

# FOIA MARKER

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**OA/ID Number:** 1289  
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**Folder Title:**  
Timeline/Planning Documents

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**Memorandum:**

**Date:** May 21, 1993  
**From:** Sarah Whitman  
**To:** Inter-agency task force and outside consultants  
**Subject:** Notes from introductory planning meetings

Thank you for your help in getting the planning process for the new corporation underway. As Eli and Rick mentioned in the first meeting, I will be working full time on this project and will be helping them coordinate and manage the process.

The following is a brief outline of what we covered in the first two meetings.

**May 18 Meeting:**

The purpose of the first meeting was to set the stage for what will be an exciting and, at times, difficult process of developing an integrated and successful business plan for the start-up of the Corporation for National Service by October 1.

1. Eli began the meeting by stressing the importance of this project and the need for all of the group members to begin thinking and working toward a common purpose.
2. After a round of introductions, the meeting resulted in a discussion of what the "shared values" should be for the Corporation for National Service. (The list of "shared values" is attached).
3. A memo was handed out from ONS to facilitate the discussion about how we might organize the task force process. The memo outlined 8 possible task forces and questions that each task force might want to address before October 1.
4. The discussion on how to organize the process was not completed in the first meeting and was put on the agenda for the May 20 meeting.

**May 20 Meeting:**

The agenda for the second meeting was to learn more about the existing CNCS and ACTION programs, to determine the goals of the Corporation, and to continue the conversation as to how we best organize the planning process to have a successful start-up on October 1.

**Presentation on existing CNCS and ACTION programs:**

1. The second meeting began with a brief description from CNCS and ACTION on what services and programs exist now within the two agencies. (Handouts were given that describe the major programs).

2. Strengths:  
Gary mentioned that three key strengths of ACTION are that (1) the structure works (2) the programs are locally based (3) the local communities are actively involved in the program.

3. Concerns:  
Gary is worried about the lack of public recognition for the programs.

Catherine says the commissions biggest worry is quality. CNCS has not had a chance to monitor the programs in the field they way they would like to be able to in the future. (Gary feels quality is less of a problem for ACTION because the states offices are in close touch with the programs in their area.)

**Discussion of Corporate Goals:**

The second part of the meeting was a discussion of the goals for the corporation that was facilitated by a handout that ONS put together after the first meeting. (The resulting list of goals for the corporation is attached.)

**Organization of planning process:**

Finally, the planning group further discussed ideas on how to organize the planning process:

1. The group came up with 7 different task forces
  - (1) Program (recruiting, training, technical assistance, resource allocation)
  - (2) Personnel
  - (3) Communication/ public awareness
  - (4) Monitoring/ evaluation
  - (5) Private sector role
  - (6) State structure
  - (7) Finance
2. Shirley Sagawa had some suggestions about how we might want to think about the planning process and she split it up into two different phases.

By 10/1/94 she suggested we have (1) key personnel in place (2) technical assistance set up (3) a public awareness campaign well structured (4) monitoring, fraud and technical assistance training systems established (5) and a state structure established.

By 10/1/95 she suggested we have (1) quality models in place (2) high demand for programs (documented) (3) an integrated plan (4) a comprehensive data base (5) and state systems operational.

3. Catherine Milton also proposed a possible breakdown of work into (1) training needs for the field (2) technical assistance needs in the field (3) recruiting and selecting participants (4) developing and selecting programs and (5) creating state structures.

All of these suggestions will be put together with the initial recommendations from ONS to form the basis for the breakdown of the task forces going forward. Since the program considerations will be the key driver for how the corporation is set up, a meeting was set for 12:30 Friday (Catherine Milton, Gary Kowalczyk, Shirley Sagawa, Susan Stroud, Sarah Whitman, Robert

Gordon) to review legislative requirements, to discuss strategies and timeline and to establish sub-groups.

**Conclusion:**

By the end of next week (May 24-28) we would like to determine the structure of the task forces, a timeline for the meetings and what products the task forces need to complete by 10/1/93.

From now on most of the meetings will be in smaller task force groups of 5-8, and we will keep the group informed about the progress.

Thank you again for your help.

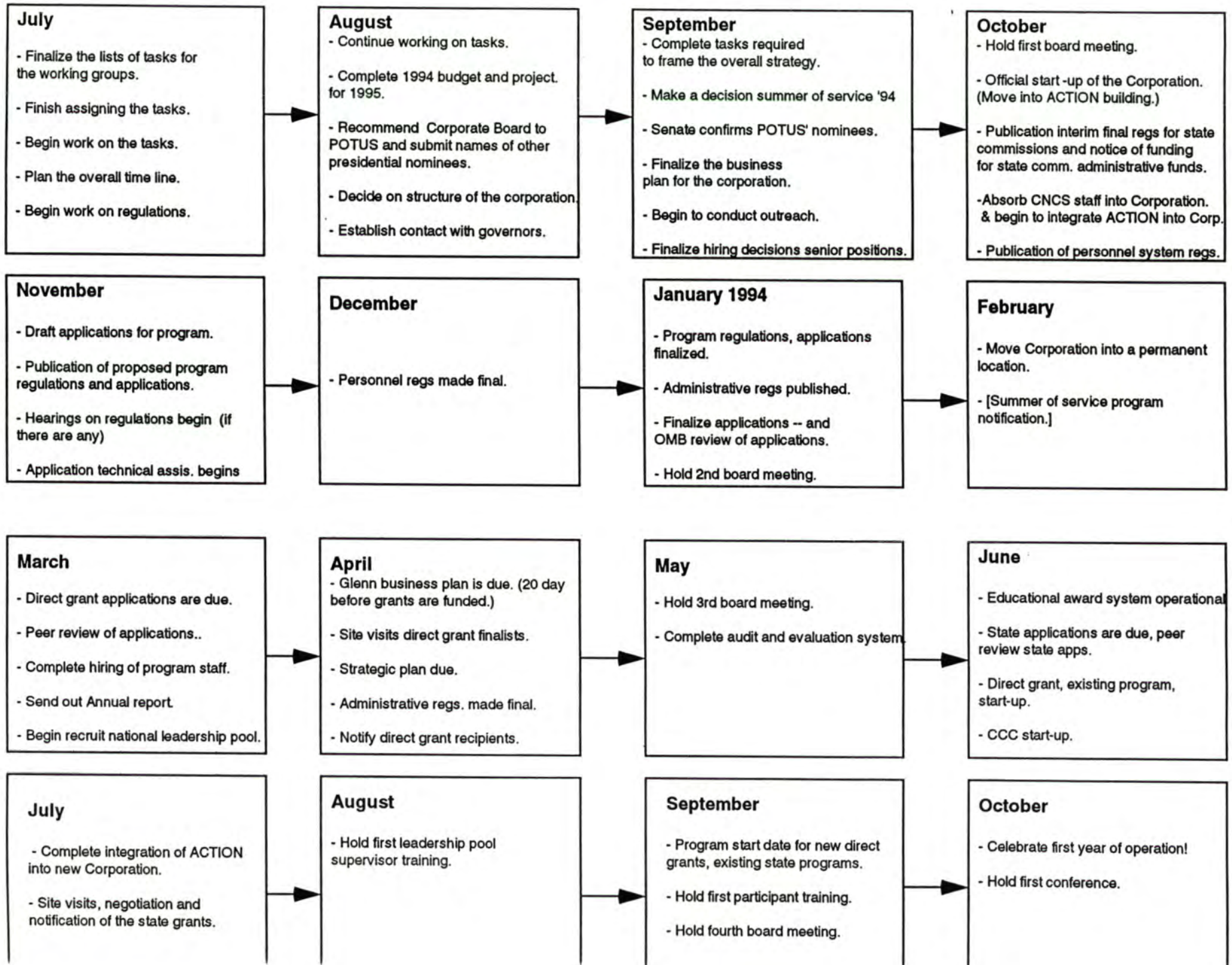
## Goals of the Corporation for National Service

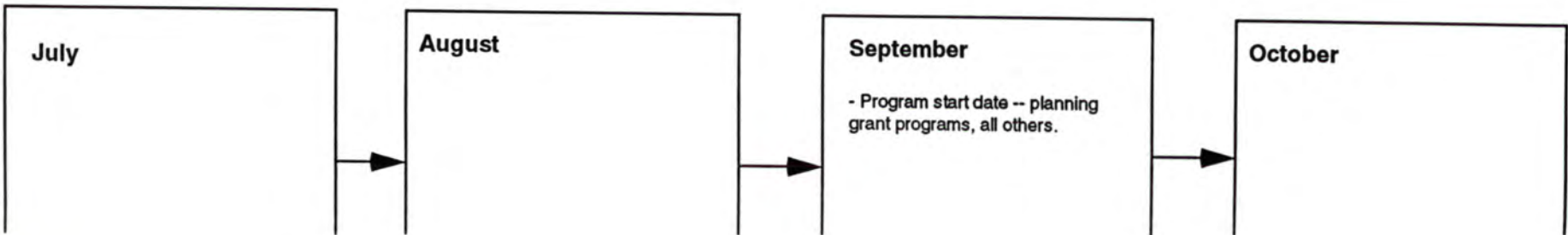
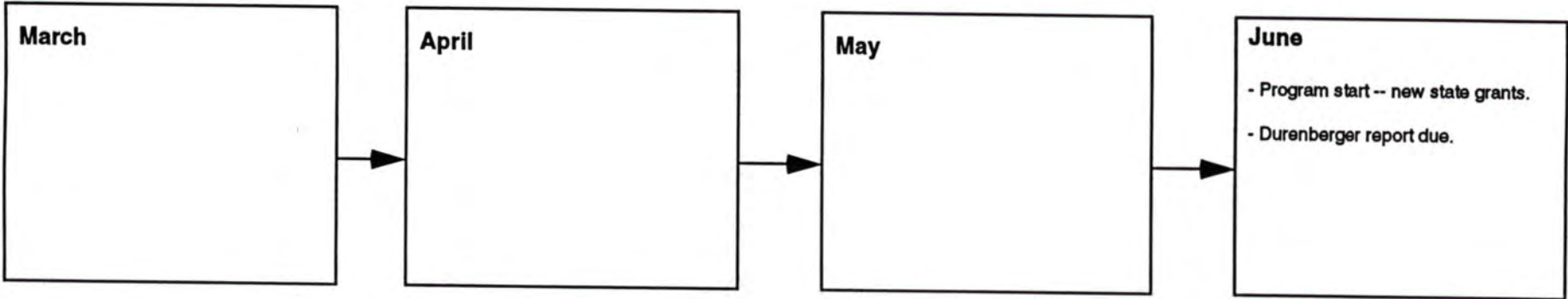
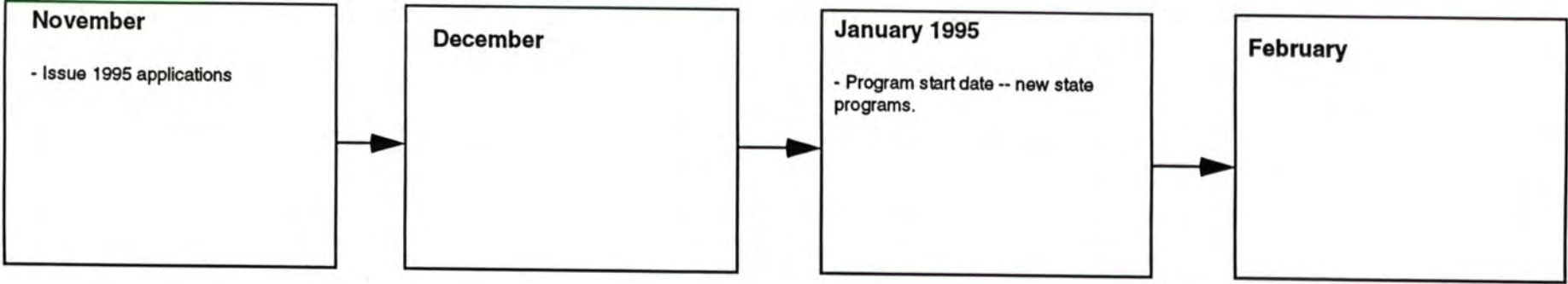
- 25,000 new participants
- Strong mix of pre-, during, and post- college
- Adequate non-college representation
- Ethnic and economic diversity
- Geographic diversity
- Strong local support
- Measurable results (participants and programs)
- Good mix of the 4 issue areas
- Developed replicable and sustainable programs
- Programs substantially oversubscribed
- Governors fully supportive
- 100% public recognition of national service as a Clinton program
- Esprit de corps
- New models of service underway
- VISTA and OAVP clients feel programming continuity
- Congress members see results in their districts
- No fraud and abuse
- Programs well managed and outside management advice readily available
- Programs (local, ACTION etc.) coordinate to leverage impact
- Federal agencies participating
- Underserved communities are represented in programs and participants
- Employees of old CNCS and ACTION are excited about new corporation
- The plan for integrating all operations (of ACTION and CNCS) is clear and well accepted
- Any time-bombs from past programs were found internally first and defused without embarrassment to the President
- Private sector support is well divided between local, state and national levels
- Program competition very strong at all levels (state and national)
- Training models well established
- Programs received necessary technical assistance
- Comprehensive database of applicants and programs established
- Clear national goals to focus local initiatives

## Shared Values of Corporation for National Service

- Make individuals agents of change
- Make fundamental social change
- Define needs in community
- Failure is Ok -- Can't be afraid to innovate
- Employees are empowered/ non-bureaucratic
- Resourceful (Era of Austerity)
- Diversity/ inclusive (in the field and the Corporation)
- Maximum community involvement
- Common esprit de corps (all programs feel part of national service)
- Team work (at all levels)
- Program delivered locally
- Lean organization
- Responsive/ accessible
- Accountability
- Simple for participant
- Results oriented (measurable)
- Excellence
- Life transforming
- Maximize educational opportunity (in and after service)
- Shed institutional loyalty
- Continuity
- Perpetual presidency
- Nationally recognized and appreciated
- Develop ethic of service
- Effective partnership
- Re-invent government

## Time line for Start-up of Corporation





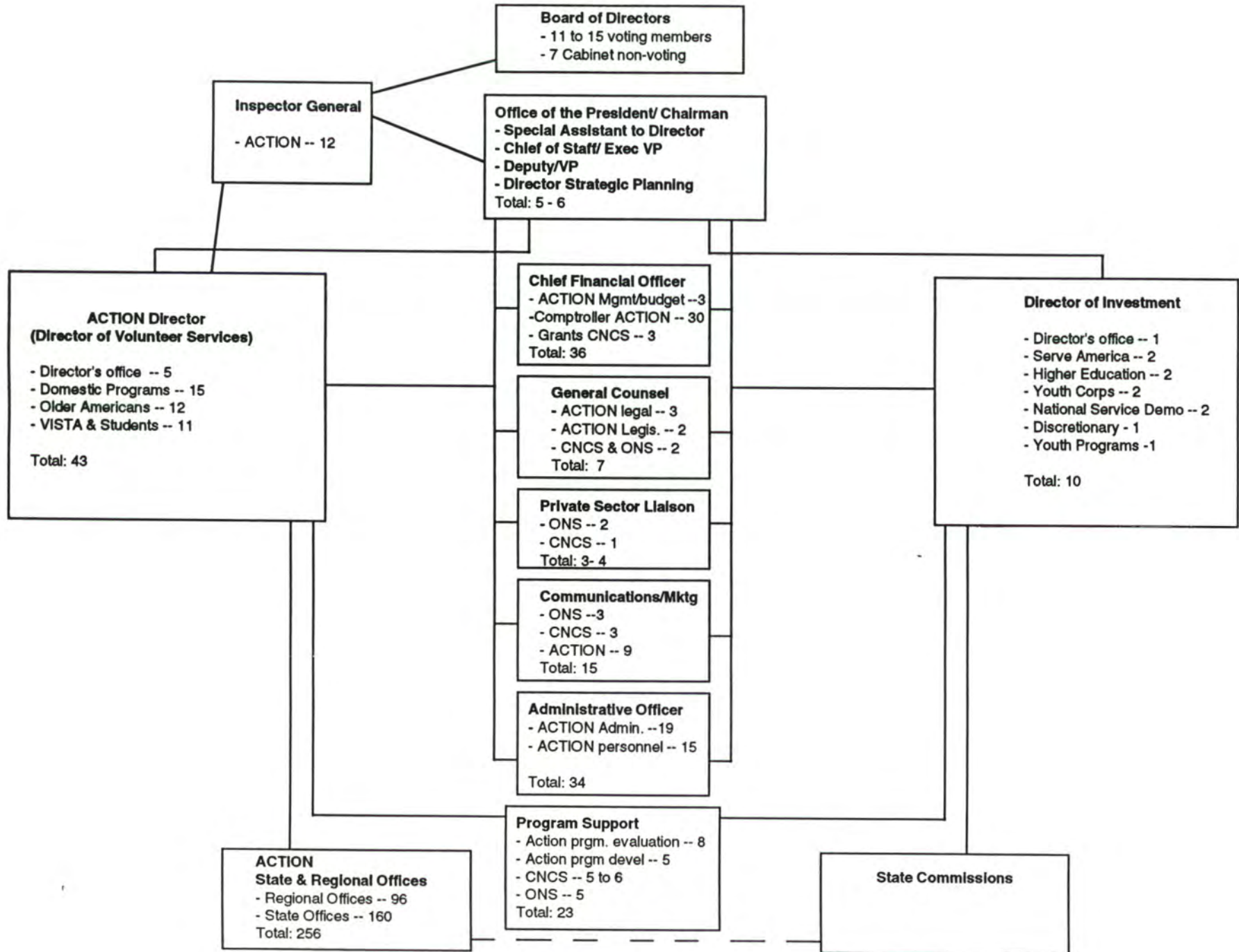
Timeline Update 7/26/93				
	Early June	June 21 - July 4	July 5 - July 18	July 19 - August 1
<b>Program</b>	* Held several planning meetings	* Act. and Comm will submit doc. show what programs have with other agencies	* 7/12 First meeting together of four priority area groups and interagency	* End of July start outreach
	* Broke program into 5 main areas; ed., envr., health, public safety, inter-agency	* Act and Comm. will assess which programs of theirs fall in 4 sub. areas		
	* Decided on point people for health/human needs, safety, and inter-agency	* Locate point people for Env. and Ed.		
<b>Strategic Plan for Program</b>	* Comm. and outside consultants set strategic planning process	* Strategic planning process focuses on developing infra. required for program: quality assurance, tech ass./knowledge transfer, state capacity building	* Held first strategic planning meeting 7/9 they agreed to have initial findings by the end of July and final recs. by mid August.	* Putting together task sheets for the working groups.
	* ONS reacted to planning process			* Start to compile information.
<b>Private Sector</b>	* Held intro brainstorming meeting	* SW develop plan/timeline complete work	<b>Complete 1st draft strategy</b>	* Determine on a site-by-site basis whether SOS programs make good service demonstrations. If so, we need to organize half day servathons with lunch.
	* Developed list of questions	* SW write initial draft of strategy to which the priv. sec. group will react	* Draft list tasks to complete	
	* Meeting POL to determine working relationship going forward	* Draft decision memo options POL	* Decide nature of ongoing relationship with POLF & communicate to them	
			* Make a list of all private sec. meetings to date - & all who have agreed to help	* 7/29 Reviewed list of task with working group to get feedback.
<b>Personnel</b>	* Held intro meeting	* Get assessment done on ONS (Currie)	* Interview potential ACT. directors	* Receive first draft of corporation's personnel policy .
	* Bob Currie begun assess emp.	* Develop an initial list of all senior positions we need to fill	* Create list of top candidates for the corporate board	* Review personnel policy internally and give feedback so that we can get the system in place.
	* Gary devel. names for Act. Director	* Bob and Janet are looking into legal consideration for hiring	* Begin to interview for other senior positions that we need to fill	
	* Collecting names Board Members			
	* Arnie will help review candidates			
<b>Comm/Marketing</b>	* Developed list of questions	* 6/23 Draft agenda for initial meeting	* Meet with Diana, Melinda, Laura and Ethan to update them on other groups	
	* Determine who want on working group		* Melinda asked to head group focusing on outreach along with Gloria, Diana	
			* Diana focus on question of National identity & overall comm. plan	

	Early June	June 21 - July 4	July 5 - July 18	July 19 - August 1
<b>Finance</b>	* Intro mtg. 6/4 report current finances for ACTION and Comm.	*6/23 report D&D on 1st set questions and discuss financial projections	* 4/7 Recommendations from ACT/Comm on systems for budget and grants and structure of finance function	
	* Developed list of questions	* Talk to OMB about getting on their list for hearings in July to discuss corp. funds for 1995		
	* Dave & Dick agreed to complete first list of questions by 6/23	* 6/29 Sarah gets update from ACTION on how they structure their accounting		
<b>State Structure</b>	* Developed list of working group names	* 6/21 Draft agenda for initial meeting	* Bob drafts letter for ACTION state dir.	<b>Decide on state structure</b>
	* Drafted a list of questions.	* Hold intro meeting 6/28 at 4:00	* Draft letter Eli to send to Govs.	* Begin Communications with Govs.
			* Task force write up recommendations on ONS questions	* Send letter to Govs. from Eli
			*7/7 Task force meeting in which group presents answers to ONS quest.	* Get material ACTION & CNCS that tells which are strong and weak state offices
			* Get schedule for and plan to attend all NGA and ACTION state meetings	* Patty gives recs. on how to get Fed. funds in & out of states
			* Get NGA opinion on how best comm with Gov. about Corp. state needs	
<b>Equipment/Facil.</b>	*Janet & Jim assessed current leases	* J&J found some potential properties	* SW visits potential sites w/ J&J	<b>Make location/equip. decisions</b>
		* Drafted initial memo on findings		
		* CM talk with Janet about facilities		
<b>Gov/ Structure</b>	*Held several brainstorming meetings	*Bob & SW develop redraft of org. chart	* Give new recommendations to Eli	
	*Bob and ONS drafted and discussed several possible org. charts	* BC, RA, SW meet with Jack & Shirley about structure of corp.	on org. structure	
			<b>* Make decision on basic framework for org. structure</b>	
<b>Inspector Gen.</b>	*Judy Denny IG at ACTION is working in evaluation of VISTA to be completed by early Aug.	* 6/30 SW meet with Judy to get update where they are w/ evaluation		* Judy Denny completed a first draft of a plan for the Inspector General Office.
		6/30 SW meet with Roland who is also working evaluating ACTION programs		
<b>Overall Plan</b>	* Set up structure for process split work into 8 broad categories	* Janet and Jim look into comperable start-up govt. corps to make sure that we learn from past lessons	* Make a list of all regulations that have to be answered for Fed Reg.	
			* Have Robert start drafting answers	
		* Talk to V.P.'s rego. people for suggestions and recommendations		

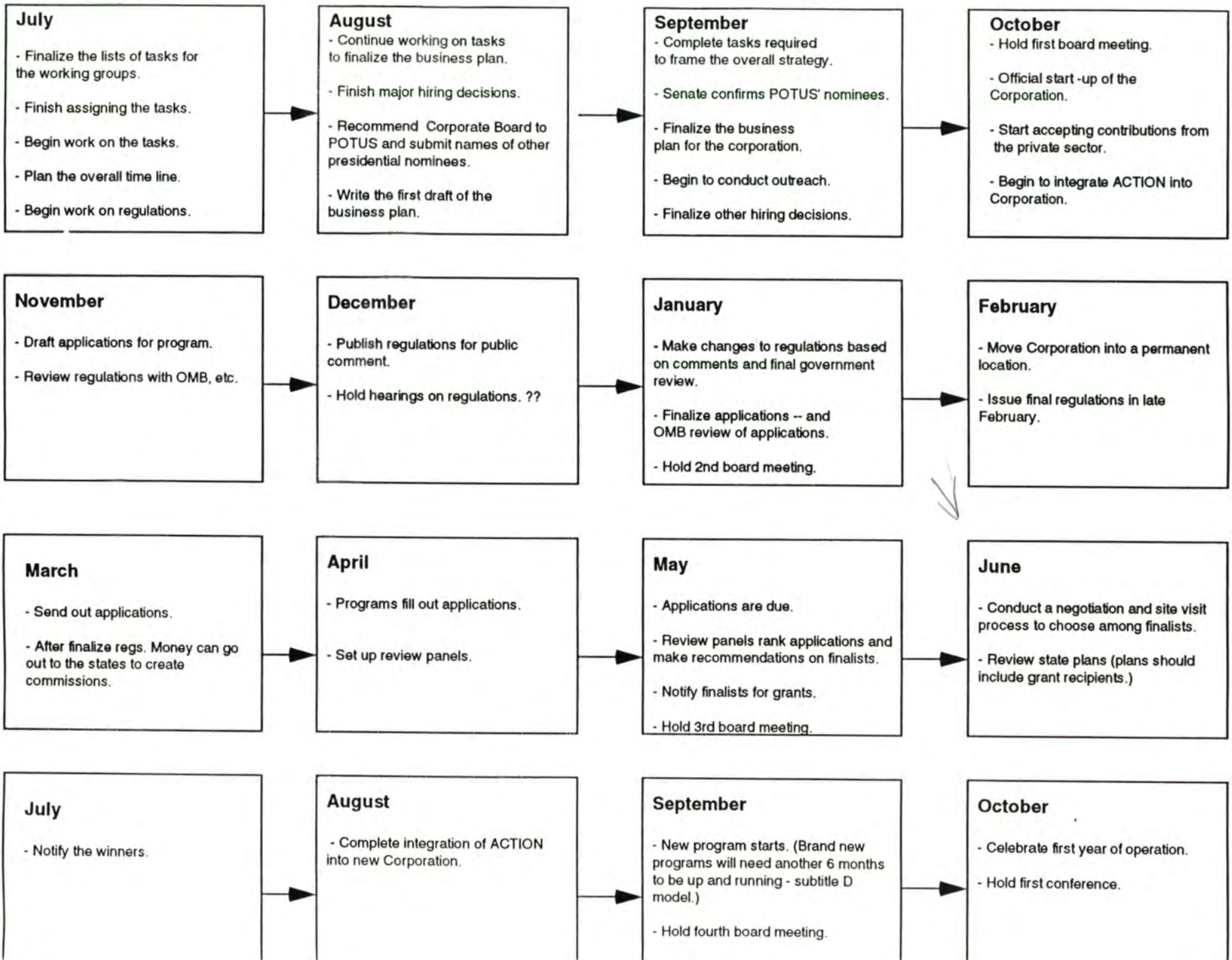
	August 2 - August 15	August 16 - August 29	August 30 - September 12	September 13 - September 30
<b>Program</b>				
<b>Strategic Plan</b>	* 8/4 meeting working groups to let			
<b>Program</b>	CNCS know where they are in process.			
	* 8/6 Update for ONS office with Eli.			
<b>Private Sector</b>	* Complete list of large bus. orgs. and trade assoc. with whom we want to be affiliated and address.	* Hold meeting w/ Corp. Execs. in NY with Doug Holladay.	* Decide make-up of Nat. Bus. Council	* Develop marketing/fundraising materials
	* Hold meeting re. venture cap. fund	* Meet w/ fundraising consultants	* Complete comm. strategy priv. sec.	
	* Meet corp. comm. professionals	* Create list that describes which foundations and corporations donate	* Create overall communications strategy private sector.	
	* Determine ethical guidelines	in four subject areas.		
	* Complete first draft of private sector marketing materials. (Annual report)			
<b>Personnel</b>	* Finish interviewing for ACTION director position	* <b>Make decision on ACTION director.</b>		<b>Make all final hiring decisions</b>
	* Decide which positions to hire from an outside pool of candidates.	* Interview for CFO		- board of directors
	* Interview for Board of Directors			- senior employees in company
<b>Comm/Marktg</b>	* Ask outside firms to come up with ideas for a logo for the company.	* Create specialty press lists for each of our constituencies.	<b>Complete 1st draft strategy</b>	
	* Determine how to leverage summer of service with media and public to build awareness for the full program.	* Develop advertising/ promotion strategy.		
	* Determine what market information we need.	* Determine what special events would be useful to raise awareness.	* Plan for any special events.	
	* Develop a core set of messages to communicate to the general public about national service.	* Develop internal communications strategy.		

	August 2 - August 15	August 16 - August 29	August 30 - September 12	September 13 - September 30
<b>Finance</b>	* Create list financial & programmatic info needed by corp.	* Develop budget for the corporation.		
	* Decide on procedure for grants processing.	* Figure out the trust will operate and what corp. resp. is to the trust.		
	* Complete FY 1995 budget.	* Decide which accounting system the corporation should use.		
	* Determine method acct for donations			
	* Determine flow of funds.			
<b>State Structure</b>	* Develop list of resources needed to get st. comm. established - which can the corp. provide which do we need to get elsewhere.	* Convene group of state budget officers to identify impediments.		
	* Evaluate future capacity of ACTION state offices & CNCS lead agencies.	* Determine role of corp. rep in state structure.		
	* Determine each state transition entity	* Collect and comment on model state enabling statutes. (CA and RI ex.)		
	* Conduct outreach to Gov and State legislators.	* Determine what goes into state strategic plan.		
	* Identify impediments & long-term barriers			
<b>Equip/Facil.</b>	8/3 meet with GSA work out details of relationship.	* Get estimates for build out	* Make decision on location of the Corporation.	
	* Continue to receive suggesstions for locations for the company.	* Determine time it will take to get facility ready to move in	* Decide on timing of the move.	
		* Review computer options -- determine cost implications of new system.		
<b>Gov/ Structure</b>	* Complete org. chart that has number of people in each functional area.		* Make decisions about roles for ONS and CNCS staff within the new corp.	
<b>Inspector Gnrl</b>	* Discuss Judy's IG plan with other experienced IG's.			
<b>Overall Plan</b>	Set up meetings with HBS/ Boston group, Knisley, Walter McDonough C. William Fischer, and Dwight Ink.	* 8/25 Have 1st draft of business plan completed	* Begin to implement bus. plan	* Complete final draft of bus. plan

**CORPORATION FOR NATIONAL SERVICE**  
**Current Number of Employees**  
**October 1, 1993**



## Time line for Start-up of Corporation



## KEY TASKS OF MANAGEMENT TEAM FOR THE CORPORATION

### I. PRESIDENTIAL APPOINTMENTS:

#### President/Chairman of the Corporation

- Oversee management team in the running of day-to-day operations
- Lead management team in setting strategic direction of corporation
- Be key spokesperson for Corporation
- Meet and communicate with important constituencies (ie. President, members of House and Senate, board members and prominent business figures.)

#### Director of Investment

- Administer programs currently run by CNCS
- Administer new programs
- Oversee selection of Grants
- Oversee grants Administration
- Supervise liaison with State Commissions
- Work closely with Director of ACTION to make all of program more cohesive
- Oversee (jointly with Director of ACTION) program support positions

#### Director of ACTION/ Director of Volunteer Services

- Administer all programs currently run by ACTION
  - OAVP
  - VISTA
- Oversee (jointly with Director of Investment) program support position
- Supervise State ACTION offices
- Oversee grants selection ??
- Work closely with Director of Investment to make all of program more cohesive  
[Who will oversee federal employees who will be the liaison member of each state commission??]

#### Program Support Position (Reports to Director of ACTION and Director of Investment)

- Provide Technical Assistance to programs
- Organize and oversee training
- Organize and oversee evaluation of each program area
- Work with program issue advisors to continue to develop program in Environment, Human Needs, Public Safety, and Education
- Coordinate new program development

### **Chief Financial Officer**

- Ensures President of Corporation is informed on all matters relating to financial management and control
- Conducts financial projections for the Corp.
- Oversees staff responsible for all financial reports required under CFO Act
- Evaluate major financial policy issues
- Manage the financial accounting system for corporation
- Administer grants
- Ensures budget execution/budget management
- [- Potentially also supervise administrative functions ??]

(I would recommend hiring someone familiar with government financial requirements. )

### **Inspector General**

- Oversee programs to protect against fraud and waste
- Provide policy direction for the conduct and supervision of audits
- Establish guidelines for the use of non-federal auditors
- Assure compliance with government accounting standards
- Keep president of Corp. and Congress fully informed concerning problems and abuses

## **II. OTHER SENIOR POSITIONS**

### **Chief of Staff & Deputy Chief of Staff and/or Executive Vice President, etc.**

Fill three deputy-type functions:

- Manage day-to-day operations
- Conduct strategic planning
- Oversee transition

### **Private Sector Liaison**

- Provide technical assistance to local programs regarding fundraising
- Fundraise on a national level
- Put together major events with business community leaders
- Coordinate with National Executive Council
- Involve board members in private sector outreach
- Find seed capital to help fund start-up service model organizations
- Ask corporations to donate management time and talent to programs that need them
- Undertake regular outreach to the private sector (individual meetings, trade associations, etc.)
- Establish collaborative relationships with other existing service organizations (ie, POLF and United Way)
- Handle overall communications with the private sector – potentially including a business newsletter that gives quarterly updates to the major donors and organizers in each community. (This should be done in conjunction with the communications department.)

### **General Counsel/ Government Affairs**

- Advise on all legal matters
- Oversee government relations at all levels
  - Communicate with executive branch
  - Communicate with House and Senate
  - Counsel management when any changes of gov. regulations effect corp.
  - Communicate with governors and mayors

### **Marketing and Communications Director (Might be two separate people)**

- Create a communication strategy to reach all of the Corporation's constituents (participants (youth, elderly), non-profits, businesses, foundations, general public, Congress)
- Develop and maintain press relations
- Develop advertising/promotion campaign
- Conduct public liaison/ Outreach
- Conduct internal communications
- Coordinate scheduling of senior management appearances
- Coordinate speech writing

### **Administrative Officer**

- Oversee all administrative functions necessary to ensure smoothly running corporation
- Handle all personnel issues - hiring, firing, out placement, benefits
- Determine need for and obtain equipment/facilities

Note: Arnie suggests having the CFO also be the Administrative officer, or at least supervise him/her.

## SUMMARY OF PROPOSED RECOMMENDATIONS

1. Organize pay structure into 4-7 overlapping Pay Bands (see Sample Pay Band Chart attached).
2. Utilize appropriate locality pay adjustments.
3. Utilize recruitment, retention and relocation bonuses.
4. Allow for periodic salary increases based, in part, on the Corporations's performance system.
5. Blend work with similar characteristics into a few broad categories for the above purposes by developing broad generic evaluation guide(s) to determine 4-7 pay band levels. Develop standardized job descriptions of work for different bands.
6. Develop an internal system to resolve employee job evaluation appeals.
7. Performance evaluated at two core levels documenting that employees have either been successful or unsuccessful.
8. Performance appraisal, alone, does not entitle employee to a pay increase.
9. Pay may be adjusted once every 12 months.
10. Performance must consistently exceed expectations for employee to be eligible for an increase greater than five percent in a 12 month period with an annual cap of 20 percent.
11. Allow exceptions to 20 percent limit for exceptional performance, subject to maximum limit of the pay band.
12. Pay increases are tied to basic pay without regard to locality adjustments.
13. Pay reductions can be taken when employees fail to meet expectations.
14. Develop a process for assessing qualifications based primarily on Corporation job descriptions.
15. Competition not required for movement within the same pay band even if movement results in higher pay.
16. Competition required for movement to a higher pay band.

17. Competition required when considering applicants from outside the Corporation (except for those individuals with non-competitive eligibility under title 5).
18. As a recruitment incentive, managers make individual determinations, within broad guidelines, for interview travel costs, entry pay, and recruitment or relocation bonuses.
19. Apply an additional probationary period for first time supervisors and managers.
20. Apply an additional probationary period for promotion to a higher level pay band.

## PROPOSED INTERIM APPOINTMENT AUTHORITY

Anticipating the need to make immediate appointments to perform start-up work in the Corporation, a profile of the characteristics of a special limited appointing authority is proposed as follows:

1. Excepted appointments under this authority limited to an 18 month term of service.
2. Appointments are not subject to a competitive selection procedure.
3. Design generic position descriptions, using existing OPM classification standards.
4. Compensation would mirror the general schedule pay structure as it currently exists, although appointees would be in a unique pay plan.
5. Compensation adjustments subject to Federal general pay raises and step increases that are issued government-wide.
6. An appointment with a term greater than one year entitles employees to standard benefits, specifically, coverage under the FERS retirement system and Thrift Savings Plan (TSP), and eligibility for health and life insurance programs.
7. Employees would be covered by title 5 leave procedures and worker's compensation program.
8. Employees subject to a six month probationary period, during which employment may be terminated.
9. Appointments may be terminated at any time for lack of work.
10. Appointment under this authority confers no entitlement to regular employment in the Corporation; consideration for regular employment would be subject to the policies of the new personnel system established by the Corporation.
11. Employment under this authority would be treated as a period of service in the competitive service, for purposes of chapter 33 of title 5, United States Code, as defined in the proposed legislation.

**NOTE: Regulations describing the above interim authority are required to be published in the Federal Register.**

## **Agenda for Friday Meeting 12:00 am to 6:00 pm**

### **I. Mission for the Corporation**

- What should the overall mission of the Corporation be?
- What do we want to achieve?
- Where do we want to be next year, 4 years from now, 10 years from now?

### **II. Time line for first year of operation**

The three areas that most affect the time line for the first year of operation are State, Program, and Regulations questions. The following are the main topics in each area that we need to address.

#### **State:**

- **What is the responsibility at the national and state/local level?**
- What is the relationship between state and national application process? Do we want to allow states to apply for national funds before state commissions are set up? What issues does that raise? How can we get variety, excellence and speed in intra-state competitive process? How do we avoid double dipping among 3 categories?
- How can we pinpoint adequate state transition entities?
- What role should the Corporation play in regulating how the States allocate funds?
- Should the checks be cut to each of the programs or to each of the respective states?
- Can money go to states before regulations are done?
- State plans -- do we just approve states process or do we approve who they are going to fund?

#### **Program:**

##### **How soon can we have program up and running?**

- What do we need to show for our first year in terms of program?
- What is the program mix that we are looking for? Expanding old programs, supporting brand new programs?
- How can expanding ACTION programs help/hurt?
- Within priority areas, will you establish national priorities -- and within these areas, set minimum outcomes and standards against which programs will be measured? If so, how will you communicate these?
- Should the Corporation have a geographic focus in the first year for competitive grants? An issues focus?
- What are the key factors defining diversity?

#### **Regulations:**

- **How long will it take to complete regulations process?**
- What needs to be covered by regulations (1) to comply with the law (2) to begin operating (3) to allow states to operate (4) to make goals and process clear to applicants?
- Can draft applications be sent out before regulations are published?
- Review list created by Terry.

### **III. Creating culture and image for Corporation**

Three of the most important factors that determining the culture of the organization are personnel system, people within the organization (organizational chart) and how the corporation is viewed by the outside world (our national identity or brand image).

#### **Personnel System:**

- What are the key components of a good personnel system?

#### **Organizational Chart:**

- What should the organizational chart look like October 1, 1993 and October 1, 1994?
- What are the management positions within the corporation?
- What responsibilities do each of the functional areas have?
- What is our process for the transition of ACTION into the corporation? How fast?

#### **Communications:**

How should the corporation create a national identity - brand image ?

- What is the corporation's name?
- Logo

### **IV. Finance**

- Go over 1994 budget.
- Determine an accurate cost per participant?
- Discuss financial accounting system.

### **V. Private Sector**

- Local vs. national fundraising
- Degree and direction of technical assistance.

### **VI. Business Plan**

- Review outline of the business plan.
- Determine who is responsible for different pieces of the plan.

July 20, 1993

MEMORANDUM

TO: Sarah Whitman

FROM: Patty Sullivan *PS*

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.