

FOIA MARKER

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MANAGEMENT STRUCTURE PRINCIPLES FOR AMERICORPS/USDA PROJECTS

1) All participants must be directly supervised on a daily basis.

For both legal and policy reasons, all AmeriCorps participants must be managed by at least one employee whose full-time job is to manage that AmeriCorps site. Both requirements of the work projects planned and the requirements of AmeriCorps that are specified by law are too complicated and too time-consuming to be managed by employees who have national service as only a collateral duty. However, sites may want to divide management functions between functions necessary for the work projects (planning and supervising the day-to-day project work, compiling time sheets, payroll, providing training necessary to complete each project, ensuring discipline, coordinating with other related USDA programs, etc.) from the functions necessary to meet the requirements of the national service law (providing general participant orientation and training, furnishing ongoing educational programs, creating team-building activities, and conducting project and participant evaluation, etc.).

In the case of the anti-hunger sites and the public land environment sites, each crew of ten participants will have an employee working full-time as a crew leader.

In the case of the rural development program, each region will have a full-time employee focusing on the AmeriCorps functions of the program. Within each region, participants will be working together in clusters of no less than five, and agencies will provide part-time project management supervision for each participant in those clusters.

2) Traditional management structures must be reinvented in order to meet the unique new needs of AmeriCorps programs.

Staff may be required to be sited in places where individual agencies do not currently have offices. Unique types of detailing arrangements and cooperative agreements have to be created. Employees who volunteer for this duty could conceivably be temporarily moved to other parts of the country. Fortunately, the National and Community Service Trust Act of 1993, which confers authority to USDA and other federal agencies to run AmeriCorps programs, confers to the Department broad new powers and flexibility to run national service programs without being hamstrung by existing regulations or agency boundaries. Thus, AmeriCorps is a perfect program through which we can dramatically reinvent government.

3) Not all AmeriCorps participants will necessarily work out of USDA offices.

If there is no nearby USDA office in a locale in which work needs to be performed, or if there is no space in the local USDA office, AmeriCorps participants could work out of colleges and universities, city halls and other municipal buildings, rural development councils, non-profit groups, etc.

4) USDA agencies must maintain a comfort level that the work performed by AmeriCorps participants advances one of the main missions of that agency.

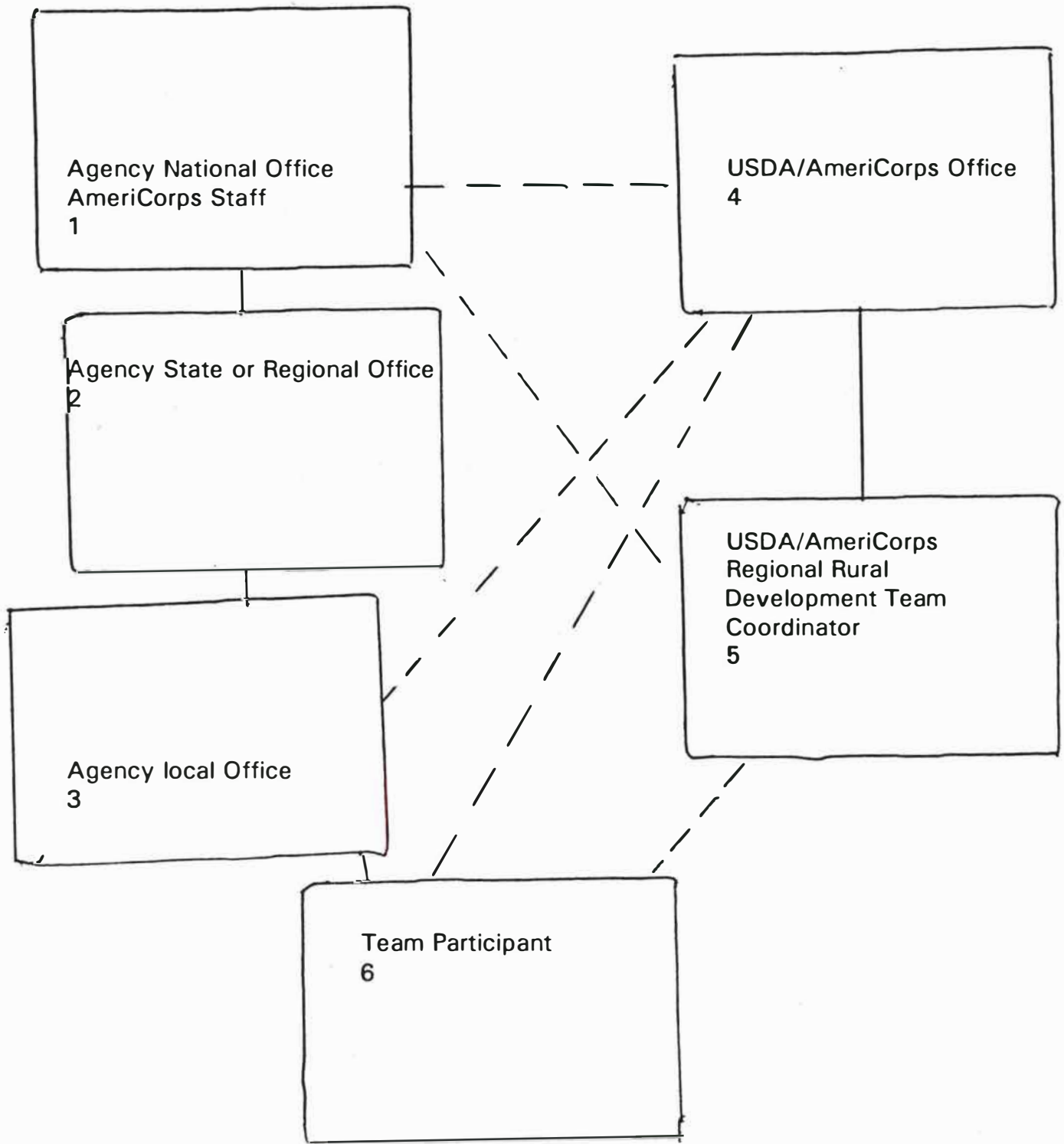
The agencies need to maintain at least some direct oversight over the work of the participants in order to ensure that agency money is being properly used in a way that meets the intent of the Congressional appropriations funding that program. More generally, agencies must sincerely believe that the participants are doing useful work that advances one or more of the main functions of that agency.

5) The USDA Office of National Service is ultimately responsible for making sure that all agency projects work together to meet the vision of the Secretary, the President, and the Corporation for National and Community Service.

The regulations of the Corporation for National and Community Service make it clear that the ultimate responsibility for coordinating federal national service programs rests with each cabinet secretary. Given that Secretary Espy has delegated this responsibility to the Office of National Service within the USDA Office of Communications, this office holds final responsibility for ensuring high quality in all USDA AmeriCorps programs. This office must balance the overall needs of the Department and the AmeriCorps program with the needs of the individual agencies. This office will give as much flexibility to the agencies as possible while working with agencies to develop Department-wide AmeriCorps guidelines.

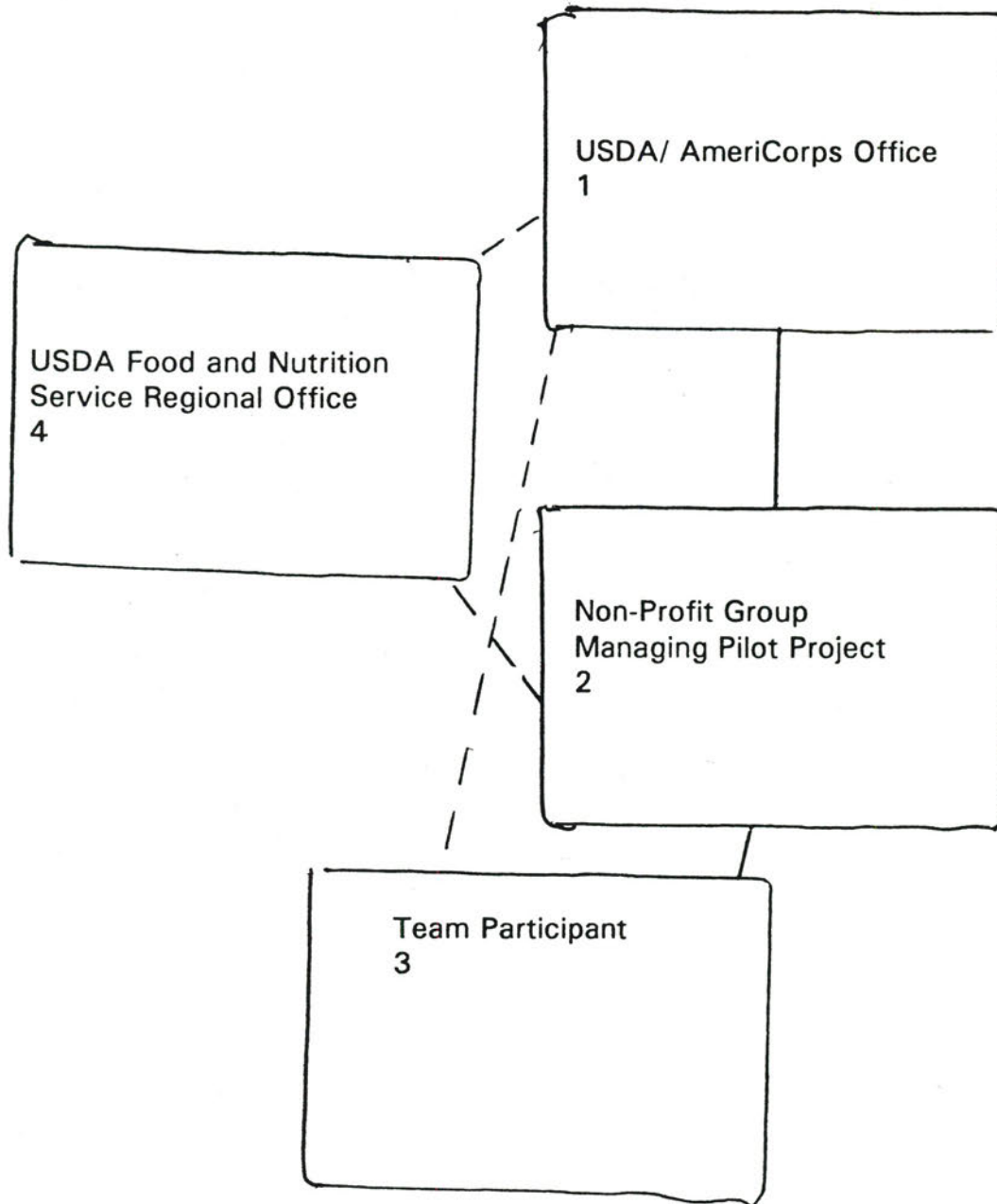
**MANAGEMENT STRUCTURE FOR USDA/AMERICORPS
RURAL DEVELOPMENT TEAM PARTICIPANTS
IN ALL REGIONS MANAGED BY SCS, FS, RDA, FMHA, AND ASCS
EXCEPT THE MIDWEST FLOOD STATES**

(Solid lines = direct lines of authority, dotted lines = lines of consultation)



**MANAGEMENT STRUCTURE FOR USDA/AMERICORPS
ANTI-HUNGER, NUTRITION, AND EMPOWERMENT TEAM PARTICIPANTS**

(Solid lines = direct lines of authority, dotted lines = lines of consultation)





Paradise