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State Structure Meeting, [7/21/93] [2]

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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

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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.

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.

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- Comprehensive knowledge of volunteer and service activities in the State.
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- Accessible for project site visits for technical assistance, monitoring, training, etc.
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WEAKNESSES

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ACTION
THE FEDERAL DOMESTIC VOLUNTEER AGENCY USA
1100 VERMONT AVENUE, NW
WASHINGTON, D C 20525

DOMESTIC OPERATIONS

**A
C
T
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O
N**

Number of Pages
(Including cover sheet) : 9

Date Sent: 7/6/93

Contact Name: Ms. Sarah Whitman / Office of National Service

Fax Number: 202/456-6420

Sender: Dana Rodgers, Domestic Operations

Comments:

If there are any problems with this transmission, please call

Jean

Immediately. 202/606-4806.



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.

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p.2

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ATTACHMENT A**DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT**

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ATTACHMENT A
R2

p.2

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

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- Location in State makes State staff accessible, knowledgeable about needs/realities in State.
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State Structure Meeting

Legislation

- Shirley
1. Creation entirely state level coordinate new program.
 - State senior officer or Commissioner
 - Camp Representative
 - Board - Own Agency in Gov.
 - Can have its own staff or staff
 - Elect their own chair

Responsibility

- Develop comprehensive state plan
- Designate another entity
- If state wants to use alternate structure
- Some amount of money for operation & start up expenses.

Ambiguous relationship ^{Fed} action → State

Might design

Do not want to have a bunch of different bureaucracies
Program officers, I & O officers →

ACTION

- Focused or decentralized program management
- Small state offices resp. project management
- Regional Director - political appointee
- 47 State offices

- Dakota's - Rangein sizes 2 people to 8 or 10 people N.V.

State Director

Sales Rep, Cust Serv. Rep. Compliance Monitor

Malcolm Cates

- Identify prospective sponsors
- Leads to training: input training
 - Books not been updated
 - Task force report on updated marketing system
 - Site visit once a year

Eli

Take small state

One person at desk

- unit of work is the project
- 20-1 people to project staff

Leveraging financial resources (Malcolm Cates)

- Worked up groups of sponsors
- Not doing private sector
- Do not do direct solicitations ourselves

Private Sector has asked to help find FBP transactions hammered out off sponsor programs.

Fed Gov. Paying for volunteer

Subset 15 250 - receive federal money
25 pay penny outside Fed Gov -
They are mostly state money.
State will offer augment care programs
18000, Fed funded
7000 State funded

almostal RSP have state money in them.

150 across entire State level 47 - Clinical
20-^{people} per employee does not include clinical staff

Weaknesses

- ① - Very cumbersome project approval system goes through 3 - tier system
- Do not delegate
- too

Best possible would make approval state office.

Federal umbrella role

- problem micro management

Prep

- Some ~~that~~ projects that go on in prep work - does not mean that is a guaranteed renewal.

RSP project in capital

Resource Allocation Formula

- Equal sums of money 25% goes to every state
- The remaining is distributed depending on low income or # of old people
- when new money adv in most independent states

CommissionTerm

4 major

H-12 program offices for each of major

- States submit applications to commission
- Bring together state adv Board -
- in 2nd year - Submit

Then have State Lead Agency
Lead Agency - one lead agency for state to deal w/ directly -
- Sanctions State Gov Officer →
Educational Agency

State Structure Driven by 3 ^{Things} ~~Things~~

- ① Statutory requirements
- ② State effort limited by size of state
70 mil^l given out to 50 states in
4 major areas
- ③ No Specific money to infrastructure
5% for admin

State, No Board making together w/
lead agency

~~Different~~ State policies have produced
Weakness

① State agencies do not always work together
Ed - Some state agencies do not work
well together

② State agencies have not readied down
to generate interest for programs.
- State make most of the decisions

③ * State lead agencies are not up to
State of the art in Service - But in another
not

Good higher mechanism
Transition mechanism

De Madisson

- Student form. Service real affinity
evolution of youth commission
- Collaborated on recruitment.
-

⊗ How do you deal w/ State administrative bureaucracy.

⊗ Funding mechanism needs to be effective

Patty Sullivan

- Concern Governors not wanting to go through transition to a new structure
do not want to break existing relationships

Survey YSA Youth Services America

Can learn anything States exp. have to be clear
money as in-kind
- States interested in working

12 States want new

Penn - Serve America
- Get 4 million from Commission.

8 million in job training -

- measuring w/hm

a lot of this &

⑧ Planned next week in September
- 2nd week in September
- State Meetings

⑥ Patty Sullivan - get from her all things we can do

Shirley 1st thing needs to happen - have State campsite or should it be a formula.

John

- Capacity to multiply resources at local level.
* Get Camp to mobilize many upwards
O'Connor: Carber

- Camp Representative

① - Someone who knows how to get all the various comm. of
- Clean nitty gritty

② Nuts & Bolts essentially how do you make things work - do negotiations, set the deals

③ Has to be coupled up vision side of things. How many people do you see out there how can we

Look for people who had back records in state who have gotten state days up and running

④ Regional meetings

⑤

⑥ Training! Technical assistance → get group of people now October people operational

36 Governors up in two years 93, 94

Transitional Matter - get program up and running

Dana Rodgers

People need to

① N. Gov. Ass
- Participate in NGA meetings ^{Meeting in} August
- Patty ^{Tulsa Oklahoma}

② YSA - Meetings need to attend

③ State Across Agency offices →
- get together

what are groobers haunt asked.

Next Friday Wednesday

① Patty

- Series of Steps need to take as early as possible

- ① Ideal Structure - How use existing Person
: Can't facilitate that
 - ② Transition → Person & Comm...
 - ③ What resources do we need
 - ④ What are real challenges - how contact them
 - ⑤ What should Corp Rep do
 - ⑥ Strengths & Weaknesses in State Lead Negoties
-

Shirley

Generalized Model

Next Wednesday

7th

4:00

ACTION STATE PROGRAM OFFICES STRENGTHS AND WEAKNESSES

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WEAKNESSES

*- what improvements could be made in system?
- what can be done differently if had option?*

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

*State level - program office help
approve project*

*Malcolm
could be done at State level if we
were fully automated*

New grants are all competitive

① Thoughts on both sides ideal way state structure set up

② Transition take place

④ what are real challenges → how combat them.

Agenda for State Structure Meeting

June 28, 1993

⑤ what resources do states need

I. Briefing from Shirley Sagawa and Jack Lew on status of legislation and how it affects state structure decisions.

II. Briefing from ACTION and Commission representatives on strengths and weaknesses of their existing structures.

ACTION - Malcolm Coles, Dana Rodgers

Commission - John Briscoe, Terry Russell

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?

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?

III. Discuss how to set up the state structure

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

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

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?

IV. Discuss federal support structure - what type of power want to have.

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?)

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: 6/29/93

TO: Sara Whitman ONS Telephone: _____

OFFICE: _____

FAX: _____

FROM: John Binger Telephone: _____

OFFICE: _____

BRIEF MESSAGE:

NUMBER OF PAGES NOT INCLUDING TRANSMITTAL SHEET _____

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456.6420



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

TO: Sara Whitman, ONS

FROM: John Briscoe

RE: State Structure Meeting

Thanks for the opportunity to join you yesterday.....I will get back to you with a more considered memo next week.

I cannot make the meeting next week.....long scheduled family vacation..... which I CAN'T mess with!

I talked to Frank Slobig and shared stuff from the meeting with him.....

I can be reached next week at 203-435-0788

June 29, 1993

**PennSERVE**

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

TO: Frank Slobig

FROM: John Briscoe

RE: ONS State Structure Meeting

1. Several people (Shirley, Sarah, JAB) pointed out that you guys should have been at the meeting,....You will be invited to future ones,....Next one is July 7, 93 at 4:00PM

N.B. I can't be there -- vacation --

2. Most of the meeting was a discussion of the VISTA structure and role in the states....somewhat less on State Lead Agencies and their role..... Sarah is producing notes....

3. I have enclosed a couple of my memoranda,....I'll get back to you early next week with some additional thoughts.....

---I'll be at the working group meeting on the 9th for further details....

I can be reached next week at 203-435-0788

PennSERVE
June 27, 1993

ONS STATE STRUCTURE QUESTIONS:

"We believe the central purpose of state government is to be the catalyst which assists communities in strengthening their civic infrastructure. In this way we want to empower communities to solve their own problems."

Gov. Lawton Childs quoted
in Reinventing Government
p. 30

"The central failure of government today is one of means not ends."

Re. GOV. P. XXI

Problems

1. Functions of ACTION State Offices:

*Strengths:

Established procedures,
relationships/networks...solid programs, particularly the
senior programs, R.S.V.P. and FG.

*Weaknesses: They are survivors, program operators
and distributors....not into catalytic action to build
systems of service.

***Be the federal presence....they are not likely to
share the ethos, spirit and information of the new
corporation.....They might well be staff to the new
Commission at the state level, but are not good at being
the representative of this new body.

2. State Lead Agencies:

They are the only transition mechanisms you got....they represent whatever pool of experience and knowledge that exists in state government....you've got to work with them.....

3. Responsibilities of Corporate Representatives

Questions:

Is the corporate rep a monitor for the feds or an advocate for the state? If former the existing ACTION rep could do it....if later you need a real Washington type....

Key information must be output and outcome information...these people need to be trained in "reinvented government."

Assist locals: Leave that up to the states!

4. Inspire Each Governor

*Use peer to peer....e.g. N.G.A. should be brought in to do regular workshops in their meetings...CCCSSO to work with Chief State School Officers, etc.

*White House Conference on Service?

5. Resources to Get Going

*They need commitment to "long term" funding...e.g. all grants should be three years at least with intention to continue.....

*They need earmarked funding for the Commission... and the assurance that these are special folks....

6. Do we have these resources

*If you don't go to the foundation community for these....DeWitt-Wallace, Pew, Kellogg, Hewlett-Packard, Ford

7. How do we avoid fraud?

Keep the focus on the outcomes and results

There is another bigger and better set of questions:

How do you take the reinventing government theme seriously? States are going to see this as "a program to run and not a movement to catalyze" unless:

*very strong emphasis on the service outcomes/output measures and not on input. (E.G. Just cause the Mayor's nephew gets a slot it's not fraud).

*Try to break the state Commissions free from bureaucratic strictures as you have the corporation....nothing done on this yet....

Reinvented Governments are:

- | | State | Corpo. |
|--------------------------|---|--------|
| 1. Catalytic | | |
| Steer Don't Row | Med. | Hi |
| | (State Commission will be giving out grants and advising on policy) | |
| 2. Community | | |
| Empower Don't Serve | | |
| 3. Competitive | | |
| 4. Mission Driven | | |
| Not Rule Driven | | |
| 5. Results Oriented | | |
| Fund outcomes not inputs | | |
| 6. Customer Driven | | |
| 7. Enterprising | | |
| 8. Anticipatory | | |
| 9. Decentralized | | |
| 10. Market Oriented | | |



PennSERVE
The Governor's Office of Citizen Service
1304 Labor & Industry Building
Harrisburg, PA 17120
717-787-1971 or 7890
FAX 787-9458

TO: Billie Ann Myers, Arkansas
Joe Madison, Massachusetts
Marty Friedman, New Jersey A FEW WISE STATE HEADS!
Jim Kielsmeier, Minnesota
Wade Brynerson, California

FROM: John Briscoe

RE: Attached Questions on State Structure

I have been making a nuisance of myself with the ONS about the casual way in which state administration is treated in the legislation. "High National Purpose Meets The Pennsylvania Administrative Code of 1929" is my proposed title for an administrative horror movie successor in the Godzilla series!

The result is that I have been invited to a meeting to discuss the attached questions!

If you have any wisdom to share I could sure use it....I have to leave here on Monday about noon so wisdom received after that point will have to be part of the sequel...."High National Purpose Meets the Administrative Code of _____"

TO: John Brisco, Our Fearless Giant Slayer
FROM: Billie Ann Myers
RE: High National Purpose Meets Pennsylvania Admin Code
1929 and Similar Code in Arkansas
DATE: June 27, 1993

In answer to your questions. GOOD LUCK!!!! Call if you need reinforcements.

STATE STRUCTURE IN ARKANSAS:

1. The ACTION state office administers the VISTA, YVA, and OAVP programs in Arkansas. The State Director, Bob Torvestad, provides enormous personal assistance to the Division of Volunteerism. He and his staff ensure that collaboration and cooperation occurs between the ACTION programs and the Division of Volunteerism. The strength of the ACTION office is the staff's ability to integrate the ACTION programs into the volunteer field in the state. This is done through many channels but especially information sharing, exchange of training, encouraging collaboration at the state and local level. Weaknesses are primarily associated with the national office's policy of disassociating the ACTION state office from the State Office of Volunteerism(SOV) and the limited amount of staff resources allocated to the state. In Arkansas the ACTION and SOV offices could work together with little or no difficulty. Bob sits on the Arkansas State Commission on National and Community Service and on the Delta Service Corps' Policy Advisory Council.

2. In Arkansas, Louisiana, and Mississippi the state lead agencies can be effective transition mechanisms. They very likely will be the final choice for the commission activities in the end. The best lead agency seems to be the SOV where it exists and is so designated. There may be less turf and incumbrances in those agencies. As you know, Arkansas' SOV is the lead agency. In Mississippi it is the Center for Community Service in the Department of Education and in Louisiana the Office of the Lt. Governor. Neither state has a SOV.

3. I think that the corporate representative could easily be the state ACTION director in many cases. This seems to make good sense to me because of the intent to merge the ACTION programs and the current CNCS programs as soon as possible. The relationship between the states and the Corporation will best assist the national service field if it is multifaceted, i.e. reporting, monitoring, information, training, evaluating, collaborating and coordinating in all aspects of national service. A real danger, it seems to me,

is that the field will continue to be splintered, duplicative and self centered unless the new structure can facilitate more cooperation, creativity and collaboration and less in-fighting, mistrust and personal power behavior.

a) States will need to report progress on the state plan's goals, types of programs, focus of the programs, ways that states are insuring that the programs are inclusive. How states are encouraging collaboration and minimizing duplication.

b) The answer to matching will vary depending on situations in the states. At a minimum, state commissions can be expected to work with local programs to identify sources of matching funds.

4) By making it a requirement of funding.

5) All states will need some money. Some states more than others. Perhaps states needing the most money will be limited to planning grants to get started. All states will need technical assistance, especially if there is no SOV or strong lead agency already in existence.

6) We have some of the resources for technical assistance in the existing SOVs, i.e. NASOV and then there are some national non-profits and ACTION staff in limited numbers. I have been toying around with a secretariat for state offices of volunteerism but this is somewhat larger in scope. AVA and Points of Light Foundation can also be of assistance. Any monetary resources will have to come from federal or state funds or from private foundations and businesses. I have some problem with raising private funds if it means competing with our constituency.

7) We avoid fraud at the local level by forming auditing and monitoring partnerships with local entities that will vary from state to state. We avoid preferential treatment by insisting on collaborative efforts to secure funding and by having special monitoring teams made up of representatives of the national and community service. These teams could be honorary and/ or volunteer with only expenses paid to keep them cost effective.

Sorry this is not better thought out. I'll put some more thought into it for round 2 "the sequel to High National Purpose Meets the ETC,ETC,ETC."

Fond regards,

Billie Ann



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OFFICE OF COMMUNITY SERVICE AND SPECIAL PROGRAMS

MEMORANDUM

TO: John Briscoe
FROM: Morty Friedman *Muf*
SUBJ: State Structure
DATE: June 25, 1993

In response:

1. For the first time ever, NJ's ACTION person, and regional head, came to meet with me just this week. I haven't read their materials yet, but I learned that they fear for their jobs. Beyond that, I can't answer this question (what a start).

2. If there is to be a state commission (that is to say, a waiver request to maintain things as they are is denied), the current lead state agency is the best, if not the only, mechanism for transition. No other agency in state government and no non-governmental agency has the background, understanding, or contacts to do the job.

3. I will assume that the "are" and "is" in the first question should be "should be". Given this rewording of the question, the corporate rep should be fully informed about program/federal procedures, priorities, intent, developing possibilities, and the like. That information should be directly provided within the state to ensure a level of implementation which will lead to the highest level of growth in national service (i.e., in federal funding). The corporate rep need not be an expert in national service, service learning, etc. The corporate rep need not be from nor expert about the state.

The statutory requirements should constitute the smaller share of the relationship between the corporation and state commissions. The major functions should be technical assistance in learning from the field so that legislation can be properly amended, so that priorities can be better set, and so forth.

States' reporting info about local programs to the corporation should be a relatively minor issue, aside from the major issue of providing the kind of information which the Congress will need to develop confidence in the program to ensure continuity and growth.

Commissions shouldn't have money to help locals match and I don't think they should get involved in raising such money, except from state appropriations.

4. This is a gubernatorial election year in NJ. Need I say more?

5. Yes, especially money.

6. Not for a new structure (i.e., an independent commission). New state appropriations will be required. Foundations and the private sector will be more interested in investing in programs, not the state commissions.

Understaffed (i.e., underfunded) commissions are likely to do a poorer job. (Is this too obvious to warrant stating?)

7. Good fiscal and programmatic reporting requirements. Site visits. Care in awarding grants. Use of external reviewers. In other words, there are fairly well known grant making and grant monitoring procedures which should be applied here. Hopefully, they already are.

If I had a bit more time, I'd give you a bit more.

I'm glad you're working with them on these issues. Someone has to.
Thanks.

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)?
 - How much money ideally should we have
 - How are we lacking to states now so they know should have state commissions?
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?

- I. Briefing Study: task should
- II. Gov of State Center
- III. Federal Support System to make happen
- IV. Accountability

Focus on Gov's
 State commissions vs
 Federal level
 Letter to all governors, give a lot of money
 Give letter to each - to make each agency
 Gov. ACTION
 Do write after but passes before passes
 Scan
 - let people know
 what's happening
 to happen.