

FOIA MARKER

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State Structure Working Group

Principal Goals:

Get some entity in each state to prepare good state plans, ready for submittal to Corporation by 12/31/93.

Determine how the Corporation can best support the states in setting up commissions and how we can best support them going forward.

<u>Tasks to be completed</u>	<u>People assigned to task</u>	<u>Time Frame</u>
Internal assessment of the strengths and weaknesses of ACTION state offices and of CNCS's state lead agencies. * Evaluate future capacity of ACTION state offices and CNCS lead agencies. (Chart a matrix of strengths and weaknesses alongside future capacity.) * Written report of criteria assessing state lead agencies.	Dana Rodgers/ Mal Coles Catherine/ Art Ochoa Same above Art Ochoa/ Rusty Greiff	Completed Completed Mid- August
Create a detailed timeline for what needs to happen at the state level to get commissions set up.	Michael C.	8/12/93
Chart for each state the transition entity; where there is none in place or CNCS's experience suggests weaknesses, analyze possible alternatives. Priority placed on large states with known weak relationships. * Art and Dana draft work plan and timeline to get work done.	Dana Rodgers/ Art Ochoa	August
Develop a plan for interaction and communication with the Governors and state legislators. * Conduct outreach to Governors and state legislators. * Develop and distribute basic information to educate Governors and their staffs -- include a short "implementation guide" that lays out specific steps the Governor's office needs to take. * Work to make national service an item on the agenda at Govs' meetings. * Develop a long-term strategy to develop broad-based support of Governors.	Dick S., Michael C., Rocco G., Bob C., Laura G., Patty Sullivan Gloria, Melinda, Diana	Late July August
Identify impediments to timely implementation on a state by state	Dick S., Michael C.,	Early Aug.

basis.	Rocco G., Bob C., Laura G., Patty Sullivan	
* Convene working group of Govs' staffs to help identify potential barriers to timely implementation.		
* Convene working group of state budget officers and other state related groups to identify potential barriers to implementation that are more technical in nature.	Same above	
Create complete list of laws and regulations needed to create state commissions or select transition agencies.	Terry Russell/ Dana Rodgers Stu Davis	Completed
* Draft work plan and timeline to get work done.		
* Determine what we need to do to comply.		
* Complete required write-ups.		(9/15/93)
* Determine costs of regulations.		
Develop a list of resources states need to get commissions established and which of these resources the Corporation can provide and which we need to get elsewhere. (Includes tech assistance and training, evaluation etc.)	Loren N., Mal Coles, Catherine M.	Completed
* Get necessary resources in place.		(9/30/93)
Collect and comment on model state enabling statutes. (Examples offered by CA and RI.)	Art Ochoa	8/15/93
Determine what goes into a state strategic plan.	ONS	9/1/93
* Decide by what criteria to keep or reject a state plan.		
Identify fiscal capacity problems that individual states may have in handling federal funds.	Judy Denny Mike Kenefick	Completed
Complete case studies on planning, implementation and coordination of subgranting process under the 1990 Act in 5 states.	Frank Slobig/ YSA	8/28/93
Flesh out the role of the corporate representative in the state structure.	ONS	9/1/93
Determine overall relationship between state commissions and the corporation beyond statutory requirements.	ONS	9/1/93
Determine who should be on state commissions.	ONS	9/1/93

Private Sector Working Group

Principal Goal

Establish a strategy and structure to attract private sector support (including financial support) at the local and national level.

Tasks to be completed

People assigned to task

Time Frame

Create first draft of private sector strategy

RA, SW, NR, CS

Completed

- * Determine role of Corporation's Director of Private Sector Liaison
- * Determine balance and interaction between national & local fundraising
- * Determine what ways the private sector can specifically help non-profits in terms of management support (structure of board, finances/accounting, legal counsel etc.)
- * Finalize Private Sector Strategy

All

9/1/93

Determine what our relationship is going to be with POLF and communicate our ideas to them.

ES, RA, SW, NR

Completed

Get an written update from Nancy, Chuck and Jim of all the corporate interaction they have had to date (meetings, letters sent out, research done, SOS contacts).

JK, CS, NR

Completed

Set up meetings with selected corporate leaders ask advice on our strategy:

RA, NR, SW, ES,CS

8/1 - 8/30

Get some venture capital/finance people to counsel us on how to set up a fund to provide seed capital for service start-ups.

RA, SW, NR

9/1/93

Have fundraising consultants put together ideas on fundraising training sessions and materials we can deliver to the programs to assist them in their efforts.	SW, RA, NR, JK	8/15/93
Make a list of all the private sector people who, to date, have agreed to help us and make sure that we are responding to their suggestions and getting their advice.	JK	8/20/93
Have a fundraising consultant make a list that identifies which foundations and corporations give heavily in the four subject areas.	JK	8/20/93
Make a list of all of the large business orgs. and trade associations with whom we will want to be affiliated and whose meetings we will want to attend and address. (Find out if there are any business groups that are holding meetings this summer.)	JK	8/20/93
Decide the make-up of the National Private Sector Council, (size, demographics, industry representation) and their duties. * Select members of the NPSC	NR, SW, RA, ES,CS	9/1/93
Set up meetings with corporate communication professionals (who are trusted friends) to ask them: How to structure the pitch to corporations? What ideas for promotional tie-ins? How to format marketing materials?	RA, SW, DA, EZ, JK	September
Create overall communications strategy to reach private sector. Message Events Media (create Media list and ideas for pitches) Marketing materials (video,annual report,brochure) Develop such marketing/fundraising materials.	DA, EZ	September by October
Determine ethical guidelines for corporate giving.	RA, SW, NR	9/1/93
Determine how we can request contributions outside ordinary corporation/ foundation formal grant request procedures, which often require individual proposals on non-standard forms, with long lead-times.	JK and others.	9/1/93

Finance Working Group

Principal Goals

Establish internal financial systems allowing the Corporation (including ACTION) to distribute, track and report all expenditures.

Create the Corporation's first budget.

Tasks to be completed

Receive recommendations on which accounting system to use.

*Decide which financial accounting system the Corporation will use.

* Set a timeline to get the system up and running.

* Determine whether we can write our own checks.

* Make sure we can pay bills quickly.

* Make sure that we can tell how grantees used their funds (and previous disbursements) etc.

Create a list of financial and programmatic information needed by the Corporation.

Create the fiscal year 1995 budget (Have ready to submit by September 1.)

Create detailed operating budget FY 94 for Corporation and run financial projections.

Determine how much money we need to raise from the private sector the first year.

Determine method to account for donations.

Decide on procedure for grants processing.

People assigned to task

Dave S., Bob C., Mike K.
Dick S.

Bob C., Mike K. Dave S.
Dick S., Shirley S.

Bob C. Mike K. Dick S.
Dave S.

Bob C., Don G., Dave S.,
Sarah W., Dick S., Mike K.
Rick A., Shirley S.

SW, NR, RA

Mike K., Dave S.

Mike K. Dave S.

Time Frame

Completed
Late August

9/1/93

8/17/93

8/17/93

August

August

August

Determine the flow of funds and appropriate tracking mechanisms.

ONS

8/20/93

* Decide whether checks go to states or directly to the programs.

Figure out how the trust will operate and what the corporate responsibility is to the trust.

Dick S., Dave S.

8/25/93

Organizational Structure/Personnel Decisions

Principal Goal:

Outline and define job duties of the necessary and appropriate senior positions and select the individuals to fill them before 10/1.

Tasks to be completed

<u>Tasks to be completed</u>	<u>People assigned to task</u>	<u>Time Frame</u>
Determine what organizational chart will look like at Oct 1/ 1993 and Oct 1/1994.	ONS	August
Create guidelines for our personnel policy and develop an interim plan for hiring employees before start date of the corporation. * ONS give feedback on initial draft. * Set personnel system in place.	Phyllis Beaulieu, BC	Completed 8/5/93 Mid-August
Determine roles and responsibilities of senior people within the corporation. * Consult management experts to refine job descriptions. * Ask for internal feedback on roles and responsibilities. * Write up detailed job descriptions.	ONS	Completed 8/6/93 8/13/93 9/1/93
Decide which positions we need to hire from an outside pool of candidates. Make decisions on who internally will fill senior corporate positions. * Communicate that decision to them.	ES, RA and others	8/20/93
Interview for ACTION Director. * OPPM generate list of candidates. * Make hiring decision.	GC, RA, SW, ES GC ES	7/15 - 8/15 Completed
Interview for CFO. * OPPM generate list of candidates. * Make hiring decision.	GC, RA, SW, ES GC ES	August
Create a list of criteria for Board of Directors. * OPPM generate list of candidates.	SW, RA SW, RA, ES	Completed Completed

- Interview for Board of Directors.

- Make final decisions.

9/1 -- 9/15

September

Complete org. chart that has the number of people existing in each functional area.

BC, SW

Completed

Complete a detailed organizational chart with estimates of staff needed in each functional area.

BC, SW

8/17/93

- Ask insiders for opinion on corp's needs.

- Ask outsiders for their opinion on corp's needs.

Make decisions about roles and responsibilities for ONS and CNSC staff within the new corporation.

ONS

9/1/93

Facilities and Equipment

Principal Goal:

Get all Corporation's personnel into one building, adequately equipped, as soon as possible.

Tasks to be Completed

People assigned to task

Time Frame

Find out lease requirements for existing buildings.

JG

Completed

Make decision on whether or not to maintain an ONS office.

ES

Look for existing space that the corporation can move into.

JG, JK, SW, RA

On-going

- * Get estimates for build out.

- * Determine time it will take to get facility ready for move in.

- * Make a decision on location.

Draw up an interim floor plan for moving into the ACTION building.

BC

Completed

- * Make decision on how to organize the groups.

Decide on timing of the move.

ES

Mid -August

Review computer options.

JG, JK, New Systems person
at ACTION

Mid-August

- * Determine cost implications of new systems.

- * Determine how all existing computers, if we do not get a new system, can interact.

Communications and Marketing

Principal Goal:

Create a communications strategy that reaches all targeted audiences, initially building awareness and ultimately trumpeting successes.

Tasks to be completed

People assigned to task

Time Frame

Complete a communications strategy to communicate with general public, program participants, program sponsors, private sector, media, and government officials.

DA, MH, GJ, EZ, MB

Early Sept.

National Identity strategy

Outreach strategy

Create a logo for the company.

August

* Ask outside firms to come up with some ideas.

Determine how to leverage "summer of service" with media and public to build awareness for the full program.

August

* Video

* Press coverage

* Site visits by Cabinet, etc. to best sites.

Create appropriate specialty press lists for each of our constituencies.

September

Develop an advertising/ promotion strategy.

September

Develop a set of core messages to communicate to general public about national service.

Late August

Determine what special events would be useful to raise awareness.

* Plan for those special events.

Determine what market information we need. (Conduct any surveys?)

- * Gather the market information.

Develop internal communications plan.

- * System for handling press calls.
- * System for handling programs/ participants/ other calls.
- * Communication with the state commissions.

Decide how to handle any ongoing separate communications ACTION programs
require until full integration.

Other Ongoing Activities

Tasks to be completed

People assigned to task

Time Frame

Prepare draft outline of business plan.

SH

Late July

Hold meetings with other outsiders to get feedback on our overall process.

SH, RA, ES

Early August

- * Bob Knisley

- * Elaine Kamarck

- * Meetings with HBS professors

- * Walter McDonough -- He is in the Inspector general's office

at the Department of Labor.(Barabara Selfridge suggested we call him.)

- * C. William Fischer - career OMB - help set up both Energy Department and Education Department. (Pam Van Wie suggested we call him.)

- * Dwight Ink - Helped write Gov. Corp. Act (Bob Knisley suggested we call him.)

Drafting list of all Corporate regulations that need to be filed with federal register.

Terry Russell, Dana Rodgers

Late July

- * Draft work plan to complete the task.

Draft plan for set up of Inspector General's office.

Judy Denny, others

- * Get feedback on plan.

TBD