

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: Americorps
Series/Staff Member: General Files
Subseries:

OA/ID Number: 24237
FolderID:

Folder Title:
Miscellaneous [2]

Stack:	Row:	Section:	Shelf:	Position:
S	66	1	1	2

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	re: Personal Success Story (8 pages)	05/30/1995	b(6)

COLLECTION:

Clinton Presidential Records
AmeriCorps
General Files
OA/Box Number: 24237

FOLDER TITLE:

Miscellaneous [2]

2013-0661-F

rc3064

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

STATISTICS ON USDA AMERICORPS MEMBERS

Based on 1002 members

1. GENDER

MALES	=	46 %
FEMALES	=	54 %

2. REGISTERED VOTERS = 75%

3. RACIAL OR ETHNIC ORIGIN

WHITE (NON-HISPANIC)	=	54 %
AFRICAN AMERICAN	=	24 %
HISPANIC/LATINO	=	8 %
AMERICAN INDIAN/ ALASKAN NATIVE	=	5 %
ASIAN/PACIFIC ISLANDER	=	2 %
OTHER	=	1 %
NO RESPONSE	=	7 %

4. MARTIAL STATUS

SINGLE, NEVER MARRIED	=	66 %
MARRIED	=	17 %
DIVORCED/SEPERATED	=	9 %
OTHER	=	8 %

5. EDUCATION LEVEL

LESS HIGH SCHOOL	=	6 %
HIGH SCHOOL GRADUATE	=	12.8 %
GED	=	3 %
TECHNICAL SCHOOL	=	1 %
SOME COLLEGE	=	26 %
ASSOCIATE DEGREE	=	5 %
COLLEGE GRADUATE	=	42 %
SOME GRAD SCHOOL	=	5.7 %
GRADUATE DEGREE	=	6 %

6. DISABILITY = 3.5 %

7. VETERAN = 5 %

8. MALES BY RACE

WHITE (NON-HISPANIC)	=	24 %
AFRICAN AMERICAN	=	11 %
HISPANIC/LATINO	=	4 %
AMERICAN INDIAN/ ALASKAN NATIVE	=	2.5%
ASIAN/PACIFIC ISLANDER	=	1.3%
OTHER	=	.2%
NO RESPONSE	=	2.6%

9. FEMALES BY RACE

WHITE (NON-HISPANIC)	=	30 %
AFRICAN AMERICAN	=	14 %
HISPANIC/LATINO	=	4 %
AMERICAN INDIAN/ ALASKAN NATIVE	=	2 %
ASIAN/PACIFIC ISLANDER	=	.4 %
OTHER	=	.3 %
NO RESPONSE	=	2.6 %

10. MALES W/COLLEGE DEGREE OR ABOVE = 18.6%

11. MALES BY RACE W/COLLEGE DEGREE OR ABOVE

WHITE (NON-HISPANIC)	=	13.5 %
AFRICAN AMERICAN	=	2 %
HISPANIC/LATINO	=	.4 %
AMERICAN INDIAN/ ALASKAN NATIVE	=	.5 %
ASIAN/PACIFIC ISLANDER	=	.4 %
OTHER	=	0
NO RESPONSE	=	.1 %

12. MALES W/GRADUATE DEGREE = 2.8%

13. **FEMALES W/COLLEGE DEGREE OR ABOVE = 24.4%**

14. **FEMALES BY RACE W/COLLEGE DEGREE OR ABOVE**

WHITE (NON-HISPANIC)	=	18 %
AFRICAN AMERICAN	=	3 %
HISPANIC/LATINO	=	.8 %
AMERICAN INDIAN/ ALASKAN NATIVE	=	.5 %
ASIAN/PACIFIC ISLANDER	=	.1 %
OTHER	=	.1 %
NO RESPONSE	=	.9 %

15. **FEMALES W/GRADUATE DEGREE = 3.2 %**

1829 S Street, NW
Washington, DC 20009
(w) 720-5746

January 24, 1997

Mr. Frank Beal
Chief Operating Officer
The Corporation for National Service
1201 New York Avenue
Washington, DC 20525

Dear Mr. Beal:

Thank you for taking the time to meet with me yesterday. I enjoyed our conversation.

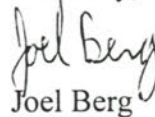
As I indicated, I would certainly be interested in a senior position at CNS in charge of rural programs and initiatives. I have begun the process of determining whether a detail from USDA would be possible in this regard.

Additionally, given the wide scope of my experiences and interests related to national service, I believe I could successfully fill a variety of other senior roles at CNS, including the positions of Director of AmeriCorps, Director of Evaluation and Effective Practices, and Senior Advisor to the CEO. Furthermore, in the future, if you should return to Pennsylvania, perhaps Senator Wofford could also consider me for Chief Operating Officer.

Enclosed is my résumé for your review. As you will read, I have extensive and successful experience not only in national service, but in government, politics, and communications. I have also taken the liberty of writing you a memorandum further outlining my qualifications for a senior position at CNS.

Thank you for your consideration. If you have any further questions or advice, please do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joel Berg". The signature is fluid and cursive, with the first name "Joel" and last name "Berg" clearly distinguishable.

Joel Berg
Director of National Service
United States Department of Agriculture

PERSONAL

January 24, 1997

To: Frank Beal, Chief Operating Officer
Corporation for National Service

From: Joel Berg, Director of National Service 
United States Department of Agriculture

Subject: **My Qualifications for a Senior Position at CNS**

Following-up on our conversation yesterday, I would like to reinforce my conviction that the bold new plans proposed by Senator Wofford and the President --- ranging from the Citizen Summit to America Reads to large-scale increases in the Senior Corps, AmeriCorps, and work-study service projects --- hold the potential to dramatically transform the nation.

Yet, as you well know, this potential can only be fully realized if these initiatives are marketed well enough to capture the public imagination and managed well enough to earn the public trust. As the last few years of public debate over AmeriCorps have reminded us, both image *and* substance are critical. I believe my assistance could be extremely advantageous to CNS in both those regards.

It is my belief that I hold many of the personal traits most necessary to meet the difficult challenges now faced by CNS:

- Fierce idealism tempered by hardened realism;
- Relentless energy that is channeled in a disciplined manner at the most pressing organizational tasks;
- A sincere belief in the need to listen to and learn from colleagues;
- Skill in motivating and directing the work of others;
- A serious commitment to continuously improving both myself and the organization in which I serve; and
- An understanding that only a persistent focus on concrete, measurable goals can achieve long-term, institutionalized progress.

Please permit me to outline how my work experiences have qualified me for a senior role with CNS. I have:

1) Successful experience creating and managing the largest single component of AmeriCorps.

- * Acting upon my own initiative, I created and managed the USDA AmeriCorps program, which has engaged over 2,000 AmeriCorps Members in service at over 350 sites --- both urban and rural --- in 45 states.
- * In the first year of operation, the USDA AmeriCorps program provided direct service to 828,000 citizens and made improvements on 234,000 acres of land. The total Federal cost per person aided was only \$17; the Federal cost per acre improved was \$62.
- * The USDA program was bigger and more complex than either the NCCC or any other national direct AmeriCorps grantee.
- * USDA AmeriCorps projects achieved significant results in *all four* CNS priority areas: human needs, education, public safety, and the environment.
- * I have personally visited hundreds of AmeriCorps sites in 35 states; it is likely that I have visited more AmeriCorps sites than any other person.
- * During site visits, not only did I meet with local project sponsors, staff, service recipients, community leaders, local elected officials, and state commission staff, but I frequently performed service alongside the AmeriCorps members.

2) Initiated projects that pioneered cost-effective ways to solve critical national and local problems.

- * USDA AmeriCorps rural fire protection projects saved rural homeowners an estimated \$48 million in one year. Given that the total Federal cost for these projects --- including tools, equipment, construction materials, AmeriCorps stipends, and AmeriCorps educational awards --- was \$1.7 million, the projects returned \$27 to rural homeowners for every dollar spent on the program by the Federal government.

3) A proven track record of careful yet innovative financial management ---- saving money even while creating new service initiatives.

- * Washington-based overhead for the USDA AmeriCorps program was minimal; such overhead comprised less than 2% of total program costs.
- * Out of the \$5.3 million in operating funds granted from CNS to USDA in the first two years of the program, USDA saved over \$700,000. Out of that saved money, USDA was able to fund the entire "Summer of Gleaning" program, as well as special disaster relief projects in the Virgin Islands, Pennsylvania, North Carolina, and Virginia.
- * USDA voluntarily **returned** over \$200,000 in saved funds to CNS.
- * By finding creative ways to legally move beyond the customary restrictions on fundraising by Federal agencies, USDA AmeriCorps projects, in their first year of operation, obtained \$979,355 in state and local government funding and \$740,250 in non-governmental private funding.

4) **Demonstrated how AmeriCorps can be non-partisan, non-bureaucratic, community-based, and results-oriented.**

- * All USDA AmeriCorps projects worked closely with local, state, and national political leaders on a completely non-partisan basis. I continually and consistently communicated with staff and AmeriCorps Members about the importance of not only complying with the prohibition on AmeriCorps Members engaging in political activity, but avoiding even the appearance of such activity.
- * The USDA AmeriCorps staff based in Washington was kept to less than ten, even though this staff provided comprehensive and complex technical assistance to, and careful oversight of, hundreds of operating sites nationally.
- * All USDA AmeriCorps projects were designed and implemented at the grass-roots level in each community, in partnership with local organizations.
- * Each USDA project was forcefully pushed to achieve --- and measure --- concrete results that really mattered to local citizens. I made tough choices to de-fund the projects that were less successful in this regard.
- * I pioneered an innovative and effective national evaluation system utilizing a thorough process of collecting data from operating sites, entering that information into a database, and assessing progress on a quarterly basis. This system serves as a model for how programs can comprehensively and systematically collect, assess, and report data about concrete accomplishments.

5) A unique ability to ensure that all CNS programs adequately serve rural America.

- * USDA created projects in virtually every rural area of the nation, including all the rural areas with highest levels of poverty: the Mississippi Delta, the Texas/Mexico border, Appalachia, the Four Corners area, Indian reservations in the Dakotas, and the "Black Belt" of the South.
- * I have detailed knowledge of key Federal policy considerations related to sustainable agriculture, rural economic development, environmental issues of particular rural significance, and rural poverty and hunger.
- * Given that --- for the first time in modern American history --- there are currently more Americans living in poverty in rural areas than in urban areas, I believe it is particularly important for CNS to expand its rural efforts.

6) Successfully focused projects on generating numerous non-compensated community volunteers.

- * In the first year of operation, the 1,200 Members of the USDA AmeriCorps program recruited 14,176 non-compensated volunteers.
- * The "Summer of Gleaning" program was particularly effective in generating volunteers. The 88 AmeriCorps Members in the summer program recruited over 1,600 non-compensated community volunteers who helped pick, sort, deliver, and prepare the recovered foods. Thus, on average, each AmeriCorps Member recruited 18 non-compensated community volunteers.

7) Energized the employees and bureaucratic mechanisms of USDA and other large institutions in order to maximize performance.

- * Since joining the Federal government nearly four years ago, I have held three different Senior Executive Service positions, reporting to the Secretary of Agriculture: Acting Director of Public Affairs and Press Secretary; Director of Public Liaison; and, now, Director of National Service. At one point, I directly managed over 150 Federal employees while also holding broad responsibility for the work of close to 1,000 additional Federal employees.
- * This year, I was given the "Secretary of Agriculture's Honor Award"--- the highest honor bestowed by the Department; I was one of the very few political appointees to receive such an award this year.

- * In order for CNS to accomplish a wide variety of its future goals -- including the goal of working with the Department of Education to significantly increase the number of work-study students engaged in community service --- the senior managers at CNS will need expertise in “pulling all the levers” necessary to move large-scale institutions to action.

8) Worked on the issue of national service since 1989 and have a far-reaching institutional knowledge of the national service movement.

- * As the Policy Analyst at the Progressive Policy Institute and the Democratic Leadership Council, I have spent significant time studying both the historic and contemporary national service movements.
- * I provided significant assistance to the offices of Senator Nunn and Congressman McCurdy during the creation of the national service pilot provisions of the National and Community Service Act of 1990.
- * As a Senior Writer in the Issues Department of the Clinton for President Campaign, I provided background information that resulted in the candidate’s first specific call for a national service program.
- * I served on the Presidential Transition Team for National Service and Direct Lending, helping flesh out the outlines of the Administration’s national service proposal. I represented the President-elect at hearings held by the Commission for National Service in Washington, Minneapolis, and Los Angeles.

9) Knowledge about all the missions of CNS --- including VISTA, Learn and Serve, and the Senior Corps.

- * As a representative of the Secretary of Agriculture, I participated in many of the board meetings of the Corporation for National Service, thereby significantly adding to my knowledge about all CNS programs.
- * USDA AmeriCorps projects have formed effective partnerships with NCCC, VISTA, and Learn and Serve projects.

10) Had extensive --- and positive --- interactions with Congress, including many Republican members.

- * I have personally discussed AmeriCorps with members of both the Senate and the House of Representatives.
- * I have met and/or spoken with the Washington and/or the state and district-based staffs of 73 Senators, of whom 32 were Republican, and 92 members of the House, of whom 19 were Republican.
- * USDA has responded rapidly, thoroughly, and in a non-partisan manner to a wide variety of Congressional inquiries directed to the Department.

11) Strong support within the Clinton Administration.

- * I currently have solid ties to the White House Offices of Personnel, Communications, Domestic Policy, Cabinet Affairs, and Intergovernmental Affairs, as well as the Office of the Vice President.
- * Not only would my appointment to a senior position at CNS likely be strongly supported by the White House, my presence at CNS could help ensure that ongoing communications and coordination between the White House and CNS remained strong.

12) Solid relations with many state community service commissions, state CNS staff, and key Members of the CNS board.

- * As I have made site visits throughout the country, I have systematically tried to meet with both the executive directors of state commissions and with CNS state staff. Many of these individuals have worked closely with USDA.
- * Having participated in many of the meetings of both the Commission for National Service and the Corporation for National Service, I have been able to meet and have substantive discussions with many members of the board.

13) Extensive experience communicating carefully crafted messages to the media, interest groups, Congress, and the public at large.

- * When I started at USDA, I served as Acting Director of Public Affairs and Press Secretary for the entire Department, overseeing all public communications activities for the agency. I successfully dealt with national television networks and major national newspapers, as well as with regional and local media.

- * Under my leadership, USDA AmeriCorps projects received widespread --- and overwhelmingly favorable --- media coverage.
- * I personally participated in TV, radio, and newspaper interviews in over thirty states, consistently delivering the message of how AmeriCorps "Gets things done" while building community, opportunity, and responsibility. Throughout my career, I have successfully framed issues and arguments in ways that are most compelling for average Americans.

I would very much appreciate your consideration in this matter. Please do not hesitate to contact me at 720-5746 if you would like to discuss this or any other issue.

~~PERSONAL AND CONFIDENTIAL~~

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: RLB DATE: 03/31/23

December 2, 1996

To: Harris Wofford
From: Joel Berg *JB*
Subject: **My Interest in a Senior Position at CNS**

As you know, I agree with you fervently that the nation must once again make community service a fundamental centerpiece of American life.

I especially agree that the wide-scale downsizing of government has made it more critical than ever that we take massive, yet practical, steps to foster a "quantum leap in service."

The bold new plans proposed by you and the President --- ranging from the Citizen Summit to America Reads to large scale increases in the Senior Corps, AmeriCorps, and work-study service projects --- hold the potential to dramatically transform the nation.

Yet, as you well know, this potential can only be fully realized if these initiatives are marketed well enough to capture the public imagination and managed well enough to earn the public trust.

As the last few years of public debate over AmeriCorps have reminded us, both image *and* substance are critical. I believe my assistance could be extremely advantageous to CNS in both those regards.

Creating and implementing the USDA AmeriCorps program has been an exciting and important challenge. However, it now seems clear that, no matter what compromise is eventually reached regarding AmeriCorps projects aided by USDA, it is inevitable that the Department will have significantly less direct involvement in AmeriCorps.

Therefore, I am seeking new avenues through which I may continue to make significant contributions to the service movement. I would very much like your support for the position of Managing Director or another senior position at CNS.

It is my belief that I hold many of the personal traits most necessary to meet the difficult challenges now faced by CNS:

- Fierce idealism tempered by hardened realism;
- Relentless energy that is channeled in a disciplined manner at the most pressing organizational tasks;
- A sincere belief in the need to listen to and learn from colleagues;
- Skill in motivating and directing the work of others;
- A serious commitment to continuously improving both myself and the organization in which I serve; and
- An understanding that only a persistent focus on concrete, measurable goals can achieve long-term, institutionalized progress.

Please permit me to outline how my work experiences have qualified me for a senior role with CNS. I have:

1) Successful experience creating and managing the largest single component of AmeriCorps.

- * Acting upon my own initiative, I created and managed the USDA AmeriCorps program, which has engaged over 2,000 AmeriCorps Members in service at over 350 sites --- both urban and rural --- in 45 states.
- * In the first year of operation, the USDA AmeriCorps program provided direct service to 828,000 citizens and made improvements on 234,000 acres of land. The total Federal cost per person aided was only \$17; the Federal cost per acre improved was \$62.
- * The USDA program was bigger and more complex than either the NCCC or any other national direct AmeriCorps grantee.
- * USDA AmeriCorps projects achieved significant results in *all four* CNS priority areas: human needs, education, public safety, and the environment.
- * I have personally visited hundreds of AmeriCorps sites in 35 states; it is likely that I have visited more AmeriCorps sites than any other person.

- * During site visits, not only did I meet with local project sponsors, staff, service recipients, community leaders, local elected officials, and state commission staff, but I frequently performed service alongside the AmeriCorps members.

2) Initiated projects that pioneered cost-effective ways to feed hungry people and boost rural America.

- * USDA AmeriCorps rural fire protection projects saved rural homeowners an estimated \$48 million in one year. Given that the total Federal cost for these projects --- including tools, equipment, construction materials, AmeriCorps stipends, and AmeriCorps educational awards --- was \$1.7 million, the projects returned \$27 to rural homeowners for every dollar spent on the program by the Federal government.
- * USDA sponsored 22 special AmeriCorps "Summer of Gleaning" food recovery projects in 20 states that worked in partnership with hundreds of locally based anti-hunger groups, youth service corps, churches, food banks, and food recovery organizations. The AmeriCorps Members in this summer program helped recover over 1,005 tons of food, which provided an estimated 1.34 million meals. Since the total Federal budget for this summer program --- including transportation and storage of food and stipends and educational awards for the AmeriCorps Members --- was only \$430,000, the total Federal cost per meal provided was only 31 cents. This program was specifically praised by President Clinton in a radio address.

3) A proven track record of careful yet innovative financial management --- saving money even while creating new service initiatives.

- * Washington-based overhead for the USDA AmeriCorps program was minimal; such overhead comprised less than 2% of total program costs.
- * Out of the \$5.3 million in operating funds granted from CNS to USDA in the first two years of the program, USDA saved over \$700,000. Out of that saved money, USDA was able to fund the entire "Summer of Gleaning" program, as well as special disaster relief projects in the Virgin Islands, Pennsylvania, North Carolina, and Virginia.
- * USDA voluntarily **returned** over \$200,000 in saved funds to CNS.
- * By finding creative ways to legally move beyond the customary restrictions on fundraising by Federal agencies, USDA AmeriCorps projects, in their first year of operation, obtained \$979,355 in state and local government funding and \$740,250 in non-governmental private funding.

4) Demonstrated how AmeriCorps can be non-partisan, non-bureaucratic, community-based, and results-oriented.

- * All USDA AmeriCorps projects worked closely with local, state, and national political leaders on a completely non-partisan basis. The first USDA AmeriCorps annual report extensively quoted supportive Republicans. I continually and consistently communicated with staff and AmeriCorps Members about the importance of not only complying with the prohibition on AmeriCorps Members engaging in political activity, but avoiding even the appearance of such activity.
- * The USDA AmeriCorps staff based in Washington was kept to less than ten, even though this staff provided comprehensive and complex technical assistance to, and careful oversight of, hundreds of operating sites nationally.
- * All USDA AmeriCorps projects were designed and implemented at the grass-roots level in each community. Virtually all USDA projects were run in partnership with local governmental and non-profit organizations.
- * Each USDA project was forcefully pushed to achieve --- and measure --- concrete results that mattered to local citizens. I made tough choices to de-fund the projects that were less successful in this regard.
- * I pioneered an innovative and effective national evaluation system utilizing a thorough process of collecting data from operating sites, entering that information into a database, and assessing progress on a quarterly basis. This system serves as a model for how programs can comprehensively and systematically collect, assess, and report data about concrete accomplishments.

5) A unique ability to ensure that all CNS programs adequately serve rural America.

- * USDA created projects in virtually every rural area of the nation, including all the rural areas with highest levels of poverty: the Mississippi Delta, the Texas/Mexico border, Appalachia, the Four Corners area, Indian reservations in the Dakotas, and the "Black Belt" of the South.
- * I have detailed knowledge of key Federal policy considerations related to sustainable agriculture, rural economic development, environmental issues of particular rural significance, and rural poverty and hunger.
- * Given that --- for the first time in modern American history --- there are currently more Americans living in poverty in rural areas than in urban areas, I believe it is particularly important for CNS to expand its rural efforts.

6) Successfully focused projects on generating numerous non-compensated community volunteers.

- * In the first year of operation, the 1,200 Members of the USDA AmeriCorps program recruited 14,176 non-compensated volunteers.
- * The "Summer of Gleaning" program was particularly effective in generating volunteers. The 88 AmeriCorps Members in the summer program recruited over 1,600 non-compensated community volunteers who helped pick, sort, deliver, and prepare the recovered foods. Thus, on average, each AmeriCorps Member recruited 18 non-compensated community volunteers.

7) Energized the employees and bureaucratic mechanisms of USDA and other large institutions in order to maximize performance.

- * Since joining the Federal government nearly four years ago, I have held three different Senior Executive Service positions, reporting to the Secretary of Agriculture: Acting Director of Public Affairs and Press Secretary; Director of Public Liaison; and, now, Director of National Service. At one point, I directly managed over 150 Federal employees while also holding broad responsibility for the work of close to 1,000 additional Federal employees.
- * This year, I was given the "Secretary of Agriculture's Honor Award"--- the highest honor bestowed by the Department; I was one of the very few political appointees to receive such an award this year. The award citation stated that I led groups of career civil servants who "reinvented government by bringing together diverse agencies to build a complicated and successful AmeriCorps program."
- * In order for CNS to accomplish a wide variety of its future goals --- including the goal of working with the Department of Education to significantly increase the number of work-study students engaged in community service --- the senior managers at CNS will need expertise in "pulling all the levers" necessary to move large-scale institutions to action.

8) Worked on the issue of national service since 1989 and have a far-reaching institutional knowledge of the national service movement.

- * As a Policy Analyst at the Progressive Policy Institute and the Democratic Leadership Council, I spent significant time studying both the historic and contemporary national service movements.

- * I provided significant assistance to the offices of Senator Nunn and Congressman McCurdy during the creation of the national service pilot provisions of the National and Community Service Act of 1990. I wrote the first-ever policy paper on the City Year program, suggesting that the program serve as a national model.
- * As a Senior Writer in the Issues Department of the Clinton for President Campaign, I provided background information that resulted in the candidate's first specific call for a national service program. I initiated the idea for Clinton to visit the City Year program.
- * I served on the Presidential Transition Team for National Service and Direct Lending, helping flesh out the outlines of the Administration's national service proposal. I represented the President-elect at hearings held by the Commission for National Service in Washington, Minneapolis, and Los Angeles.

9) Knowledge about all the missions of CNS --- including VISTA, Learn and Serve, and the Senior Corps.

- * As a representative of the Secretary of Agriculture, I participated in many of the board meetings of the Corporation for National Service, thereby significantly adding to my knowledge about all CNS programs.
- * USDA AmeriCorps projects have formed effective partnerships with NCCC, VISTA, and Learn and Serve projects.

10) Had extensive --- and positive --- interactions with Congress, including many Republican members.

- * I have personally discussed AmeriCorps with members of both the Senate and the House of Representatives.
- * I have met and/or spoken with the Washington and/or the state and district-based staffs of 73 Senators, of whom 32 were Republican, and 92 members of the House, of whom 19 were Republican.
- * USDA has responded rapidly, thoroughly, and in a non-partisan manner to a wide variety of Congressional inquiries directed to the Department.
- * If nominated for a Senate-confirmed position, I believe I could obtain significant Republican support in the Senate.

11) Strong support within the Clinton Administration.

- * I currently have solid ties to the White House Offices of Personnel, Communications, Domestic Policy, Cabinet Affairs, and Intergovernmental Affairs, as well as the Office of the Vice President.
- * Not only would my appointment to a senior position at CNS likely be strongly supported by the White House, my presence at CNS could help ensure that ongoing communications and coordination between the White House and CNS remained strong.

12) Solid relations with many state community service commissions, state CNS staff, and key Members of the CNS board.

- * As I have made site visits throughout the country, I have systematically tried to meet with both the executive directors of state commissions and with CNS state staff. Many of these individuals have worked closely with USDA.
- * Having participated in many of the meetings of both the Commission for National Service and the Corporation for National Service, I have been able to meet and have substantive discussions with many members of the board.

13) Extensive experience communicating carefully crafted messages to the media, interest groups, Congress, and the public at large.

- * When I started at USDA, I served as Acting Director of Public Affairs and Press Secretary for the entire Department, overseeing all public communications activities for the agency. I successfully dealt with national television networks and major national newspapers, as well as with regional and local media.
- * Under my leadership, USDA AmeriCorps projects received widespread --- and overwhelmingly favorable --- media coverage.
- * I personally participated in TV, radio, and newspaper interviews in over thirty states, consistently delivering the message of how AmeriCorps "Gets things done" while building community, opportunity, and responsibility. Throughout my career, I have successfully framed issues and arguments in ways that are most compelling to average Americans.

I would very much appreciate your consideration in this matter. Please do not hesitate to contact me at 720-5746 if you would like to discuss this or any other issue.

November, 1996

MEMORANDUM FOR THE PRESIDENT

From: Joel Berg, Director of National Service, USDA

Subject: **Suggestions on How You Can Be First First President Since FDR
To Have a MORE Successful Second Than First Term**

The American people have clearly demonstrated that they share our conviction that your first term was highly successful in putting the nation back on track.

Yet, as you have stated repeatedly, there is still a great amount left to accomplish. However, as you well know, most historians agree that it is almost inevitable that Presidents are less successful in their second term than their first.

You have also made it clear that you are focused with laser-like precision on reverseing this historical trend. To do so, you will need to take bold actions that re-define both the Presidency and the way in which the Federal government interacts with the American people.

Permit me to suggest a few ways in which you can accomplish that goal:

- 1) Reinvent the role and the quality of your political appointees.**
- 2) Increase your focus on executive, rather than legislative, action.**
- 3) Utilize a wide variety of strategies to drastically expand national service.**
- 4) Use welfare reform as leverage to enact a "New Democrat" War on Poverty**
- 5) Rather than reinventing government efforts to replace the government's entire institutional culture.**
- 6) Make campaign and political reform your top legislative priority.**

Presidential filibuster

1) Reinvent the role and the quality of your political appointees.

make executive branch work for you, not against you

make political appointees useful, and ethical

Need dedicated public servants- not cousins of contributors

Pledge, and question:

Put public interests above self interest

BACKGROUND: WHY POLITICAL APPOINTEES ARE UNTAPPED ASSETS

We believe that the President has tackled some of the most intractable problems in America, demonstrating your insight, energy, conviction, and guts. He even proved he had the courage to take on some fights so tough that he knew he might lose. We also believe that his accomplishments --- including creating national service, revitalizing the economy, restoring Haitian democracy, passing NAFTA and GATT, increasing government openness, lowering the deficit, banning assault weapons, enacting Family and Medical Leave, and reinventing government --- have been remarkable.

Yet most of his victories have been accomplished with very little help from Federal agency political appointees such as ourselves. How much more could we help him accomplish if we were coordinated and deployed in an organized manner to push his new initiatives and tout his achievements?

Given the Republican Congress, executive branch appointees are his single greatest tool for improving the lives of ordinary working people and thus helping ensure his re-election. By pushing initiatives through the executive branch, he can almost always stamp initiatives as solely his own.

Furthermore, the vast majority of governmental actions we take on a daily basis do not have to be directly approved by Congress, and are often difficult for the legislative branch to overturn.

Unfortunately, most of the dramatic governmental reforms implemented by the Administration in the first two years were ignored by the public, or worse, credited to the Republicans. We as appointees should take a lead role in reversing this perception.

Executive branch appointees are most aware of their agencies' programs and can thus play the most effective role in reinventing government and explaining reinvention successes to the public.

Yet all too often, we political appointees have allowed ourselves to stand on the side-lines of important fights, thereby letting down both the President and the American people. That is why we all agree that it is imperative that we take more personal responsibility for implementing the President's plans for fundamental change.

How We Can Help Sell Administration Initiatives

- 1) Increase collaboration between the White House and high-level, Senate confirmed agency appointees.
- 2) Increase substantive interaction between the White House and rank-and-file Schedule C's.
- 3) Increase interactions between the White House Offices of Congressional Affairs, Communications, Intergovernmental Affairs, and Public Liaison and their specific counterparts in the agencies.
- 4) Have the White House Office of Political Affairs regularly consult with agency appointees about their home states.
- 5) Have the White House Office of Congressional Affairs enlist the help of agency appointees who previously worked on the Hill.
- 6) Establish standard operating procedures for ensuring that daily talking points are distributed to all political appointees, including those in the states.
- 7) Better utilize the political appointees who work outside of Washington.
- 8) Better utilize the appointed boards and commissions members who work outside of Washington.
- 9) Give the White House liaisons at agencies a role beyond personnel issues, bolstered by each Cabinet Secretary's office and by the White House.
- 10) Coordinate the schedules for Secretaries and Deputy, Under, and Assistant Secretaries by the ensuring that the White House, and the Departments work more closely together on targeting travel.
- 11) Assign concrete tasks to political appointees each week to push specific initiatives.
- 12) Urge all political appointees to frequently send personalized notes back to supporters in their home states.

HOW WE CAN HELP SELL ADMINISTRATION INITIATIVES

- 1) Increase close collaboration between the White House and high-level, Senate confirmed agency appointees.

While most lower-level Schedule C's tend to be Clinton/Gore campaign loyalists, many high-level agency appointees tend to be Washington-based policy experts with varying degrees of loyalty to you and your agenda. A small minority of these appointees even have agendas of their own that sometimes conflict with those of the Administration. While many of these appointees make decisions on a daily basis that affect millions of Americans, most have had few meetings with either you or the Vice-President other than for the yearly holiday parties.

Moreover, when they are asked by the White House to take an action or attend an event, their instructions are likely to come in the form of a memo or from a very junior member of the White House staff. They are infrequently seriously solicited for their policy or political advice. Lack of such interactions only decreases the minimal loyalty with which some of these appointees started.

We would recommend that each Under, and Assistant Secretary join in a substantive policy meeting with you at least twice a year, and with the Vice-President quarterly. We would further recommend that they have substantive meetings regularly with key White House staff, including the Chief of Staff, Cabinet Secretary, and Directors of Communications, Public Liaison, and Intergovernmental Affairs. These meetings should be grouped by issue areas related to the daily management responsibilities of the senior agency officials, and not just related to overall Administration initiatives.

There is a separate need for all top appointees to attend regular, substantive briefings -- not just pep talks -- on important initiatives such as the Middle Class Bill of Rights, Empowerment Zones, health care, reinventing government, national service, welfare reform, the budget, etc.

2) Increase substantive interaction between the White House and rank-and-file Schedule C's.

While it is heartening that the White House has increased its meetings with the very few top agencies appointees, most Schedule C's -- often most loyal to you -- have very little interaction with the White House or even with appointees in other agencies. Most Schedule C's have never been to a White House briefing.

Many Schedule C's now have limited knowledge about key Administration initiatives outside of their own specific work assignments.

The OPM-sponsored trainings for new Schedule C's are a good start, but they are too brief and have virtually no follow-up. Some of these orientations have featured speakers or workshop facilitators who have implicitly bad-mouthed the Administration or discounted reinventing government initiatives. Some appointees received their first orientation after they had already been in the government for a year.

We recommend that you, the Vice-President, and/or the First Lady systematically meet with the Schedule C's from each Department, one Department at a time. We would further recommend that the White House have quarterly briefings for all Schedule C's.

We further recommend that each Cabinet Secretary have monthly meetings with their political appointees. The Secretaries need to feel that these appointees are theirs as well as yours. Perhaps the White House could suggest monthly agendas for such meetings.

3) Increase interactions between the White House offices and their specific counterparts in the agencies.

The White House Communications office has daily conference calls with agency communications staff, but few other offices follow this practice. Such lack of coordination often leads to duplication of effort, confusion, or inertia.

White House offices are frequently operating without critical information that could easily be provided by the agencies.

We recommend that the White House offices of Congressional Affairs, Public Liaison, and

Intergovernmental Affairs, have weekly conference calls and quarterly meetings with equivalent staff from the agencies.

4) The White House Office of Political Affairs should regularly consult with agency appointees about their home states.

While many Clinton/Gore state directors, state field directors, or state press secretaries are now in the Administration, we are rarely, if ever, seriously consulted about the politics in our home states.

5) The White House Office of Congressional Affairs should enlist the help of agency appointees who previously worked on the Hill.

The Offices of Congressional Affairs of each agency should survey its own Department's appointees and produce a list of members of Congress for whom they previously worked. These appointees should then be assigned to have specific regular communications with that Congressperson's office, and also be available to work with that Congressperson's office on specific projects. While the Lobbying Act prohibits executive branch employees from asking Members of Congress to vote a certain way, we can certainly brief them on issues.

6) Establish a standard operating procedure for ensuring that daily talking points are distributed to all political appointees, including those in the states.

Even when talking points are created daily, they only get into the hands of a small fraction of political appointees. Not only should such a daily message be delivered like clockwork, but a system should be created to ensure distribution to all political appointees in the government, including those in the states.

Additionally, although these talking points should place policy in a thematic context, they should shy away from laughable "spin" and instead focus on compelling facts.

7) Better utilize the political appointees who work outside of Washington.

Many agencies have political appointees in regional offices throughout the country. For example, the Department of Agriculture has two high-ranking political appointees in all states. As you know, most of these appointees are prominent members of their states Democratic establishments and/or the Clinton/Gore Campaign, and they have extensive political experience.

In many cases, these appointees have received virtually no political direction from the Administration.

We recommend that the White House Office of Political Affairs and the DNC hold substantive, monthly conference calls with all political appointees working in state and regional offices. We further recommend regular meetings in Washington at which they meet with you, the Vice President, and/or the First Lady and are substantively briefed by senior White House officials. They should also be given concrete, measurable goals to achieve every month. As described above, they should also receive daily talking points.

8) Better utilize the appointed boards and commissions members who work outside of Washington.

Many appointees to boards and commissions have similar political backgrounds and loyalties as the Schedule C's in the states. For instance, each state has a Department of Agriculture Committee now comprised mostly of Democratic Party rural activists. We recommend that, for the appropriate board and commission appointee, the White House and the DNC take many of the above-listed steps for executive branch appointees.

9) Give White House liaisons at agencies roles beyond personnel issues, bolstered by each Cabinet Secretary's office and the White House.

The people in the White House Liaison roles in the agency should be taken seriously by both the Cabinet Secretary and the White House; those that are not should be replaced. The liaisons should have increased roles in coordinating policy development and message delivery and generally ensuring that each Department carries out your agenda.

10) Coordinate the schedules for Secretaries and Deputy, Under, and Assistant Secretaries by ensuring that the White House, the DNC, and the Departments work more closely together on targeting travel.

In the past two years, different White House offices -- such as Communications, NAFTA war room, national service, and health care war room -- each independently made travel requests to the agencies. The travel requests were often not well matched to the profile of the principal or the mission of his or her Department. We recommend that the White House Office of Political Affairs and the DNC coordinate all travel based on a targeted strategic plan. his scheduling should take place as a partnership with each agency's office of communications.

The DNC should create a speaker's bureau for political appointees to attend specifically political events. The DNC should then develop plans for almost all of these appointees to speak and travel. Even mid-level schedule C's can sell the Administration's initiatives by making speeches and media appearances in smaller and medium-sized markets where they could get covered. We must keep in mind that much of America NEVER gets a visit from a Presidential appointee. Each and every appointee must be strategically used a resource to sell the Presidents' message. The DNC should encourage appointees, on their own dime, to return home to attend Democratic Party functions in their home towns or in towns in which they worked during the campaign.

Furthermore, the DNC should offer media training and public speaking training to all appointees who frequently give speeches or appear on TV.

11) Assign concrete tasks each week to each appointee to push a specific initiative.

Such lists should be updated regularly in consultation between the White House and the agencies.

12) Urge political appointees to send personalized notes back home to supporters in their home states.

The letters should not be form letters, but should be individualized notes about both personal developments and Administration initiatives. Political appointees should also frequently call contacts back

home.

2) Increase your focus on executive, rather than legislative, action.

3) Utilize a wide variety of strategies to drastically expand national service.

National service is at a crossroads. It will continue to exist as an effective but small program with decreasing national impact, possibly attritioning in the future.

Or it will be expanded to be the large-scale program, envisioned originally by the President.

Possible National Service types only including Peace Corps and non-profit groups

No financial aid, first homes, or SBA loans

Take money out of failing programs --

Ideas To Ensure The Long-Term Expansion of AmeriCorps

Universal service in military, peace corps, or AmeriCorps or don't get Federal aid

Universal AmeriCorps accounts

IDEA: Replacing Traditional service Delivery with AmeriCorps

HOW IT WOULD WORK: as outlined in Waldman article

POLICY GOAL: Institutionalizing AmeriCorps while improving gov programs

MESSAGE GOAL: Reinforcing that AmeriCorps is not just a small pilot program, but a method to fundamentally re-shape society and government

As you are better aware than anyone, the current program --- while bigger than the Peace Corps at its peak --- engages only a small fraction of the Americans who want to serve. Thus, for AmeriCorps to continue to dramatically transform our entire society by eventually becoming a "right-of-passage" for all interested Americans, I believe we need to continue to work towards a program that engages a minimum of 100,000 citizens each year.

Yet even assuming that the President wins re-election and that the Democrats win back control of both houses of Congress in 1996 (which, of course, I do assume) --- the deficit makes it unlikely that an expansion to 100,000 Members yearly could be funded with mostly Federal money.

Consequently, even as we fight tooth and nail to maintain and expand Federal funding, I suggest that we give serious attention to bold new ways to develop significant new funding streams.

To date, CNCS has done a remarkable job leveraging private and non-profit resources. Thus, my suggestions would only expand upon your successful work to date. Some of these suggestions would require legislative changes, but others could be accomplished administratively by CNCS:

1) Propose a new budget arrangement in which every two dollars of private or non-profit money raised by CNCS would be matched by one dollar of Federal money. Perhaps the Administration could propose a compromise in which CNCS' base funding would be leveled out at the amount already appropriated for FY95, but that all additional funds --- up to \$1 billion --- would be contingent upon a 2/1 ratio of private funds to Federal funds.

2) Call Upon Universities and Corporations to Meet a "One Percent For Service Challenge." I understand that some universities have already begun matching the educational award with their funds --- this could be encouraged and expanded. Perhaps the President could challenge all universities, colleges, and trade schools to reserve one percent of their incoming Freshman classes for AmeriCorps graduates --- and then give the graduates full scholarships, thereby saving the Federal government from having to pay for use of their educational awards. Perhaps the President could also challenge all corporations to reserve one percent of their new hires for AmeriCorps graduates --- and then repay their entire student loan debts, thereby also saving the Federal government from having to pay for use of their educational awards. If even a sizable minority of higher education institutions and corporations take up this challenge, they could pick up the full costs of tens of thousands of educational awards.

3) Current AmeriCorps Members could be asked to contribute a very small amount of money to fund future AmeriCorps Members. Perhaps Members could be given the option of having \$1 dollar taken out of their stipends every pay period to fund AmeriCorps in future years. Even though most Members can now barely survive on their current living allowance, I believe that many would nevertheless make a special effort to donate their own funds to help save the program. While this effort would be unlikely to earn significant new revenue, it could send an important symbolic message.

4) Create AmeriCorps Savings Accounts (ASAs) to allow families to save money now to ensure that their children would get a future spot in AmeriCorps. Perhaps we could ask for legislation that would allow families to have a tax-free way to save money for a special account for them to fund part of the AmeriCorps service year for their children. Their children would still have to apply for --- and get accepted by --- individual AmeriCorps projects and would still have to successfully complete 1,700 hours of service to receive the educational award. Both working poor families obtaining Earned Income Tax Credits (EITCs) and welfare families obtaining AFDC could agree voluntarily to save money for such an account by putting aside a small fraction of their yearly Federal payments; in order to increase their incentive, the Federal government could match the dollars they set-aside. These accounts would maintain the "no benefit without service ethic" of AmeriCorps while giving millions of families a direct stake in ensuring the long-term survival of the program.

5) Turn subsequent "National Days of Service" into Serve-A-Thons to raise money. If we engage only one in 200 Americans to perform a day of service sponsored by their friends and neighbors --- and if they raise only \$50 each --- then they would raise \$50 million for AmeriCorps while garnering tremendous public goodwill for the program.

3) Political appointees should be urged to return home regularly.

We should meet with party activists and provide the DNC and the White House Office of Political Affairs with written political updates of those states. We should also act as ombudsmen, working with our friends back home to help with scheduling or constituency service requests they have of the Administration.

In summary, your political appointees are ready, willing, and able to join with the President as full partners as we fight for a better America. If we hard as hard as we can to support your efforts, we will not lose.

4) Use welfare reform as leverage to enact a "New Democrat" War on Poverty

IDEA: White House Non-Profit Organization "Czar"

HOW IT WOULD WORK: One coordinator at White House and one in each agency

POLICY GOAL: Dramatically increasing the ability of innovative public/non-profits to solve local problems

MESSAGE GOAL: The administration is serious about government not doing it alone, helping churches

IDEA: "People's Block Grant"

HOW IT WOULD WORK: Local non-profit or neighborhood organizations and local government entities would be able to apply for their own small block grants to -- in their area -- replace existing government programs such as Food stamps, AFDC, etc. with better ways to feed people, build homes, get people off welfare, etc.

POLICY GOAL: Pioneering new, replicable ways to solve social problems better and more cheaply.

MESSAGE GOAL: Out "Block-granting the GOP and sending the message that Clinton is serious about developing a Third Way helping real people while reducing the size of government."

Example as small as Food cooperative to as big as eliminating all programs with cash and assets development

Could even use AmeriCops program

Would go beyond EZ/EC in that it wouldn't give more money through traditional programs

Dangers:

as from AmeriCops, inefficient, poverty pimps

work to manage nationally

Gleaning out of TFAP funds
Community agrden purhcases

People's block grants

Peoplke' block grant food stamps

School lunch, school breakfast, commodity pucrhaes from community gardens

Reservation community agrdens

Program with HUD

Gleaning fioundation

FSA packerts to all farmers

RD stuff

Real antional week of gleaning

Home page for donors matched wiyth donee

Non-Profit advisor

1) Fedaerl bureacracy is a bloated, innefienct way to flil the local needs of citziens,yet only the Fedaerl government has the sytamtical nature and economies of scale to be able to adress national program

Not profits are best able to atckle local neds, ciorruption, cinompeteinece, not knowinmg how tommanagem enjyand bnot be able to syetmatically makie lnks wityh others delaing with thsi proble --- no sinstitutiuinalizem

Community Food Security Act Grants

The Director could:

- * Oversee a broad-scale implementation of both the Community Food Security Act and the food recovery initiative that would include all the relevant agencies of the Department. The Department could not only give out the food security grants in the manner proscribed by the law, but we would advance other key Administration initiatives such as: food recovery and gleaning, the EZ/EC initiative, AmeriCorps, reinventing government, welfare reform, etc.
- * Arrange meetings with the appropriate Congressional staffs and constituency groups to obtain the most extensive input possible and legal before Requests for Proposals are formally issued
- * Oversee a working group to research, write, obtain approval for, and issue to the Federal Register the Request for Proposals
- * Coordinate extensive outreach to ensure that the broadest number of groups and citizens possible have sufficient information to apply for grants under the Act
- * Oversee review of grant applications and make recommendations to the Secretary as to which grants should be awarded
- * Coordinate the awarding and implementation of the grants --- including a serious and sustained effort to measure concrete results that benefit communities
- * Oversee evaluation of the program and reporting to the Secretary, Congress, the media, and the public

Food Recovery Initiative

The Director could:

- * Help coordinate follow-up food recovery round tables and meetings for the Secretary
- * Ensure that the Secretary's correspondence related to Food recovery is researched, written, approved, and sent in a timely manner
- * Have extensive follow-up meetings with Food Chain, Second Harvest, etc. about what role we can play that bolsters -- rather than duplicates or hinders -- their efforts
- * Ask FCS, ARS, or other entity to rapidly study how much food is currently wasted; how much food is currently gleaned or recovered; how many farms, restaurants, etc. are currently involved in recovery activities
- * Propose a food recovery vision statement and mission statement to the Secretary
- * Create concrete, measurable benchmarks for how many more tons or percentage of food to be recovered; and/or number of farms and restaurants to be participating, etc.

- * Create time-line for achieving goals and for each step in implementing measures to reach the goals
- * Implement a food recovery decal and poster campaign
- * Propose a policy on employee volunteersim for food recovery activities
- * Help create an non-monetary Secretary's award for food recovery
- * Work to attempt to get Congress to enact a Food Recovery Foundation
- * Work to make the Department's 800 line and Internet home page for food recovery both user-friendly and effective
- * Follow-up on legislative or administrative ways to ease liability concerns of those engaged in food recovery
- * Work to expand food recovery efforts in all AmeriCorps and citizen volunteer activities -- not just those managed by USDA
- * Finalize involvement in the Olympics and both national political conventions
- * Work to ensure that Extension's food recovery manual is user-friendly and widely-distributed
- * Set up inter-departmental agency working group on food recovery comprised of representatives appointed by Federal agencies
- * Represent the Secretary at events and meetings the Secretary can not attend
- * Provide the Secretary will concise updates on the initiative to provide to the White House
- * Coordinate the National Week of Food Recovery

5) Rathet-up reinventing government efforts to replace the government's entire institutional culture.

2) Performnace contrcat with the American peopl

- 1) Political appointees should play a greater role in renewed reinventing government efforts.
- 2) OPM, NPR, and the Departments should regularly sponsor practical, hands-on, workshops for political appointees on reinventing government topics useful to their day-to-day work.
- 3) Top-level Administration officials should speak to political appointees at all Departments about how they

can implement Administration governing priorities.

4) Political appointees should be better matched with their skills, experience, and interests.

IDEA: Home Town days

One week each six months bring problems back to the President

IDEA: Constituent service days

HOW IT WOULD WORK: PRES, VP, CABINET each in different states

POLICY GOAL: Solving problems more quickly and keeping top policy makers in touch with the needs of real people

MESSAGE GOAL: Responsive government close to the people

Thompson

6) Make campaign and political reform your top legislative priority.

Health care --- lost



Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	re: Personal Success Story (8 pages)	05/30/1995	b(6)

COLLECTION:

Clinton Presidential Records
AmeriCorps
General Files
OA/Box Number: 24237

FOLDER TITLE:

Miscellaneous [2]

2013-0661-F
rc3064

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

June 17 1996

Honorable Harris Wofford
Chief Executive Officer
Corporation for National Service
1201 New York Avenue, N.W.
Washington, D.C. 20525

Dear Harris:

First, I would like to thank you for your continuing support for the Department of Agriculture's (USDA) AmeriCorps program. As you know, our program has been remarkably successful in fighting hunger, boosting rural development, and protecting the environment at hundreds of rural, suburban, and urban sites in 45 States.

We hope we can continue to work together on AmeriCorps through an arrangement in which the Corporation for National Service (CNS) provides educational awards and USDA utilizes its own appropriated funds to pay for the living stipends and other expenses for the members.

Second, I would like to update you an important initiative at USDA and to ask for additional help from your agency. One of my top personal priorities as Secretary is to encourage and expand efforts nationally to glean and recover excess food and distribute that food to hungry Americans. I view this effort not as a large, new government program, but as a series of efforts to encourage, energize, and reward ongoing and new efforts of citizens, State and local governments, and non-profit organizations.

As you may know, USDA is now engaged in an extremely productive partnership with CNS on what we are calling the "AmeriCorps Summer of Gleaning." This program, now operating in 17 States, is engaging AmeriCorps members in a special 12-week summer program aimed at setting up permanent community programs to glean and recover food. Most of the projects are based on the "volunteer generator model" in which a few AmeriCorps members will be recruiting numerous non-compensated community volunteers. The program has already received widespread community support throughout the nation.

I am particularly pleased that CNS has joined wholeheartedly in the effort we have spearheaded to work with the Atlanta Community Food Bank to recover food from the Olympic Games.

I would like to ask for your additional help in four areas:

- 1) **Encourage all CNS programs to *consider* adding food recovery and gleaning activities to their ongoing service projects.** AmeriCorps/USA, NCCC, VISTA, Learn and Serve, and the Retired Senior Volunteer programs all have tremendous capability to perform food recovery and gleaning work. We would be particularly interested in investigating ways to utilize VISTA volunteers for such projects.
- 2) **Encourage all CNS programs to consider performing at least one day of food recovery or gleaning service during USDA's National Week of Food Recovery, August 19- 25.** Perhaps you could send a letter to State commissions and CNS State offices encouraging participation.
- 3) **Form a partnership to provide technical assistance to any national or community service program interested in performing food recovery and gleaning work.** Perhaps USDA could sign a cooperative agreement with the Corporation to provide such technical assistance to any interested group. Additionally, USDA will soon be producing "how to" books on food recovery aimed at both non-profit organizations and youth service groups; we would greatly appreciate your agency's assistance in distributing these guides.
- 4) **Help develop a relationship with the Points of Light Foundation that could boost any volunteer efforts related to food recovery.** I understand that you have personally made great strides in strengthening ties between the CNS and the Points of Light Foundation. Perhaps you could help facilitate USDA interactions with the foundation to explore possible partnerships related to food recovery.

Additional support from yourself and CNS could provide a tremendous boost to our already successful efforts. I would very much like the opportunity to meet with you in the near future to discuss any areas where we can work together on this effort.

I thank you in advance for your assistance.

Sincerely,



DAN GLICKMAN
Secretary



THE
U.S. DEPARTMENT OF AGRICULTURE
Hereby Commends

*For dedication to country and service
to the people of*

*as an AmeriCorps Member
in the 1995-1996 Project Year*

A handwritten signature in black ink, reading "Harris Wofford".

Harris Wofford
Chief Executive Officer
Corporation for National Service

A handwritten signature in blue ink, reading "Dan Glickman".

Dan Glickman
Secretary
U.S. Department of Agriculture



October 7, 1994

To: Keith Collins, Assistant Secretary for Economics
From: Joel Berg, Director of National Service *JB*
Subject: AmeriCorps and the Farm Bill

As we discussed a number of weeks ago, I am sending you some possible language regarding AmeriCorps for inclusion in our Farm Bill proposal.

Given that the original authorization for the National and Community Service Act of 1993 runs out in 1996, including AmeriCorps in the Farm Bill could be potentially be a vital way to extend the program at USDA.

My suggested strategy would be to place very brief sections authorizing AmeriCorps programs in our overall Farm Bill proposal.

If enacted, the suggested language would accomplish three goals:

1) Institutionalize the Secretary's ability to run national service programs, regardless of the status of the re-authorization of the National and Community Service Trust Act of 1993.

2) Increase the Department's flexibility in finding creative ways to use appropriated funds to support national service.

3) Create a new non-profit foundation --- similar in structure and legal status to the National Forest Foundation and the Friends of the National Arboretum --- to legally and ethically raise money from the private sector.

I am travelling next week to AmeriCorps sites throughout California. I will contact you the following week to further discuss this matter.

SECTION. XXXXX SHORT TITLE.

This title may be cited as the "National Service Nutrition, Environment, Rural Development, Farming, and Youth Development Demonstration Act of 1995."

SECTION. XXXXXX PURPOSE.

The purpose of this chapter is to expand the ability of the Secretary of Agriculture to run national service programs independently through the Department of Agriculture or through cooperative agreements with the Corporation for National and Community Service and other Federal, state, and local government agencies, and non-profit organizations.

The goals of this chapter is to both expand the utilization of national service and to improve the delivery of services by the Department of Agriculture in all the mission areas of the Department.

The USDA agencies that may expand national service programs includes, but is not limited to: The Agricultural Research Service, the Agricultural Marketing Service, the Agricultural Stabilization and Conservation Service, the Extension Service, the Federal Crop Insurance Corporation, Food and Nutrition Service, the Farmer's Home Administration, the Food Safety and Inspection Service, Forest Service, the Rural Development Administration, the Rural Electric Administration, and the Soil Conservation Service.

The national service projects should:

- 1) Get things done in urban and rural communities across America by proving vital service to meet unmet environmental, human, educational, and public safety means.
- 2) Build community by bringing together Americans of diverse ages, genders, physical abilities, religions, socio-economic backgrounds, regions, and ages to perform service and therefore strengthen the chords that bind us together a s a people.
- 3) Bolster opportunity by allowing Americans who make substantial commitments to service boost their own upward mobility by earning educational awards.
- 4) Promote personal responsibility by reinforcing the duties of citizenship held by all Americans and creating a new civic compact in which citizens are reward by their government for their community service.

5) Reinvent government by allowing the Department of Agriculture to find carry out its missions through innovative new programs that work better and cost less.

SECTION XXXXX. DEFINITIONS

1) "National service" shall be defined in two ways:

a) Under the provisions of the National and Community Service Act of 1993, national service or AmeriCorps programs are programs in which citizens perform at least 1,700 hours of community service in exchange for an educational award of \$4,725.

b) National service may also be defined as any program that awards significant benefits for education in exchange for a substantial commitment to service.

(2) The term "Secretary" means "Secretary of Agriculture."

SECTION XXXXX. NATIONAL SERVICE NUTRITION ENVIRONMENT, RURAL DEVELOPMENT, AND FARMING DEMONSTRATION PROGRAM.

(a) ESTABLISHMENT. --- For the purposes for having within the Department a focal point for coordinating all issues related to national service, AmeriCorps, and community service, the Secretary shall establish a National Service Environment, Rural Development, and Farming Demonstration Program (hereafter referred to as the "Program.")

The Secretary shall designate a Director of the Program who shall be responsible to the Secretary for carrying out the duties specified in subsections (b) and (c).

(b) GENERAL DUTIES. --- The Director shall hold full responsibility for the following:

- 1) Advising the Secretary of Agriculture, the White House, the Corporation for National and Community Service, the Department Deputy, Under, and Assistant Secretaries, agency administrators and office heads, and the Director of Communications on all matters relating to Department of Agriculture USDA national service and employee volunteer programs.
- 2) Representing the Secretary of Agriculture on the Board of Directors of the Corporation for National and Community Service.
- 3) Coordinating all national service partnerships and interactions between the Department of Agriculture and other federal agencies.
- 4) Creating department-level program proposals to be submitted to the Corporation for National and Community Service and other national service programs.
- 5) Overseeing the day-to-day management of all USDA national service pilot programs, including issues relating to budget, financial management, administration, programmatic activities, recruitment, supervision, and intergovernmental affairs.
- 6) Coordinating the work of all Department of Agriculture employees outside of OC who conduct national service planning or management work.

SECTION. XXXXXX. COMMODITY PROGRAMS.

The Secretary may establish national service programs to expand or improve utilization of commodity programs, to allow commodity programs to better serve farmers at less cost to the American taxpayer, to ensure that American farmers continue to produce and affordable and abundant supply of food, and to aid agricultural producers to better compete in the global marketplace.

SECTION. XXXXXX. STATE AND PRIVATE FORESTRY..

The Secretary may establish national service programs related to all aspects of state and private forestry, including, but not limited to: rural forestry assistance, forest incentives program, forest stewardship program, forest legacy program, forest health protection, urban and community forest assistance, fire fighting preparedness and mobilization assistance, research, extension, and education.

SECTION. XXXXXX. MARKETING.

The Secretary may establish national service programs related to the marketing and promotion of agricultural products, including, but not limited to programs to expand the usage of Farmer's Markets of all sizes and programs to combine microenterprise with agricultural marketing.

SECTION. XXXXXX. CONSERVATION.

The Secretary may establish national service programs related to all aspects of conservation including, but not limited to: highly erodible land conservation, wetland conservation, agricultural resources conservation program, integrated farm management, sustainable agriculture, Great Plains Conservation Program, Composting research and extension program, watershed protection, flood prevention, farmland protection, water quality research, education, and coordination, and pesticides.

SECTION. XXXXXX. AGRICULTURAL TRADE..

The Secretary may establish national service programs to aid American agricultural producers in marketing and selling their products in foreign countries and to expand knowledge of existing programs to aid international agricultural trade.

SECTION. XXXXXX. RESEARCH.

The Secretary may establish national service programs related to all aspects of agricultural and nutritional research, assuming the research is directly and immediately applied to filling unmet environmental, human, educational, or public safety needs.

SECTION. XXXXXX. FOOD STAMPS AND NUTRITION PROGRAMS..

The Secretary may establish national service programs related to Food stamps and nutrition programs including, but not limited to, national service programs related to : Food Stamps, the Omen's, Infants, and Childrens' Program, Farmer's Markets, the School Lunch program, the School Breakfast Program, the School Lunch Program, The Summer Feeding Program, The TFAP, The EFNEP Program, program outreach, homelessness, public housing tenant self-management, and nutrition education.

SECTION. XXXXXX. FOOD SAFETY.

The Secretary may establish national service programs to provide education, training, or technical assistance to promote food safety.

SECTION. XXXXXX. CREDIT.

The Secretary may establish national service programs to expand and improve usage of Department of Agriculture credit programs including, but not limited to, efforts directed at beginning farmers and ranchers and socially disadvantaged farmers and ranchers.

SECTION. XXXXXX. ORGANIC CERTIFICATION.

The Secretary may establish national service programs related to organic certification and to development, coordination, education, and outreach efforts related to organic standards.

SECTION. XXXXXX. CROP INSURANCE AND DISASTER ASSISTANCE.

The Secretary may establish national service programs to improve and expand usage of crop insurance programs and to carry out service related to a Presidentially or Secretarilary-declared disaster.

SECTION. XXXXX. RURAL DEVELOPMENT.

The Secretary may establish national service programs related to rural development, including, not limited to: Rural investment partnerships, Rural Economic Development review Panels, , water and waste facilities, learning and medical link programs, rural business development, rural electrification, rural revitalization through forestry, National Rural Information Center Clearinghouse, Empowerment Zones and Enterprise Communities, rural cooperatives, grants for financially stressed farmers, dislocated farmers, and rural families, rural health and safety education, outreach to expand loan and grant programs, rural housing inventory stock programs, rural housing rental programs, rural housing repair programs, and rural home ownership programs.

SECTION. XXXXX. GLOBAL CLIMATE CHANGE.

The Secretary may establish national service programs related to Global Climate Change.

SECTION. XXXXX. YOUTH DEVELOPMENT

The Secretary may establish national service programs through the extension Service or through other parts of the Department of Agriculture to aid youth development programs including, but not limited to: youth-at -risk, youth entrepreneurship, youth mentoring, public safety, conflict resolution, leadership development, service learning, and the 4-H program.

SECTION XXXXX. OTHER PROVISIONS.

USDA AmeriCorps and/or National service embers will not be Federal employees, except for the purposes of the Federal Tort Claims Act or Federal Workmen's Compensation.

USDA shall have the authority to sign cooperative agreements with other agencies to run national service programs to meet educational, public safety, human, or environmental needs.

SEC. XXXX. ESTABLISHMENT OF USDA NATIONAL SERVICE FOUNDATION

(a) **ESTABLISHMENT.** - There is established the USDA national Service Foundation (hereinafter referred to as the "Foundation") as a charitable and nonprofit corporation domiciled in the District of Columbia.

(b) **PURPOSES.** - The purpose of the Foundation are to-

(1) encourage, accept, and administer private gifts of money, and real and personal property for the benefit of, or in connection with, the activities and services of national service of the Department of Agriculture;

(2) undertake and conduct activities that further the purposes for which units of the national service programs are established and are administered; and

(c) **LIMITATION AND CONFLICTS OF INTERESTS.** - The Foundation shall not participate or intervene in a political campaign on behalf of any candidate for public office.

(2) No director, officer, or employee of the Foundation shall participate, directly or indirectly, in the consideration or determination of any question before the Foundation affecting -

(A) the financial interests of the director, officer, or employee;

or

(B) the interests of any corporation partnership, entity, or organization in which such director, officer, or employee -

(i) is an officer, director, or trustee; or

(ii) has any direct or indirect financial interest.

BOARD OF DIRECTORS OF THE FOUNDATION.

(a) **ESTABLISHMENT AND MEMBERSHIP.** - The Foundation shall have a governing Board of Directors (hereinafter referred to as the "Board"), which shall consist of fifteen Directors, each of whom shall be a United States citizen. At all times, a majority of members of the Board shall be educated or have actual experience in natural or cultural resource management, law, or research. To the extent practicable, members of the Board shall represent diverse points of view relating to natural and cultural resource issues. The USDA Director of national Service shall be an ex officio nonvoting member of the Board.

(b) **APPOINTMENT AND TERMS.** - Within one year from the date of enactment of this title, the Secretary of Agriculture (hereinafter referred to as the "Secretary") shall appoint the Directors of the Board. Directors shall be appointed for terms of six years; except that the Secretary, in making the initial appointments to the Board, shall appoint one-third each of the Directors to terms of two, four, and six years respectively. A vacancy on

Directors to terms of two, four, and six years respectively. A vacancy on the Board shall be filled within sixty days of such vacancy in the manner in which the original appointment was made. No individual may serve more than twelve consecutive years as a Director.

(c) CHAIRMAN. - The Chairman shall be elected by the Board from its members. A chairman shall serve for a two-year term, and may be re-elected to the post during his tenure as a Director.

(d) QUORUM. - A majority of the current voting membership of the Board shall constitute a quorum for the transaction of business.

(e) MEETINGS. - The Board shall meet at the call of the Chairman at least once a year. If a Director misses three consecutive regularly scheduled meeting, that individual may be removed from the Board by majority vote of the Board of Directors and that vacancy filled in accordance with subsection (b) of this section.

(f) REIMBURSEMENT OF EXPENSES. - Voting members of the Board shall serve without pay, but may be reimbursed for the actual and necessary traveling and subsistence expenses incurred by them in the performance of their duties for the Foundation. Such reimbursement may not exceed such amount as would be authorized under section 5703 of title 5, United States Code. for the payment of expenses and allowances for individuals employed intermittently in the Federal Government service.

(g) GENERAL POWERS. - The Board may complete the organization of the Foundation by appointing employees, adopting a constitution and bylaws consistent with the purposes of the Foundation and the provisions of this subtitle, and undertaking other such acts as may be necessary to function and to carry out the provisions of this subtitle.

(h) OFFICERS AND EMPLOYEES. - Officers and employees may not be appointed until the Foundation has sufficient funds to pay for their services. Officers and employees of the Foundation shall be appointed without regard to the provisions of title 5, United States Code. governing appointments in the competitive service, and may be paid without regard to the provisions of chapter 51 and sub-chapter III of chapter 58 of such title relating to classification and General Schedule pay rates.

CORPORATE POWERS AND OBLIGATIONS.

(a) IN GENERAL. - The Foundation-

(1) shall have perpetual succession;

(2) may conduct business throughout the several States, territories, and possessions of the United States and in foreign countries;

(3) shall have its principal offices in the Washington, D.C. metropolitan area; and

Columbia.

(4) shall at all times maintain a designated agent in the District of Columbia authorized to accept service of process for the

(b) NOTICE AND SERVICE OF PROCESS. - The serving of notice to, or service of process upon, the agent required under this paragraph, or mailed to the business address of such agent shall be deemed as service upon or notice to the Foundation.

(c) SEAL. - The Foundation shall have an official seal selected by the Board which shall be judicially noticed.

(d) POWERS. - To carry out its purposes, the Foundation shall have in addition to powers otherwise authorized under this title, the usual powers of a corporation in the District of Columbia, including the power to-

(1) accept, receive, solicit, hold, administer and use any gift, devise, or bequest, either absolutely or in trust, or real or personal property or any income therefrom or other interest therein;

(2) acquire by donation, gift, devise, purchase or exchange any real or personal property or interest therein;

(3) unless otherwise required by the instrument of transfer, sell, donate, lease, invest, reinvest, retain or otherwise dispose of any property or income therefrom;

(4) borrow money and issue bonds, debentures, or other debt instruments;

(5) sue and be sued, and complain and defend itself in any court of competent jurisdiction (except that the Directors of the Board shall not be personally liable, except for gross negligence);

(6) enter into contracts or other arrangements with public agencies, private organizations, and persons and to make such payments as may be necessary to carry out the purposes thereof; and

(7) do any and all acts necessary and proper to carry out the purposes of the Foundation.

(e) PROPERTY. - (1) The Foundation may acquire, hold and dispose of lands, waters, or other interests in real property by donation, gift, devise, purchase or exchange. For the purposes of this title, an interest in real property shall include, but not be limited to mineral and water rights, rights of way, and easements appurtenant or in gross. A gift, devise, or bequest may be accepted by the Foundation even though it is encumbered, restricted, or subject to beneficial interests of private persons if any current or future interest therein is for the benefit of the Foundation.

Contributions, gifts, and other transfers made to or for the use of the Foundation shall be treated as contributions, gifts, or transfers to an organization exempt from taxation under section 501(c)(3) of the Internal Revenue Code of 1986.

ADMINISTRATIVE SERVICES AND SUPPORT.

(a) **STARTUP FUNDS.** - For purposes of assisting the Foundation in establishing an office and meeting initial administrative and other startup expenses, the Secretary is authorized to provide to the Foundation \$500,000, from funds appropriated pursuant to section 410(a), per year for the two years following the date of enactment of this title. Such funds shall remain available to the Foundation until they are expended for authorized purposes.

(b) **MATCHING FUNDS.** - In addition to the startup funds provided under subsection (a) of this section, for a period of five years from the date of enactment of this title, the Secretary is authorized to provide matching funds for administrative expenses incurred by the Foundation as authorized by section 410(b) of this title including reimbursement of expenses under section 403. not to exceed then current Federal Government per diem rates.

(c) **ADMINISTRATIVE EXPENSES.** - At any time, the Secretary may provide the Foundation use of Department of Agriculture personnel, facilities, and equipment, with partial or no reimbursement, with such limitations and on such terms and conditions as the Secretary shall establish.

VOLUNTEERS.

The Secretary may accept without regard to the civil service classification laws, rules and regulations, any director, officer, employee or agent of the Foundation as a volunteer for purposes of the Volunteers in the National Forests Act of 1972 (16 U.S.C. 558a through 558d; 86 Stat. 147).

AUDITS AND REPORT REQUIREMENTS.

(a) **AUDITS.** - For purposes of the Act entitled "An Act for audit (Corporation) of accounts of private corporations established under Federal law," approved August 30, 1964 (36 U.S.C. 1101 through 1103; Public Law 88-504) the Foundation shall be treated as a private corporation established under Federal law.

(b) **ANNUAL REPORTS.** - The Foundation shall transmit each year to Congress a report of its proceedings and activities of the previous year, including a full and complete statement of its receipts, expenditures, and investments.

UNITED STATES RELEASE FROM LIABILITY.

The United States shall not be liable for any debts, defaults, acts or omissions of the Foundation nor shall the full faith and credit of the United States extend to any obligations of the Foundation.

ACTIVITIES OF THE FOUNDATION AND UNITED STATES DEPARTMENT OF AGRICULTURE

The activities of the Foundation authorized under the provisions of this Act shall be supplemental to and shall not preempt any authority or responsibility of the United States Forest Service under any other provision of law.

SECTION XXXXXX. AUTHORIZATION OF APPROPRIATIONS.

There are authorized to be appropriated such sums as may be necessary for each of fiscal years 1996 - 2001, to carry out this title..The Secretary may also use other appropriated funds as he deems appropriate to utilize AmeriCorps projects as delivery mechanisms for the programs funded by those appropriations.



February 13, 1996

AmeriCorps National Service

CORPORATION
FOR NATIONAL
SERVICE

TO: Federal Agency AmeriCorps Program Managers

FROM: Shirley Sagawa
Executive Director 

RE: Continuing Effective Local Sites of Existing
Federal Agency AmeriCorps Programs

As promised at the January 24 meeting here at the Corporation, I wanted to notify each of you of decisions ratified by the Corporation's Board of Directors during their recent meeting in North Carolina. This information will be discussed in greater detail at your meeting here on Wednesday, Feb. 14, but this will let you begin your preparations to transition from the current structure.

As you know, many of the programs launched at the local level through federal agencies have proven very successful thus far. However, for the renewal application process about to begin, we unfortunately have come to the conclusion that it would not be prudent to make direct grants of funds to federal agencies for AmeriCorps programs, given the likelihood that such a prohibition will be included in our appropriations bill, should it pass this year. At the same time, we are committed to providing the best possible opportunity for the most effective local sites to continue as AmeriCorps sponsors for the future, ideally with your continued support and assistance. In brief, these options are as follow:

1. Individual sites of existing programs may submit renewal requests to the Corporation as individual direct applicants.
2. Individual sites may voluntarily form a consortium of sites, under an existing site or under an otherwise eligible applicant, and submit a joint renewal request to the Corporation.
3. Agencies may establish Education Award Only programs.

We are confident that these options provide the opportunity for the continuation of current sites that have established solid track records, that can develop effective

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000

Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

plans for the future, and that otherwise meet Corporation application guidelines. Corporation staff will help you determine the most appropriate options for your individual sites. While budget reductions affect each program within the Corporation and the overall budget picture seems likely to remain fluid for some time, I assure you that the most deserving programs, whatever their origin, will have the greatest likelihood of receiving renewal awards.

We look forward to discussing these options, and other ideas you may have. Please contact Hank Oltmann (x201) or Rafael Casas-Don (x443) with any questions before the Feb. 14 meeting.

January 25, 1996



TO: Harris Wofford

AmeriCorps National Service

CORPORATION

THROUGH: Shirley Sagawa

FOR NATIONAL

FROM: Diana Algra

★ SERVICE

RE: Process for Continuing Effective Local Sites of Existing
Federal Agency AmeriCorps Programs

OVERVIEW

This memo reviews the situation of federal agency AmeriCorps programs and outlines a process for continuing effective local sites of these programs.

BACKGROUND

There have been strong criticisms of grants to federal agencies to support AmeriCorps programs -- much of it from Congressional critics of AmeriCorps generally. Some points of criticism (i.e., that agency AmeriCorps Members are expanding the bureaucracy and are simply new bureaucrats themselves, or that private non-profits were denied funding in order to fund federal agencies) are factually wrong. Nonetheless, given the opposition that has surfaced, pursuing the continuation of federal agency participation in AmeriCorps through direct grants to agencies seems pointless. Senate appropriators have stressed that, if an appropriations bill comes this year, it will almost certainly bar grants to federal agencies.

During the renewal cycle conducted last year, the worst performing agencies and individual sites were eliminated, and progress has been made with the weaker existing sites as well. At this point, the remaining federal agency programs are similar to other national directs, with variations in strength, effectiveness, and likelihood of sustainability. Clearly, a significant number of the programs launched through federal agencies have achieved substantial results at the local level, have formed impressive partnerships with state and local agencies and organizations, and must be considered as valuable assets to AmeriCorps nationally.

PROPOSED PROCESS

A process by which the most effective operating sites of current federal agency AmeriCorps programs may be continued is based on two conclusions deriving from the discussion above:

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000

Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

- Direct grants will not be made to federal agencies, as had been done during Years One and Two.
- Local projects initiated through federal agency programs have achieved results that warrant consideration for continuation.

Local sites of current federal agency AmeriCorps programs will have the opportunity to compete for continuation funding from the National Direct funding pool, based on guidelines to be determined. The competitive pool will consist solely of applications submitted by the individual sites (or combinations of sites) that are presently conducting AmeriCorps programs in partnership with other federal agencies. There are three different mechanisms through which applications may be developed and submitted.

1. Sites may develop and submit proposals as individual direct applicants.
2. Sites may voluntarily join with current National Direct programs and submit as individual site(s) within National Direct continuation proposals.
3. Sites may voluntarily form a consortium of sites, under an existing site or under an otherwise eligible applicant, and submit as a new entity.

Allowing only one of the above mechanisms to be utilized would make the process easier for the Corporation, but it may be more responsive on our part to permit sites to consider several options, given the range of current local program sponsors, activities, resources and available assistance. While specific details on how each of the above mechanisms would actually work are yet to be developed, these options would permit agencies and their sites the greatest opportunity to continue.

In terms of the competition itself, it would be conducted within HQ, although outside readers would be used, should the application pool require. The primary selection criteria will relate to accomplishments, proposal quality, sustainability, and likelihood of successful "separation" from federal agency "parenthood". We certainly do not envision funding every proposal, nor do we think it advisable to establish a set-aside of funds for this purpose. However, for planning purposes, a tentative projection would be that no more than 3/4 of the current sites warrant continuation, and of this number, it seems likely that some would not submit a suitable application. Accordingly, I'd project \$ 10 million as the maximum dollar amount required to continue appropriate sites of current federal agency programs (current year funding for federal programs totals \$ 14 million).

The U.S. Dept. of Agriculture AmeriCorps program is also interested in an Ed Award Only program, since they are committed to continuing to support AmeriCorps directly and operate projects at the local level without CNS program funds for the large majority of their current AmeriCorps program. We are presently exploring means to

accomplish this without violating the spirit of our intent to eliminate direct grants to agencies.

Preliminary discussions with federal agency AmeriCorps program managers evidence support for the above strategy, and general, though not unanimous, acceptance of the thinking that there will be no more direct grants to federal agencies. While there is uniform appreciation of the Corporation's support for federal AmeriCorps programs, there is understanding that not every site can expect to be continued, given the likelihood of reduced budgets ahead. Several agencies have clearly begun to make plans to transition out of the current arrangement, and all are anxiously awaiting details on the Corporation's specific plans.

PHOTOCOPY
PRESERVATIONOffice of
FEDERAL PARTNERSHIPS
& SPECIAL PROGRAMS
FACSIMILE TRANSMITTAL SHEETCORPORATION
FOR NATIONAL
SERVICETO: JOEL BERG

LOCATION: _____

FAX #: 720 4614

PHONE #: _____

FROM: Steve Selby

FAX #: (202) 565-2781

TELEPHONE #: (202) 606-5000, EXT. 480

COMMENTS:

FYIAnn

NUMBER OF PAGES (INCLUDING COVER SHEET) _____

IF THERE IS ANY PROBLEM WITH THIS TRANSMISSION, PLEASE CALL (202) 606-5000, EXT. 484

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

January 24, 1996

Third, establishing that illegal immigrants do not qualify for any Federal or State welfare programs;

Fourth, prohibiting illegal immigrants from qualifying for taxpayer-provided health care services;

And finally, creating a new \$3.5 billion Federal fund to assist hospitals with the cost of emergency health care to illegal immigrants, with \$1.6 billion of that going to the State of California.

Mr. Speaker, it was wonderful that the president would stand here and talk about this issue, but he has been given the opportunity to address those concerns that not only the people in that State, where 54 electoral votes are held, but people around the country are concerned, and when he has been given that opportunity, he has chosen to bring out his veto pen and in fact slap the face of those who have been focusing on this issue.

He opposed proposition 187 in California, which passed by an overwhelming landslide, people saying that the State of California should not be responsible for what is clearly a Federal issue. So it saddens me that while I am pleased that the statement was made, that the record of President Clinton on the issue of illegal immigration and the record of past congresses in the control of his party is that people have chosen to ignore this. In the past year, we have successfully stepped up to the plate to deal with it, and unfortunately, the President has chosen to veto it.

Mr. Speaker, I include for the RECORD the letter of January 24, 1996, to which I referred.

CONGRESS OF THE UNITED STATES,
OFFICE OF THE SPEAKER,

Washington, DC, January 24, 1996.

Task Force on California.

DEAR MR. PRESIDENT: I was greatly encouraged by your decision to include addressing illegal immigration as a national priority in Tuesday's State of the Union Address. However, in this light, I was dismayed by your veto record that has killed historic congressional proposals to combat illegal immigration and lift the burden of illegal immigration from states like California. These proposals include:

Providing \$500 million to reimburse states for the cost of incarcerating illegal immigrant felons in state prisons, tripling prior year funding and relieving California taxpayers of a \$300 million burden;

Increasing funding for INS border control efforts by \$300 million to add 1,000 border patrol agents and 400 inspectors;

Establishing that illegal immigrants do not qualify for any federal or state welfare programs;

Prohibiting illegal immigrants from qualifying for taxpayer-provided health care services; and

Creating a new \$3.5 billion federal fund to assist hospitals with the cost of emergency health care to illegal immigrants, with \$1.6 billion targeted to California.

While I was disappointed in 1994 when you chose to oppose California's Proposition 187, which was overwhelmingly supported by California citizens, it has been more disheartening to see vetoed the California delegation's efforts to implement federal policies to meet the goals of Proposition 187. I look forward to working with you to see each of

these measures, as well as comprehensive immigration reform, enacted this year.

Sincerely,

DAVID DREIER,
Chairman.

EDUCATION

The SPEAKER pro tempore. Under a previous order of the House, the gentleman from California [Mr. WOOLSEY] is recognized for 60 minutes.

Mr. WOOLSEY. Mr. Speaker, there's more than meets the eye when we hear the Republicans talking about their plans to keep the Government running through the rest of the year.

Their latest plan is to introduce a new temporary spending bill each month to keep the Government running.

That plan might not appear too bad at first to the public but when the American people take a closer look they'll quickly see that this month-by-month approach will leave our schools and teachers with the two main ingredients for disaster—too little time and too little money!

Right now is the time of year when schools—elementary schools, high schools, and colleges—begin to plan for the next school year which, in case my friends on the other side of the aisle have forgotten, begins in September.

Schools can't wait until the new fiscal year to hire teachers, buy books and computers, and repair damaged buildings.

If we don't pass a year-long appropriation, elementary and secondary schools won't know how many teachers they can afford to hire. They won't be able to plan special programs. Students at postsecondary schools could be hurt even more by the Republican strategy. If Congress does not set the maximum amount for Pell grants, colleges and universities won't be able to figure how much financial aid their eligible students will get.

Even worse, students won't know if they will receive the financial aid they need to go to college.

That's not how we should be treating our Nation's students.

But, on top of robbing our schools and students of crucial planning time, the new majority month-to-month approach to governing is going to rob them of crucial funding.

Let me make it clear. If the Gingrich Republicans continue to fund education at the level in the continuing resolution that is set to expire this week, education will be cut by a total of \$3.1 billion below last year.

And that, my friends, will be the largest cut to education in the history of this country.

You have to wonder what they are thinking on the other side of the aisle. At a time when numerous polls show that improving the quality of public education is the top priority for Americans, the Gingrich Republicans are planning to cut funding for education more than it has ever been cut before.

The Gingrich Republicans' sneaky assault on education, however, shouldn't come as a surprise to anyone because the new majority has already passed some of the most anti-education legislation I have ever seen.

Just take a look at the education budget for 1996 which the House has already approved.

This terrible bill cuts: Head Start, Chapter One, Safe and Drug-free Schools, School-to-Work, and vocational and adult education.

In all, it cuts education by 13 percent in 1 year alone—13 percent.

But that's nothing compared to what they want to do to our education system over the next 7 years.

The new majority's 7-year budget plan would deny Head Start to 180,000 children by 2002.

It eliminates Goals 2000, which helps schools meet higher national standards and increase parental involvement.

It kills AmeriCorps, which has provided thousands of Americans with college tuition assistance in exchange for community service.

And, it cuts in half the President's program aimed at helping schools bring technology into the classroom.

Under their budget, my State of California alone will lose, among other things, \$1 billion for the School Lunch Program, and over 181,000 Californians will be denied participation in the cost-effective Direct Student Loan Program.

My friends, that's the wrong direction, and that's not the way we are supposed to be taking care of our children.

Mr. Speaker, we can balance the budget, but it does not have to be on the back of our children and their education.

As the President talked about in his speech last night, we can continue to move this Nation forward without leaving those who depend on Government the most—our children and their education—behind.

Let's stop playing politics with our Nation's schools and students. They need time to plan, and they need adequate funding to meet the growing needs of our students.

I urge my colleagues to pass a clean continuing resolution immediately that ensures that our schools can do their jobs, so that our children are prepared for the challenges of the next century.

□ 1700

LEARNING FROM OUR HISTORY

The SPEAKER pro tempore. Under a previous order of the House, the gentleman from California [Mr. DORNAN] is recognized for 60 minutes.

Mr. DORNAN. Mr. Speaker, while my good friend from Arkansas is in the chair, I plan not to bore you, sir, but to educate you. You are already pretty darn educated, and I love your State; and I have told you more than once,

PHOTOCOPY
PRESERVATION

18 OCT 1995

MEMORANDUM

TO: Subcabinet Officials

FROM: Richard Rominger
Deputy Secretary

RICHARD E. ROMINGER

SUBJECT: Special Project Support

I am asking for your financial support for two important projects in the Department, the Americorps Program and USDA News which is published by the Office of Communications.

Agencies with Americorps programs are currently providing support in the form of funds and detailed personnel for the centralized administration of this program, and I ask that these agencies continue to do so. As you know, this program is a priority to the President, and I want to be assured that adequate oversight is available to run an efficient program. Therefore, the agencies that have Americorps programs will be asked to provide funds for the three person staff that manage this program. In addition, I ask those agencies with Americorps programs to continue to provide staff support as needed. I have asked the Director of National Service to keep all costs to a minimum level.

In addition, the Secretary has asked the Office of Communications to revamp USDA News and publish it monthly instead of bimonthly. Hard copies as well as electronic distribution over the Internet will be provided. The newsletter will include several new features including a Departmental news round-up, letters to the Secretary, and a guest columnist. Agencies will be asked to pay their prorated share of the cost of the newsletter.

I have asked OBPA to work with agency budget officers to determine the reimbursement amounts for these projects.

cc: Agency Heads

bcc: Joel Berg ✓
Ali Webb

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 23, 1995

SECRETARY'S MEMORANDUM _____ 1030-27

USDA AmeriCorps National Service Program

1 PURPOSE

This memorandum establishes the USDA AmeriCorps National Service Program and delegates the authority to manage the program for the Department to the Director of National Service.

2 BACKGROUND

The National and Community Service Trust Act of 1993 established the Corporation for National and Community Service (CNCS), the AmeriCorps and Public Lands Corps Programs. The intent of the legislation is to engage Americans of varied ages and backgrounds in community-based service. This service addresses the Nation's educational, public safety, human, and environmental needs to achieve direct and demonstrable results. In doing so, national service will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service. The Act authorizes the CNCS to provide assistance to private organizations, States, and Federal departments to conduct national service programs. The Act further authorizes Federal departments to run national service programs directly or in partnerships with others.

3 POLICY

As the People's Department, it is the responsibility of all USDA agencies to strive for the maximum allowable participation by USDA in the area of national service. By identifying existing programs that can be used to support national service initiatives or by proposing new programs,

August 23, 1995

projects, the Department will strive to the fullest extent possible to use assistance from the CNCS to leverage existing resources and to integrate the national service concept more fully into Departmental programs and activities. USDA will run programs in which both the AmeriCorps members and managers at every project site will represent a socio-economically diverse group of Americans.

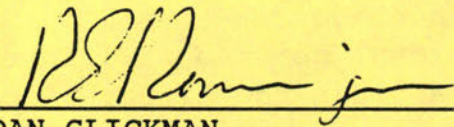
4 DELEGATION

The Director of National Service is hereby delegated the authority to manage the USDA AmeriCorps National Service Program, including the Public Lands Corps, and coordinate the Department's national service initiatives. The Director is authorized to prepare the Department's annual application to CNCS and to execute on behalf of the Department agreements with the CNCS and other entities concerning the USDA National Service Program.

The Director is further authorized to develop and oversee implementation of detailed guidelines and procedures for agencies to follow in planning, operating, staffing, and funding the program.

5 EXPIRATION

This memorandum shall expire after one year.


for DAN GLICKMAN
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 23, 1995

SECRETARY'S MEMORANDUM 1030-27

USDA AmeriCorps National Service Program

1 PURPOSE

This memorandum establishes the USDA AmeriCorps National Service Program and delegates the authority to manage the program for the Department to the Director of National Service.

2 BACKGROUND

The National and Community Service Trust Act of 1993 established the Corporation for National and Community Service (CNCS), the AmeriCorps and Public Lands Corps Programs. The intent of the legislation is to engage Americans of varied ages and backgrounds in community-based service. This service addresses the Nation's educational, public safety, human, and environmental needs to achieve direct and demonstrable results. In doing so, national service will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service. The Act authorizes the CNCS to provide assistance to private organizations, States, and Federal departments to conduct national service programs. The Act further authorizes Federal departments to run national service programs directly or in partnerships with others.

3 POLICY

As the People's Department, it is the responsibility of all USDA agencies to strive for the maximum allowable participation by USDA in the area of national service. By identifying existing programs that can be used to support national service initiatives or by proposing new programs,

projects, the Department will strive to the fullest extent possible to use assistance from the CNCS to leverage existing resources and to integrate the national service concept more fully into Departmental programs and activities. USDA will run programs in which both the AmeriCorps members and managers at every project site will represent a socio-economically diverse group of Americans.

4 DELEGATION

The Director of National Service is hereby delegated the authority to manage the USDA AmeriCorps National Service Program, including the Public Lands Corps, and coordinate the Department's national service initiatives. The Director is authorized to prepare the Department's annual application to CNCS and to execute on behalf of the Department agreements with the CNCS and other entities concerning the USDA National Service Program.

The Director is further authorized to develop and oversee implementation of detailed guidelines and procedures for agencies to follow in planning, operating, staffing, and funding the program.

5 EXPIRATION

This memorandum shall expire after one year.


for DAN GLICKMAN
Secretary



UNITED
STATES
DEPARTMENT
OF AGRICULTURE

October 26, 1995

To: USDA AmeriCorps Project Directors and State Contacts

From: Joel Berg, Director of National Service, USDA *Joel Berg*

Subject: Interagency AmeriCorps Management Teams

The Department is extremely proud that, in the first year of the program, all our agencies worked closely together --- in both the field and in Washington --- to build the highest quality program possible. Your vision and hard work have made this a reality.

As we discussed at our training in Houston, we are now seeking to further strengthen this interagency cooperation, bolstering both the quality of the USDA AmeriCorps program and the viability of Secretary Glickman's vision of a reorganized, efficient "Team USDA." This increased interagency cooperation has also been requested by the CNS.

For the second year of operation, we are seeking your support to institutionalize and formalize a joint, interagency, AmeriCorps management team in each state. While each state's team will clearly respect the institutional, structural and mission differences between the agencies, the team approach will be critically helpful in coordinating joint recruitment, training, service, and public affairs activities.

Here's how the new structure will work:

* Each agency operating the program in any given state will assign one employee to be the "State AmeriCorps Project Director." These Project Directors will either directly supervise that agency's AmeriCorps/USDA Members throughout the state or supervise the work of all operating site managers in the state who will directly supervise AmeriCorps/USDA Members. Most agencies have already created such a position in their states.

* Each agency's State AmeriCorps Project Director --- or a designated representative --- will participate in an "AmeriCorps/USDA State Management Team" which will meet at least once a month, either in person or by conference call. By consent of all the USDA agencies in a state directly funding AmeriCorps projects, representatives from other USDA agencies or other governmental entities may be welcomed and encouraged to participate in this management team. In the few instances in which only one agency in a state is directly funding AmeriCorps projects, that agency will have the option of either staffing the AmeriCorps management team itself or seeking help from other agencies. Also, in those states where USDA has an AmeriCorps Anti-Hunger project (CA, DC, MS, VT, WI), representatives from the non-profit organization managing that project should be included on the State Management Teams.

* Each Team meeting will have an agenda prepared by one of the Team members. Staff representing Anti-Hunger projects, Public Lands and Environment projects, and Rural Development will participate equally in this Team.

* Active and continuous participation by member agencies in the State Management Team is critical. Attendance at monthly meetings is necessary, both to ensure the effective functioning of the current program and to ensure future project approval from the Department. Any agency may designate a representative of a sub-grantee or another governmental or non-profit agency to represent that agency on the AmeriCorps/USDA State Management Team, provided that the representative is qualified and able to fulfill all the duties of Team Membership.

* All major decisions in a state that affect more than one agency AmeriCorps/USDA program --- such as decisions involving recruitment, joint service projects, launch activities, joint training activities, etc --- should be determined by a consensus of the AmeriCorps/USDA State Management Team. As long as decisions are permissible based on legal authorities of our agencies, the regulations of the CNS, and budgetary restrictions, we pledge to support the decisions made by each state's team.

* While each participant in an AmeriCorps/USDA State Management Team will individually answer to their supervisors in the state or region, the Team as a whole will report to the national AmeriCorps/USDA working group, composed of the USDA Director of National Service, his staff, and the national AmeriCorps coordinators for each agency funding projects. Any time a State Management Team fails to reach a consensus on an important issue, the Team can request that the issue be resolved by the national AmeriCorps/USDA working group. The national AmeriCorps USDA Working Group will have frequent conference calls with the State Management Teams.

* Each AmeriCorps/USDA State Management Team should ensure that the following four functions are performed by the Management Team. Each of the functions may be performed by a different member of the team or some members of the team may perform more than one function. However, it is critical that the agencies immediately agree upon one "Project Management Liaison" for the state:

Project Management Liaison - The prime contact with the Corporation for National Service, state commissions, and the USDA Director of National Service. A finalized list of Project Management Liaisons will be provided to the Corporation for National Service in advance of the launch of next year's program; all external complaints or questions about individual AmeriCorps/USDA projects should be made directly to the Liaison in each state. All internal agency complaints and questions should continue to be communicated between each agency AmeriCorps project managers and each agency's national AmeriCorps staff. The Liaison will have broad knowledge of all AmeriCorps/USDA projects in the state and will coordinate overall project planning, problem solving, and continuous improvement activities.

Data Reporting Liaison - The Data Reporting Liaison will be responsible for distributing, explaining, collecting, and forwarding to the Department all forms and reports required by CNS for both Members and operating sites. It is critical for USDA to obtain this information directly from the states because the Department is building a complete and detailed database for all AmeriCorps Members to ensure that they receive their educational awards and other benefits on an accurate and timely basis. The Liaison will also collect all quarterly reports in the state, and forward them to the Department within the proscribed time-frames.

Cluster Meeting Liaison - The Liaison will coordinate all cluster meetings for the Rural Development Team, all joint signature service projects, and Member "swaps" between programs within the state or nationally. The Liaison also will coordinate all joint Member and staff training activities. The Liaison will also be responsible for scheduling and preparing the monthly staff meetings of the AmeriCorps/USDA State Management Team and distributing meeting agendas.

External Affairs Liaison - This individual will coordinate all outreach to the media, local Congressional offices, state and local governments, and interest groups, and provide updates to the national staff. The Liaison will coordinate all joint recruitment activities.

Please agree upon one person to serve as Project Management Liaison in each state and provide that name --- along with his or her phone number, fax number, and address --- to me at (202) 720-4614 by November 20, 1995.

We know that such interagency management teams can work well because similar teams have already worked in pilot locations --- such South Carolina, the Four Corners, and Louisiana --- where field staff from all our agencies took it upon themselves to reinvent government to work as a team to manage AmeriCorps projects in the first year of the program. At the completion of the first quarter of operation for the new AmeriCorps program year, the national USDA/AmeriCorps working group will solicit your input on the efficiency and effectiveness of the management structure outlined in this memorandum. The working group will consult with you closely to implement any suggested refinements in the structure, particularly those that would limit the paperwork burden on individual field offices.

By empowering rank-and-file career employees at the local level, such joint management structures will institutionalize the long-term success of AmeriCorps within USDA and have many benefits for the program, the host communities, and the Members themselves. Some of the expected benefits of this new approach:

- 1) Providing the CNS and USDA with one point of contact per state --- instead of dozens -- with whom to interact on pressing matters such as problem solving, long-term project planning, Member complaints, site visits, Congressional inquiries, joint service days, etc.
- 2) Ensuring that USDA rapidly responds to all challenges and can continuously improve all projects throughout the service year in a manner that is consistent with the both the vision of AmeriCorps and each agency's local resources.
- 3) Ensuring an accurate and timely distribution and collection of all forms and reports required by the CNS.
- 4) Increasing the number and quality of the interactions among AmeriCorps/USDA Members and between AmeriCorps/USDA Members and Members of other AmeriCorps programs.
- 5) Providing a model for realistic methods to reinvent government for other Federal agencies, while bolstering the overall USDA reorganization effort.
- 6) Avoiding both the duplication of effort when different agencies simultaneously perform overlapping duties in the states.
- 7) Coordinating more effective interactions with state commissions, Congressional offices, state and local governments, and interest groups.

Thank you once again for all your efforts in building both a better USDA and a better AmeriCorps program. If you have any questions, please do not hesitate to contact me at 202-720-5746.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 23, 1995

SECRETARY'S MEMORANDUM 1030-27

USDA AmeriCorps National Service Program

1 PURPOSE

This memorandum establishes the USDA AmeriCorps National Service Program and delegates the authority to manage the program for the Department to the Director of National Service.

2 BACKGROUND

The National and Community Service Trust Act of 1993 established the Corporation for National and Community Service (CNCS), the AmeriCorps and Public Lands Corps Programs. The intent of the legislation is to engage Americans of varied ages and backgrounds in community-based service. This service addresses the Nation's educational, public safety, human, and environmental needs to achieve direct and demonstrable results. In doing so, national service will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service. The Act authorizes the CNCS to provide assistance to private organizations, States, and Federal departments to conduct national service programs. The Act further authorizes Federal departments to run national service programs directly or in partnerships with others.

3 POLICY

As the People's Department, it is the responsibility of all USDA agencies to strive for the maximum allowable participation by USDA in the area of national service. By identifying existing programs that can be used to support national service initiatives or by proposing new programs,

projects, the Department will strive to the fullest extent possible to use assistance from the CNCS to leverage existing resources and to integrate the national service concept more fully into Departmental programs and activities. USDA will run programs in which both the AmeriCorps members and managers at every project site will represent a socio-economically diverse group of Americans.

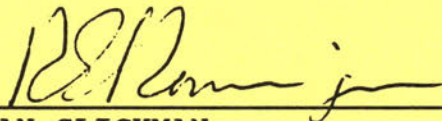
4 DELEGATION

The Director of National Service is hereby delegated the authority to manage the USDA AmeriCorps National Service Program, including the Public Lands Corps, and coordinate the Department's national service initiatives. The Director is authorized to prepare the Department's annual application to CNCS and to execute on behalf of the Department agreements with the CNCS and other entities concerning the USDA National Service Program.

The Director is further authorized to develop and oversee implementation of detailed guidelines and procedures for agencies to follow in planning, operating, staffing, and funding the program.

5 EXPIRATION

This memorandum shall expire after one year.


for DAN GLICKMAN
Secretary