank you for your interest and leadership.

Very truly yours,

S/CRA

C. Richard Allen
Deputy Assistant to the President
Deputy Director, Office of National Service

SUMMARY OF STATE IMPLEMENTATION COORDINATION MEETING

Thursday, July 8, 1993

It was agreed that the Commission would do the following:

1. Produce by Monday, July 12 an updated list of all grantees in the states for FY 93.
2. Art Ochoa would continue to work on draft of a letter to be sent to the Governors from Eli Segal. Art will share a rough outline of the letter with the group by July 21. The letter will be sent very soon after the signing of the legislation.
3. Youth Service America, a Commission grantee, will produce five state case studies of the planning/implementation/coordination/subgranting process under the National and Community Service Act of 1990. These will be completed by the end of August and the information revealed will be passed along to the Governors as "best practice" models.

It was agreed that ACTION/Janet Green would do the following:

1. Contact Trish Thompson at the Commission to set up a meeting about Abt research data collection (she is expecting the call).
2. Redraft the letter from Eli to State Action Directors to reflect, in particular the morning's discussion about avoiding the appearance of "stepping on the toes" of state and local service policymakers and program people.

It was further agreed that Sara Whitman would convene the group again, at a time and date to be determined. The meeting should include a representative from POLF.

State Structure

1. What are the functions now handled by the ACTION state offices? Strengths and weaknesses? Ability to handle (or cooperate with) federal presence at the state level called for in the legislation?
2. The Commission on National and Community Service operates through state lead agencies. Are these effective transition mechanisms to the new state commissions? Are there other entities that could handle the transition more effectively?
3. What are the responsibilities of the corporate representative in the state structure and what is the overall relationship between state commissions and the corporation beyond the statutory requirements? (eg., What information about the programs will the states need to report to the corporation? Will the commissions assist local programs in meeting their matching requirements?)
4. How do we best inspire each Governor to create state commissions quickly and pick the best board members?
5. What resources do the states need to get established (money, technical assistance)?
6. Do we have these resources? Where can we get them?
7. How do we avoid fraud at the local level? How do we make sure that money is being spent well and that certain programs do not get preferential treatment?

→ Who is watching K-12?

current field
4 areas

ONS

Chris, Laura, Dana, Mel, Bob, Janet, Denny, Aneza, Ochoa, Terry, Janet

State Structure

7/7/93

1) ACTION believes it's state offices can staff federal function in states.

Next wk → will do state by state next wk (staffing)
Money moves at regional levels - not state.

2) CNCS sees State Comm being staffed from lead agencies.

4 State Commission.

Their knowledge of which lead agencies are good & which aren't is anecdotal. YSA study now due Oct/Nov. Case studies in Aug.

Next week → CNCS will advance (rush) which states are bad.

3) Patty will (NGA) will look at fiscal processing (how to get fed funds into/out of state) among freezes, commission creation (quasi-exec delegation, etc) problem. Need bad agency ru. re whether eg. Ed

Next wk → Dept can do public safety program. CNCS will do

Next wk → Denny (IG) will look into states' reps for handling fed funds

→ 4) Janet's letter has 8/27 due date to ACTION, state lead State voluntarism.

⇒ Will be an assignment summary memo ST/W

MEMORANDUM

Date: June 22, 1993

From: Sarah Whitman

To: Rick Allen
John Briscoe
Mel Coles
Bob Currie
Jack Lew
Terry Russell
Shirley Sagawa
Eli Segal
Jeff Watson
NGA Representative

Subject: State Structure working group meeting for the Office of National Service

Thank you for agreeing to come to the "state structure" working group meeting on Monday June 28th in the OEOB room 145 from 4:00 - 5:30. Deciding how we structure our state offices and how they interact with the corporation is a vital piece of the strategic plan, and I appreciate your taking the time to help us work through the issues.

I have attached a list of questions that we will want to address in the meeting. I would appreciate it if you would notify me if there are any additional questions that you feel need to be discussed during the meeting so that I can add them to the agenda. Since I will be out of town tomorrow, you should fax any suggestions to the office at 202456-6420.

Thank you for your help.

State Structure

1. What state entities exist now both for both ACTION and the Commission on National and Community Service? What is their role? What are their strengths and weaknesses? How will they interact with or overlap with the state commissions?
2. How will ACTION's and CNCS's state offices and other existing state structures act as transition mechanisms to the state commissions?
3. What are the responsibilities of the corporate representative in the state structure and what is the overall relationship between state commissions and the corporation beyond the statutory requirements? (eg., What information about the programs will the states need to report to the corporation? Will the commissions assist local programs in meeting their matching requirements?)
4. How do we best inspire each Governor to create state commissions quickly and pick the best board members?
5. What resources do the states need to get established (money, technical assistance)?
6. Do we have these resources? Where can we get them?
7. How do we avoid fraud at the local level? How do we make sure that money is being spent well and that certain programs do not get preferential treatment?



The Commission
on
National and Community Service

Facsimile Transmission

The National Press Building, Suite 452
529 14th Street, NW
Washington, D.C. 20045
Phone: (202) 724-0600
Fax: (202) 724-0608

Please deliver to:

Sarah Whitman

Organization:

ONS

Fax Number:

Phone Number:

From:

Terry Russell / Art Ochoa

Date:

We are transmitting a total of *3* pages, including this cover page.

Re:

Please Note:

The information contained in this facsimile message is privileged and confidential, and is intended only for the use of the individual named above and others who have been specifically authorized to receive it. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, or if any problems occur with the transmission, please notify us immediately at the telephone number above.

Message:

see you at 4:00pm



COMMISSION ON NATIONAL AND COMMUNITY SERVICE

To: State Structure Planning Committee

From: Terry Russell, General Counsel

Date: 7/7/93

Re: State implementation issues

After our last meeting, I had discussions with Commission staff, Youth Service America (YSA), and the National Governors' Association (NGA) about problems and opportunities related to the transition from state lead agencies to state commissions. Below are some preliminary thoughts on what the our State Structure Planning Committee identified as the big transition issues.

Structures for State Implementation of Legislation

While the issue of which "ideal" state structures, either currently existing or to be created, would most smoothly effectuate the transition to the new state structure called for in the legislation is an interesting one, the reality is that in almost all cases, the current state lead agency will be the entity to oversee the transition to the state commission. Since one of our main goals is a speedy and effective transition, it would not be in our best interest to ask states to abandon their lead agencies and designate another transition entity. This would delay the transition process, and in some cases it would involve difficult political battles, as well as regulatory and statutory changes.

Current state lead agencies are the right entities to implement the state commission structures. Lead agencies have existing relationships with other state agencies and officials. In addition, they are also networked with local and regional governments, and state and local nonprofit organizations. Early outreach to these kinds of constituencies is essential to building an effective state commission.

There will be, however, cases where a Governor may wish to designate an alternative transitional agent. Governors should be informed of this possibility in a letter from the newly formed Corporation to Governors that discusses the states role in implementing the legislation and outlines principles of best practice for state planning and development.

Resources Available for State Transition Efforts

We need to ensure that current state lead agencies have the adequate resources and assistance to plan and execute the transition. Perhaps the single most important way we can insure effective and timely transitions to state commissions is to provide adequate technical assistance to the states. Technical assistance could include an implementation guide (currently being discussed with NGA), regional and/or national meetings for the transition entities in the states, conference calls, etc. The overall TA team should include Corporation staff and Board, NGA (and other national association representatives), national nonprofits including Youth Service America and the Points of Light Foundation. This would also increase the likelihood that the TA would cover all key transition areas. Although no one has ever made this transition before, the study of some current state structures may prove useful in identifying what other kinds of assistance is necessary. We have asked Youth Service America, a Commission grantee, to step up its technical assistance research. YSA has agreed to deliver to us, by the end of the summer, case studies on the implementation of the National and Community Service Act in five states. We expect these studies to provide information that will be useful to us in helping states make the transition to the state commission structure. Also, these studies may reveal how other states have used in-state resources to their advantage in implementing the National and Community Service Act.

Challenges

The biggest challenge is going to be dealing with state statutes and regulations regarding the formation of new entities. These regulations and laws may require lengthy processes, or they may prohibit or severely restrict the development of the state commissions. In most, if not all states, there is the need for enabling legislation for state commissions, as well as laws and regulations that govern the appointment of Board members. State budgetary constraints may make the creation of a new entity politically difficult for a Governor or legislature. In addition, a lack of funds may have produced a hiring freeze that would prevent knowledgeable staffing of the new state commission. Also, since state legislatures must "reappropriate" federal funds, this may slow down the implementation process.

The key to a successful transition to the new state commissions is providing technical assistance to the state lead agencies quickly, when the transition planning in the states is beginning. We must be able to provide direction and assistance to the states at both the staff and elected official levels.



ACTION

1100 VERMONT AVENUE, NW
WASHINGTON, DC 20525

July 6, 1993

Ms. Sarah Whitman
Office of National Service
The White House
Washington, DC 20500

Dear Ms. Whitman:

The enclosed materials are in response to requests made at the close of the meeting on state structure last week. These were developed by Mal Coles. We may bring some further information to the July 7 meeting; however, this enclosure will be the foundation for any additional comments.

Please let me know if further specifics are needed.

Thanks.

Sincerely,

Dana Rodgers
Executive Officer
Domestic and Anti-Poverty
Operations

Enclosure

cc: Gary Kowalczyk, Acting Director

ACTION'S MISSION

To stimulate voluntary citizen participation in addressing the needs of American communities,
particularly those of the poor, the disadvantaged and the elderly.

QUESTIONS FROM JUNE 28, 1993 STATE STRUCTURE MEETING

Q.1 What are the functions now handled by the ACTION State Offices ? Strengths and weaknesses ? Ability to handle (or cooperate with) federal presence at the state level called for in the legislation.

A.1 For functions, see Attachment A.

For strengths/weaknesses see Dana Rodgers listing of June 28, 1993(Attachment B.)

Regarding ability to cooperate with federal presence at the state level, the ACTION State Offices provide a national network capable of providing technical assistance to both emerging state commissions and new Corporation grantees as well.

Q.2 Are the current lead agencies through which the CNCS currently operates effective transition mechanisms to new state commissions ? Could other entities handle the transition more effectively ?

A.2 Although this would necessarily require a state-by-state review in order to assess current capacity, it is assumed that the present lead agencies would be preferred vehicles. Possible shifts could be envisioned in some states (e.g from Department of Employment/Training to Department of Education or vice versa) if the availability of funds in a particular one of the four program areas prompts a rethinking of a state's priorities.

p.2

Q.3 How do we best inspire each Governor to create state commissions quickly and pick the best board members ?

A.3 Probably best addressed from the vantage point of enlightened self interest. In particular, Governors will be positively inclined to elevate the stature of a state commission if its purpose is seen to reenforce the priorities and goals of his/her administration. As well, the total amount of Corporation funds available in a given state will influence gubernatorial commitment.

Q.4 What resources do the states need to get established (money, technical assistance) ? Do we have these resources ? Where can we get them ?

A.4 The best resource base would be technical assistance from states that have already established up-and-running commissions. Representatives from these commissions could conduct technical assistance workshops on a regional basis for other states involved in the commission development process. These experienced representatives could include, as appropriate, individual state commissioners, lead agency staff and ACTION State Directors.

As well, planning grants could supplement commission start-up activities.

Q.5 How do we avoid fraud at the local level ? How do we make sure that money is being well spent and that certain programs do not get preferential treatment ?

Q.5 In addition to the provisions of the legislation that specify the role of the Corporation's Inspector General, fraud and preferential treatment situations can be minimized by the structuring of state commissions that have the broadest and most diversified composition. This checks and balances system would be further reenforced by prohibiting the awarding of commission funding to any organization or agency that had a representative on the state commission.

p.3

Q.6 Responsibilities of Corporation Representative in the state structure.

Q.6 As a voting member of a state commission, the corporate representative will play a pivotal role in its "steering not rowing" approach to awarding and administering Corporation resources. As well, the corporate representatives can be critically instrumental in the process of determining the type and scope of data and information retrieval systems that funded programs should provide to individual state commissions.

On the matter of matching funds, it is problematic how state commissions, as primary funders, could also assist local programs in meeting this requirement.

ATTACHMENT A

DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT

**CORPORATION ON NATIONAL AND COMMUNITY SERVICE
STATE STRUCTURE ISSUES**

**I. CURRENT ACTION STATE OFFICE FUNCTIONS AND SUGGESTED ADDITIONAL
ONES TO BE INCLUDED IN CORPORATION STATE OFFICE:**

A. NETWORKING AND REPRESENTATION:

- Identification of key resources and providers that can be instrumental in furthering Corporation goals.
- Promotion of public awareness of Corporation mission and goals through contact with media, personal appearances and presentations at public events.
- Liaison with Governor's Office and major organizations, agencies and groups in effort to develop roster of nominees for State Commission.
- Leveraging financial resources to augment successful initiatives.

B. PLANNING:

- Retain ACTION State Office function to develop annual State Plan for utilization of current categorical programs (Current Year Operating Plan.)
- Assist State Commission in development of three year strategic national service plan and its annual updating.

ATTACHMENT A
R 2

p.2

C. PROJECT DEVELOPMENT

- Interfacing with current ACTION categorical program sponsors and grantees to enhance optimal development of new Corporation initiatives.
- Identification of current programming models that can be replicated within a state.
- Dissemination of information on Corporation programs to prospective grantees.

D. PROJECT MONITORING

- Establishment of project monitoring system, including on-site visitations and written reporting procedures, designed to promote successful programming outcomes and to enhance quality control.
- Implementation of fiscal monitoring and review system designed to provide both safeguarding of Corporation's financial resources.

E. PROJECT SUPPORT AND TECHNICAL ASSISTANCE

- Provision of assistance to State Commission and projects in design of a recruitment, placement and information dissemination system for service applicants.
- Design and delivery of training for servers, volunteers, project staff and sponsor/grantee Boards of Directors.
- Provision of technical assistance to applicant organizations seeking funding through the State Commission.

F. HUMAN RESOURCE MANAGEMENT

G. OFFICE MANAGEMENT AND FINANCIAL MANAGEMENT

ATTACHMENT B**ACTION STATE PROGRAM OFFICES
STRENGTHS AND WEAKNESSES**

State Program Offices have responsibilities which include networking and representation, project development, project support and project oversight.

NETWORKING AND REPRESENTATION

- Comprehensive knowledge of volunteer and service activities in the State.
- Know many/most of major players in volunteerism and service, usually on a working basis.
- Knowledge of areas of program concern (such as health, education, substance abuse, senior programs) based on experience developing volunteer projects addressing these areas.
- Advocate volunteerism/service in State (media, personal contacts, attendance at relevant events).
- Experience working closely with Governor's office.
- Experience bringing different persons/groups together from diverse backgrounds for joint programs/project development.
- Leveraging financial resources to augment successful initiatives.

PROJECT DEVELOPMENT

- Location in State makes State staff accessible, knowledgeable about needs/realities in State.
- Knowledge of ACTION projects enables State Office to provide accurate, relevant information to prospective grantees.
- Ability to provide common-sense, knowledgeable review of proposed grants/projects.

ATTACHMENT B R2**PROJECT SUPPORT**

- Accessible for project site visits for technical assistance, monitoring, training, etc.
- Either takes lead or works with Regions in providing training for VISTAs.
- Conducts annual training conferences for OAVP Project Directors in State, and participates in periodic regional training conferences.

PROJECT OVERSIGHT

- Conducts periodic monitoring site visits to assure compliance with Agency/Federal requirements. Provides constructive assistance to Project Directors and follows up.
- Reviews grant fiscal documents, periodic project reports, etc.

WEAKNESSES

- Does not have authority to approve projects, or to waive requirements of policy (most now in Headquarters).
- Does not have capability to award grants (grants units are in regions).
- Not completely automated (not yet networked into regions and Headquarters).

- ACTION

****DRAFT****

THE WHITE HOUSE

WASHINGTON

July 7, 1993

MEMORANDUM TO ACTION STATE DIRECTORS
COMMISSION STATE LEAD AGENTS
STATE OFFICES ON VOLUNTEERISM

FROM: ELI J. SEGAL
DIRECTOR, OFFICE OF NATIONAL SERVICE

SUBJECT: Assessing Volunteer Activity at the State Level

The President's National Service Initiative will bring together the outstanding programs of ACTION and the Commission for National and Community Service and integrate them into an exciting, new Corporation for National Service. This Corporation will provide a broad portfolio of volunteer and service learning opportunities at the national, state, and local level.

The legislation for the Corporation is enjoying the support of many active sponsors and is expected to pass within this session of Congress. However, as we think toward the future, we must begin to consider the placement of a mammoth influx of new volunteers. The current legislation calls for 25,000 full-time volunteers in FY 1994, although the level of resources and number of volunteers that will be funded has not been finalized.

To begin this process, I would ask the ACTION State Director, as there is one in every state, coordinate a state task force consisting of the ACTION State Director, Commission State Lead Agents, the Director of the State Office on Volunteerism. It is vital that you begin discussions about the future directions for the Corporation, specifically identifying what opportunities exist or can be created for the placement of full-time volunteers in your state. We are particularly interested in your state's capacity to absorb full-time volunteers into one of four areas called for by legislation: education; environment; health and human needs; and public safety.

I have attached some areas of discussion which might be helpful to use as guidelines. Please try to cover all of them, but certainly, do not let them limit your flow of thought. We would like to receive your recommendations in writing no later than August 26, 1993.

As always, if you have any questions related to this activity, please do not hesitate to contact Janet V. Green or Laura Gassner at the White House Office of National Service at (202) 456-6444. Thank you for all your assistance and hard work and we look forward to hearing from you.

Discussion Areas

The following are provided only as guides and are not meant to limit your flow of thought. Please keep in mind that this is a work in progress and is not intended to be a final "wish list" for your state. We will be contacting you once we receive your written comments to hold further discussions.

- A. Please discuss with each other the degree that you could expand your programs next year with growth in VISTA as well as other full-time volunteer programs.
1. How many new volunteers can your state accommodate?
 2. In which areas (i.e., education, environment, health and human needs, and public safety) are these volunteers needed the most?
 3. How many full-time volunteers can be accommodated in each area? Part-time?
 4. The legislation calls for a match of federal dollars and private monies -- realistically, what activities could your state support? *> similar equal match*
- B. Additionally, if there are new areas that you would like to develop in terms of grantees or new types of volunteer roles, please provide us with that information as well.
1. Are there other areas of unmet needs into which you could expand full-time volunteer services?
 2. Is your state currently providing unique services through a program that you feel could serve as an example for other states who have yet to meet such needs still unmet in their states? Please provide examples of these programs and any relevant information about them.
- C. What types of recruitment, evaluation, or technical assistance could your state use to gauge program evolution and development?

Please return by August 26, 1993 to the address listed below:

Janet V. Green or Laura Gassner
White House Office of National Service
Old Executive Office Building
Room 145
Washington, DC 20500-0145

Program Name 1	Program Name 2	Program Name 3	Program Name 4	Program Name
				Number of Volunteer Slots
				Average Number of Vols. Per Term
				Required Age of Volunteers
				Age of Volunteers
				Females (%)
				Males (%)
				African-American (%)
				Hispanic (%)
				Asian (%)
				Native American (%)
				Caucasian (%)
				Other (%)
				High School Students (%)
				College Students (%)
				Graduate Students (%)
				Non-Students (%)
				Eligibility Requirements
				Stipend Range
				Post-Service Benefit Range
				Specific Use for Benefit
				Scholarships Available
				Job Counseling/Follow-up
				Time Commitment by Volunteers
				Length of Volunteer Term
				Average Length in Program
				Volunteer Term Limitation
				Educational Projects
				Environmental Projects
				Health Projects
				Public Safety Projects
				Projects with Other Focuses
				Year Established
				Length of Program
				Program Cost per Volunteer
				Program Cost per Volunteer Hour
				Annual Budget
				County/Municipal Funding
				State Funding
				Federal Funding
				Fee-for-Service Contracts
				Private Contributions
				Comparable/Competitive projects
				Last Evaluation
				How often evaluated

PennSERVE: The Governor's Office of Citizen Service
 Department of Labor and Industry
 1304 Labor & Industry Building
 Seventh & Forster Streets
 Harrisburg, Pa 17120
 Phone: (717) 787-1971 or (717) 787-7290
 FAX: (717) 787-9458

DATE: 6/16/93

TO: Sarah Wentworth Telephone: _____

OFFICE ONS

FAX# 202.456.6420

FROM: John Brecht Telephone: _____

OFFICE _____

BRIEF MESSAGE:

NUMBER OF PAGES NOT INCLUDING TRANSMITTAL SHEET _____

**PennSERVE**

The Governor's Office of Citizen Service
1904 Labor & Industry Building
Harrisburg, PA 17120
717.787.1971 or 7290
FAX 787-9458

TO: Sarah Wentworth (Did I get your name right?)
ONS

FROM: John Briscoe

RE: Setting Up the Corporation

WOW! You have taken on a substantial responsibility. Given the delightfully flexible nature of most of this legislation there is going to be great scope for creative structuring and administration of this beast!

Here is my memo to Gene Sofer on the legislation and a long-ago one to Rick Allen.....

I would love to be of assistance... but I bring far more questions than answers to the field! I also bring a nasty schedule over the next couple of weeks, but I'll call to see if I can help!

**PennSERVE**

The Governor's Office of Citizen Service
1304 Labor & Industry Building
Harrisburg, PA 17120
717-787-1971 or 7290
FAX 787-9458

May 20, 1993

TO: Gene Sofer
House Education and Labor Committee

FROM: John Briscoe

RE: Suggestions For H.R. 2010 National Service Trust Act of 93

This is Part I my response to your kind invitation to put my suggestions into written form. I will polish this up and take a first crack at some "report language" over the weekend, but I wanted to get this off to you in case you are workaholic enough to take things with you over the weekend.

Congratulations on the Economic Package vote yesterday!

There are three areas in which I have concerns:

- I. STATE COMMISSIONS:
- II. REINVENTING GOVERNMENT:
- III. PROGRAM FOCUS/LEVERAGE:

I. STATE COMMISSIONS:

I. State officials should be voting members of State Commissions.

State Commissions must be more than distribution centers for federal funds. They must have the capacity to attract, influence, direct and spend state — and private — funds. "That's where the money is!" E.G. Pennsylvania will spend more than \$7 billion of state money on education. If we are going to ask state officials for a piece of this money we want them to be real players on state commissions and therefore they need to be voting, albeit minority members.

II. State Commissions should have the explicit right to raise,

control and spend "private" money through the establishment of a foundation or other appropriate non-profit.

The Corporation is built around the concept of reinventing government and public-private partnerships. Although it is possible for foundations and corporations to give money to state governments, getting it in and out is a pain and few donors are very interested in doing it.

It is perhaps worth noting that California, Massachusetts, Maryland and Pennsylvania have all found ways to build non-profit organizations into state government in order to solve this problem and to provide for flexible and prompt sources of money.

III. The State Commission should be the sole applicant within a state.

Under the current draft both non-profits and higher educational institutions can circumvent the State Commission and go directly to the Commission. Why go to the trouble of building this rather elaborate state structure with its interesting possibilities of attracting state support and then as soon as anyone complains about -- in anticipation -- allow people to run around it to Washington. There really is some synergy involved in requiring a state plan and demanding that applicants flow through it. At least they all get on the same mailing list! I encourage you to take us State Commissions seriously; try us for a couple of years and then if we turn out to be hopeless, scrap us, but don't take our power away and then complain when we can't produce a workable and comprehensive state plan.

IV. The 5% Administrative Cap is unrealistic.

Creating community service and service-learning programs is information and people intensive. It demands training, support, evaluation, persuasion and promulgation. Even the 15% in Serve-America that is allowed for administration, training and evaluation is low. If you're serious about reinventing government you ought to be getting rid of this kind of nit-picking-tie-them-up-in-administrative-knots kind of legislating. You ought to be telling us what you want and holding us responsible for delivering it and then we'll tell you how much "administration" it will take.

II. REINVENTING GOVERNMENT:

I. Aside from the soft rhetoric in purpose 5 and perhaps some implications about the corporation's role there is precious little in this act about reinvented government --- in

particular I note that there is nothing about reinventing State Government upon whom you are depending for 2/3 of your administration/funding.

Example: I. The Commission on National and Community Service approves a grant budget with travel funds in it for PennSERVE. Does that mean I can travel when and where I want to provided I stay within my budget? No, of course not! I have to get every request for out-of-state travel approved separately and I am not infrequently turned down even when doing it with Commission funds. II. If I have grant money for printing something I can't take it out for contract, but have to go through state printing where the waiting list is normally 4 months.

I don't know how far you can go with statute language on this, but I strongly urge that Report Language direct the Corporation to use the fact that federal regulations normally over-ride state ones, to really blow holes in the Pennsylvania Administrative of 1929 under which I operate. I also urge you to let the State Commissions establish foundations to create the flexible possibility of escaping the clutches of long ossified state bureaucratic procedures. Finally, ask the Vice-President's Committee to take on the new Corporation as a case study on how to create a non-bureaucratic state agency from scratch!

III. PROGRAM FOCUS/LEVERAGE:

I. There is language in the bill which allows the Corporation to "focus" National Service Efforts, but little indication that they seriously want to do so. I believe that focussing efforts to provide for synergy and win us some early victories will go far to solve the "such sums as may be....." problem for the "out-years.

Once again I suspect that this is an area for report language and future oversight, with one exception: The criteria for evaluating proposals language --both for states and for locals -- could be strengthened by adding a clause which specifically mentioning the importance of focus at the state level and perhaps responsiveness to the nationally established foci. (I'll try something by way of report language on this!)

cc Jack Lew
Marty Rodgers
Tom Sander

(A:genesofr.doc)

① Identify out list where short of Resources

② Party Lead Agencies

③ List of Problem lead agencies

How does that tie in with what you are doing?

Action

1 week

- Two Camp bites State plan
- Provision of assistance
- Can determine ability of state action offices
 - ① ~~Take~~ take on staffing purchase for state Commission's - member of Comm. Rep. Camp, help draft Strategic plan
 - ② Fulfill Federal Role
- Commission go off and hire new staff or Action staff from offices
 - Do age 47 offices have ability
 - Does man power exist Yes
 - They also need direction from Wash.
 - These are not cost centers -> Regions are cost centers

Terry

State Commission - state lead agency on staff
 State Commission - institutional & program knowledge
Staff from state standpoint

State by State can find out where have holes

Action Capacity - Questions

CNES - General idea what states work well & which ones do not

YSA - Frank Stohig - Case Studies

Questions Lead

- 1. do they want agency to carry out programs
- 2.

Lead Agency's transitional vehicles

Need

- Systematic Survey -

Patty Sullivan

- Start w/ list of States
- look at fiscal process
- she will tell us -

Action
Commission
State Officers Volunteers

Janet

Letter going out Eli to all ^① Action State Directors
 as
 { ^② Comm. Lead Agency
 { ^③ Gov. Office

ask parties what they to do when there are
 unmet needs in each of these states
 - letter will ask how many volunteers
 - final draft of the letter

Janet/Laura

- Put together Catalogue state volunteer programs
 that are existing

VSA Study

August 27th
 August

National Criteria

Gov.

Agenda

NGA

Federal

Party

- List states have descended from party-back

② Making sure procedures in states
do not have:

1. State by State Corp.
2. Ruben areas used Agency
3. NGA - Pally Sullivan
 - ①
 - ②
 - ③ Legislative Short to

4. Comm. Review.

5.

Private Sector Meancey

- Mayors culpable
- Files state by state to see what Eugene is doing

Terry - lawyer

- handles cong. relations - talking independently with
- worried \approx people being able to apply Nat'l to States
- have an avalanche of

Don Gips

Ruby -

Natalie Augusti

Peg Rosberry

Jessica - Budget

40 million

20 million CCC money not been obligated

Dick

- Jessica:

A'F - locating Space

Stanby Fash

ToDoList

QUESTIONS FROM JUNE 28, 1993 STATE STRUCTURE MEETING

Q.1 What are the functions now handled by the ACTION State Offices ? Strengths and weaknesses ? Ability to handle (or cooperate with) federal presence at the state level called for in the legislation.

A.1 For functions, see Attachment A.

For strengths/weaknesses see Dana Rodgers listing of June 28, 1993(Attachment B.)

Regarding ability to cooperate with federal presence at the state level, the ACTION State Offices provide a national network capable of providing technical assistance to both emerging state commissions and new Corporation grantees as well.

Q.2 Are the current lead agencies through which the CNCS currently operates effective transition mechanisms to new state commissions ? Could other entities handle the transition more effectively ?

A.2 Although this would necessarily require a state-by-state review in order to assess current capacity, it is assumed that the present lead agencies would be preferred vehicles. Possible shifts could be envisioned in some states (e.g from Department of Employment/Training to Department of Education or vice versa) if the availability of funds in a particular one of the four program areas prompts a rethinking of a state's priorities.

Q.3 How do we best inspire each Governor to create state commissions quickly and pick the best board members ?

A.3 Probably best addressed from the vantage point of enlightened self interest. In particular, Governors will be positively inclined to elevate the stature of a state commission if its purpose is seen to reenforce the priorities and goals of his/her administration. As well, the total amount of Corporation funds available in a given state will influence gubernatorial commitment.

Q.4 What resources do the states need to get established(money, technical assistance) ? Do we have these resources ? Where can we get them ?

A.4 The best resource base would be technical assistance from states that have already established up-and-running commissions. Representatives from these commissions could conduct technical assistance workshops on a regional basis for other states involved in the commission development process. These experienced representatives could include, as appropriate, individual state commissioners, lead agency staff and ACTION State Directors.

As well, planning grants could supplement commission start-up activities.

Q.5 How do we avoid fraud at the local level ? How do we make sure that money is being well spent and that certain programs do not get preferential treatment ?

Q.5 In addition to the provisions of the legislation that specify the role of the Corporation's Inspector General, fraud and preferential treatment situations can be minimized by the structuring of state commissions that have the broadest and most diversified composition. This checks and balances system would be further reenforced by prohibiting the awarding of commission funding to any organization or agency that had a representative on the state commission.

Q.6 Responsibilities of Corporation Representative in the state structure.

Q.6 As a voting member of a state commission, the corporate representative will play a pivotal role in its "steering not rowing" approach to awarding and administering Corporation resources. As well, the corporate representatives can be critically instrumental in the process of determining the type and scope of data and information retrieval systems that funded programs should provide to individual state commissions.

On the matter of matching funds, it is problematic how state commissions, as primary funders, could also assist local programs in meeting this requirement.

ATTACHMENT A

DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT

CORPORATION ON NATIONAL AND COMMUNITY SERVICE STATE STRUCTURE ISSUES

I. CURRENT ACTION STATE OFFICE FUNCTIONS AND SUGGESTED ADDITIONAL ONES TO BE INCLUDED IN CORPORATION STATE OFFICE:

A. NETWORKING AND REPRESENTATION:

- Identification of key resources and providers that can be instrumental in furthering Corporation goals.
- Promotion of public awareness of Corporation mission and goals through contact with media, personal appearances and presentations at public events.
- Liaison with Governor's Office and major organizations, agencies and groups in effort to develop roster of nominees for State Commission.
- Leveraging financial resources to augment successful initiatives.

B. PLANNING:

- Retain ACTION State Office function to develop annual State Plan for utilization of current categorical programs (Current Year Operating Plan.)
- Assist State Commission in development of three year strategic national service plan and its annual updating.

*Federal
role
(not staffing
the State
Commission)*

C. PROJECT DEVELOPMENT

- Interfacing with current ACTION categorical program sponsors and grantees to enhance optimal development of new Corporation initiatives.
- Identification of current programming models that can be replicated within a state.
- Dissemination of information on Corporation programs to prospective grantees.

D. PROJECT MONITORING

- Establishment of project monitoring system, including on-site visitations and written reporting procedures, designed to promote successful programming outcomes and to enhance quality control.
- Implementation of fiscal monitoring and review system designed to provide both safeguarding of Corporation's financial resources.

E. PROJECT SUPPORT AND TECHNICAL ASSISTANCE

- Provision of assistance to State Commission and projects in design of a recruitment, placement and information dissemination system for service applicants.
- Design and delivery of training for servers, volunteers, project staff and sponsor/grantee Boards of Directors.
- Provision of technical assistance to applicant organizations seeking funding through the State Commission.

F. HUMAN RESOURCE MANAGEMENT

G. OFFICE MANAGEMENT AND FINANCIAL MANAGEMENT

ACTION STATE PROGRAM OFFICES STRENGTHS AND WEAKNESSES

State Program Offices have responsibilities which include networking and representation, project development, project support and project oversight.

NETWORKING AND REPRESENTATION

- Comprehensive knowledge of volunteer and service activities in the State.
- Know many/most of major players in volunteerism and service, usually on a working basis.
- Knowledge of areas of program concern (such as health, education, substance abuse, senior programs) based on experience developing volunteer projects addressing these areas.
- Advocate volunteerism/service in State (media, personal contacts, attendance at relevant events).
- Experience working closely with Governor's office.
- Experience bringing different persons/groups together from diverse backgrounds for joint programs/project development.
- Leveraging financial resources to augment successful initiatives.

PROJECT DEVELOPMENT

- Location in State makes State staff accessible, knowledgeable about needs/realities in State.
- Knowledge of ACTION projects enables State Office to provide accurate, relevant information to prospective grantees.
- Ability to provide common-sense, knowledgeable review of proposed grants/projects.