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December

Divider Title: _____

TO: SUSAN STROUD

FROM: JOEL BERG

SUBJECT: NOMINEES FOR APPLICATION REVIEW TEAMS

Below are the names of people I would like you to consider as members of your application review teams. They each bring a unique perspective to National Service and they have been heavily involved in our USDA program or related efforts.

Kathryn Gibney (202) 720-4369

Jim Borland (202) 690-0469

Paula Jones (202) 720-1853

Ron De Munbrun (202) 542-3339

(a beeper #, dial it and punch the number you want Ron to call)

Any written communication can be sent these individuals at the following address:

(name of individual)
U.S. Department of Agriculture
AGBOX 1300
Washington, D.C. 20251-1300



DEPARTMENT OF AGRICULTURE
OFFICE OF PUBLIC AFFAIRS
WASHINGTON, D. C. 20250-1300

December 30, 1993

INFORMATIONAL MEMORANDUM FOR THE SECRETARY

From: Joel Berg, Deputy Director of Public Affairs

Subject: **1890 Institutions and National Service**

JB

In October, I sent a letter to the presidents of 1890 institutions asking them to help USDA plan national service programs. In November, at the request of Mike Alexander, I spoke about the issue at the USDA/1890 Task Force meeting in Baton Rouge.

As you will read in the attached four letters, the 1890 institutions have responded with a great deal of interest, particularly in the proposed rural development team.

Many of our other constituency groups, including environmental, anti-hunger, and rural development groups, have also expressed a great desire to work with us on national service. The attached letter from the Los Angeles Regional Foodbank is one example of the impassioned requests I have received to include groups in our plans.

When we meet in the near future to discuss our long-range national service plans, I can brief you on how 1890 institutions and key constituency groups can participate in our programs.



South Carolina State University

300 College Street Northeast
ORANGEBURG, SOUTH CAROLINA 29117
(803) 536-7013 / 7014

OFFICE OF THE PRESIDENT

FAX: (803) 533-3622

November 30, 1993

Mr. Joel Berg
Director of Education
Office of the Secretary
Department of Agriculture
Washington, DC 20250

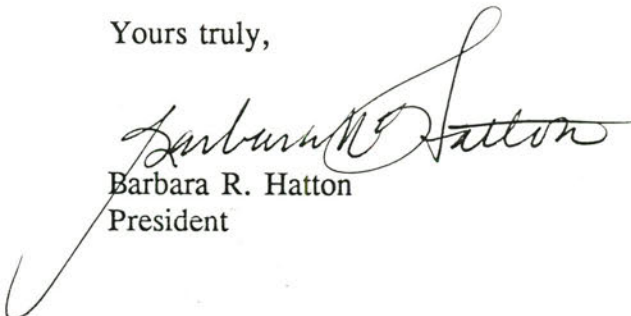
Dear Mr. Berg:

I am in receipt of your October 14 letter outlining the U.S. Department of Agriculture's plans which will be incorporated into President Clinton's National Service initiative. This is truly an exciting effort which we in higher education believe will be very beneficial for the Nation.

South Carolina State University is anxious and ready to become fully involved in the efforts you describe. We believe we have much to offer and we are prepared to assist in this effort in any way possible.

I look forward to our future discussions on this matter.

Yours truly,


Barbara R. Hatton
President

BRH/pm



Office of Sponsored Research
Tennessee State University
3500 John A. Merritt Blvd.
Nashville, TN 37209-1561

November 4, 1993

Mr. Joel Berg
Director of Public Relations
Department of Agriculture
Office of the Secretary
Washington, D.C. 20250

Dear Mr. Berg:

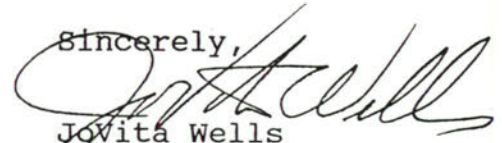
President Hefner recently forwarded your letter of October 14 to our office for handling and response.

I have been following the progress of President Clinton's National Service initiatives and welcome the opportunity to assist our institution in becoming involved either through the grant application process; and or by working with you and your office during the planning stage.

The corps you described are needed in Nashville and would provide an excellent opportunity for Tennessee State University students to become involved with issues and and concerns important to us all.

I can be contacted at (615) 320-3610.

Sincerely,



Jovita Wells
Grants Analyst/Writer

Joel 11/8



VIRGINIA STATE UNIVERSITY
PETERSBURG, VIRGINIA 23806

November 4, 1993

Mr. Joel Berg
Director of Public Liaison
Department of Agriculture
Office of the Secretary
Washington, D. C. 20250

Dear Mr. Berg:

Your letter of October 20, 1993, has been forwarded to me by Dr. Eddie N. Moore, Jr., President of Virginia State University. He has asked that I serve as the University's contact person in assisting in the planning and developing of proposals for the National Service Program. My mailing address is Box 9081, Virginia State University, Petersburg, VA 23806. Please feel free to continue to send copies of all correspondences to President Moore.

We are interested in receiving additional information regarding the National Service Program. The University would like to work jointly with USDA in developing a proposal which would benefit the people of the Commonwealth.

We look forward to hearing from you.

Sincerely,


Lorenza W. Lyons, Dean
School of Agriculture, Science
and Technology

LWL:ja

cc: Dr. Eddie N. Moore, Jr.



ALCORN STATE UNIVERSITY
LORMAN, MISSISSIPPI 39096

November 29, 1993

OFFICE OF INSTITUTIONAL ADVANCEMENT
AND PLANNING

Mr. Joel Berg
Public Affairs
United States Department of Agriculture
14th Independent, S.W.
2nd Floor, 213-A
Washington, D.C. 20250

Dear Mr. Berg:

It was such a treat meeting you at the USDA/1890 Task Force Meeting at Southern University, Baton Rouge on Thursday, November 18, 1993. We were all impressed with your sense of commitment and enthusiasm for AMERICORPS/USDA.

The Secretary of Agriculture made an excellent choice in selecting you as Director of Public Affairs and an advocate for AMERICORPS/USDA.

The mission and thrusts of AMERICORPS are consistent with those of Alcorn State University. Consequently, we would like to be included in the pilot project with the Mississippi Delta. I personally would like to be involved in AMERICORPS/USDA. I have read the Draft Action Plan, October 25, 1993 and found it quite exciting.

The challenges with which we are confronted in rural America require enthusiastic and articulate advocates such as you if these challenges are to be met successfully. I believe in your mission, I want to be involved, please count me in. With best wishes for tremendous success in your endeavors.

Respectfully yours,

A handwritten signature in dark ink, appearing to read "Franklin D. Jackson", written over a circular stamp or seal.

Franklin D. Jackson
Vice President for Institutional
Advancement, Planning, and
Research



LOS ANGELES REGIONAL FOODBANK

A Second Harvest Food Bank

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December 22, 1993

Mr. Joel Berg
Office of Public Liaison
United States Department of Agriculture
Administration Building 112-A
14th and Independence Avenues, S.W.
Washington, DC 20250

Dear Joel:

I don't want to nag you, but I am keenly
interested in getting more information about
National Service Corps.

As you may already know, Martha Diepenbrock of
L.A. Conservation Corps and I are eager to work
together on the spread of the excellent urban
garden you saw when you visited the Foodbank. I
can use National Service Corps people in a number
of other capacities, too.

Where do we sign on?

Sincerely,

DORIS BLOCH
Executive Director

DB/mp

cc: Martha Diepenbrock, LACC

The Honorable
Yvonne Brathwaite Buri

William A. Carter

Terri B. Childs

Mr. and Mrs. Andrew C

Don Clinton

Mike & Mary Lou Conn

Timm Crull

The Honorable
Francis L. and Kay Dale

Judi Davidson

Marvin Davis

James F. & Linda Dickas

Wally Fassler

José and Susan Feliciano

Susan Feniger

Robert and Carol Finch

Thomas N. Fuelling

Ambassador John Gavin

Yale Gieszl

Rosey Grier

Adrienne Hall

Mel Harris

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Tom Lasorda

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Charles R. Vennel

Phillip L. Williams

William Windom

Robert E. and Anne Wyco

Adrian Zmed



MEMORANDUM

TO: ASSISTANT SECRETARY JIM LYONS

**FROM: JOEL BERG
DIRECTOR OF PUBLIC LIAISON**

DATE: DECEMBER 22, 1993

Copy

I would like to meet with you, at your convenience, to discuss how to implement USDA plans to incorporate into the President's national service initiative. The last time that we talked, you indicated that I should work with the Forest Foundation. Since our conversation, it has become apparent that the White House envisions -- and the legislation mandates -- a much larger role for USDA.

Specifically, I would like to discuss:

- how we run the congressionally mandated Public Lands Corps
- how we use the money generated from the Eagle Passport that the legislation mandates must be earmarked for youth service
- the future of the YCC
- specific roles for the Forest Service and Soil Conservation Service (I am meeting with Jack Ward Thomas and Paul Johnson within the next week.)

DRAFT

INFORMATIONAL MEMORANDUM FOR THE SECRETARY/DEPUTY SECRETARY

FROM: Joel Berg
Director of National Service, Office of Communications

SUBJECT: FY 96 TEAM USDA National Service Issues

ISSUE:

Per our conversation, at your request I have prepared a status of our TEAM USDA National Service program. I have also prepared a list of the issues that must be addressed in order to ensure that we have the structure, personnel and funding in place to ensure that we can successfully manage the largest national service program in the Federal Government and the single largest program in the country.

DISCUSSION:

STATUS:

1. On June 20, Eli Segal, Special Assistant to the President and CEO of the Corporation for National and Community Service will announce to the President that TEAM USDA has been awarded \$2.6 million dollars in operational funds and been given 1,200 approved national service positions. The Corporation has also earmarked \$5.6 million dollars to pay the \$4,725 post-service education award for each of USDA's approved positions.
2. The TEAM USDA national service program will represent 60% of the total projects run by Federal Departments and independent agencies. It also represents the largest single national service program in the country run by one organization.
3. TEAM USDA is beginning the operation of its Summer of Safety program in the City of Chicago. This program, sponsored by the Corporation for National and Community Service is being run in partnership with the Chicago High School of Agricultural Sciences, the Chicago Housing Authority, and the Department of Justice.

DRAFT

4. On the basis of an unsolicited proposal from the District of Columbia, TEAM USDA is supporting a summer program in the District of Columbia that mirrors the national service model.

ISSUES TO BE ADDRESSED:

1. Sign the Secretary's Memorandum establishing the TEAM USDA National Service Program.
2. Require the inclusion of national service initiatives in the Department's FY 96 budget submission.
3. Approve staffing of the TEAM USDA national service group with detailees from the Department's agencies.
4. Approve reimbursement of the TEAM USDA national service group activities by the served agencies.
5. Approve establishment of the TEAM USDA national service volunteer corps.
6. Support establishment of the TEAM USDA national service administrative taskforce.
7. Approve national service as an issue for the Departmental Farm Bill Task Force. This will facilitate identification of ways national service programs can be used by the Department to achieve Departmental and Administration objectives.

SUMMARY:

1. USDA will operate the largest single national service program in the country in FY 95.
2. Specific decisions must be made at the Secretarial level to ensure that the appropriate structure and adequate staffing/funding are in place to successfully manage the program.
3. Decision memoranda are being forward to the Secretary to address these issues.



United States
Department of
Agriculture

Office of
Public Affairs

Office of
Public Liaison

Washington, D.C.
20250

Correspondence

December 20, 1993

Dear Friend:

I am writing to invite you to regional workshops that the Corporation for National and Community Service is sponsoring for organizations wishing to apply for grants. Along with this letter, I am faxing a sheet on the Program Application Assistance Workshops to be held in January in Washington, D.C., Atlanta, Georgia, Kansas City, Missouri, and Los Angeles, California.

As you may know, Secretary of Agriculture Mike Espy plans for the USDA to incorporate into President Clinton's national service initiative through the development of three youth service teams: a Rural Development Team, a Public Lands and Environment Team, and an Empowerment and Anti-Hunger Team. However, these workshops will allow your organization to apply directly to the Corporation without going through USDA.

If you have any questions about these workshops or any other matter relating to USDA's plans, please do not hesitate to contact me or Katherine Gibney at 202-720-4623.

Sincerely,

Joel Berg
Director of Public Liaison

Memo

To: Susan Stroud

From: Joel Berg, Ron De Munbrun, USDA

Date: December 15, 1993

Subject: **Administrative Support for Federal AmeriCorps Projects**

Federal departments seeking to implement AmeriCorps programs of their own will face not only the unique challenges posed by youth service, but must also deal with traditional federal government problems regarding procurement, budgeting, employee performance evaluations, accounting, time and attendance of employees, etc. These nuts and bolts administrative issues will likely pose major hurdles to all federal agencies; even those planning to run only small pilot projects may have to create administrative units to handle these issues. Yet cabinet secretaries, most of whom are now going to great pains to publicly explain how they are cutting their departments and downsizing their bureaucracies, might be hesitant to create such a new administrative unit within their departments. As an alternative, we suggest that the Corporation explore the possibility of establishing a central administrative entity to perform these functions for all federal AmeriCorps projects.

This administrative group could be developed jointly by executive volunteers from the major corporations and by federal employees. It could be permanently staffed by private industry volunteers and federal personnel on detail. For instance, C&P Telephone could lend an executive who is an expert in payroll procedures, IBM could loan an executive who is an expert in computers, etc. The goal would be to create an administrative unit that would accomplish several things:

- o Eliminate bureaucratic stumbling blocks that might prevent departments from implementing projects or might severely limit their participation;
- o Serve as a small scale test for re-inventing the way certain functions are performed in the federal government such as procurement and personnel management;
- o Reduce the total amount of money spent on project administration across the government by eliminating duplicate roles or functions in different federal departments;
- o Allow the Corporation to monitor and ensure the quality of administrative support provided to all federal projects;
- o Enable agency national service coordinators to leap-frog over the sometimes stifling administrative bureaucracies within their own agencies.

In time, the administrative unit may be disbanded once the procedures and necessary regulations have been formalized and can easily be absorbed by the individual departments.



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

December 8, 1993

INFORMATIONAL MEMO FOR THE SECRETARY

From: Joel Berg, Deputy Director of Public Affairs JB

Subject: **Moving National Service from Planning to Implementation**

Eli Segal and the White House continue to recognize USDA as the leading federal agency in promoting national service (now known as AmeriCorps), which is one of President Clinton's top personal priorities. Eli was particularly pleased with your article on national service that appeared in *Tikkun* magazine (copy attached). Two other publications, the *Washington Monthly* and *Education Week*, have also inquired about our national service activities.

As you announced in your Senate testimony, we are now planning a Rural Development Team, an Empowerment and Anti-Hunger Team, and a Public Lands and Environment Team. All three teams will concretely demonstrate your commitment to reinventing government, boosting the forgotten middle class, and empowering the poor.

In response to a recent decision memo on national service, you indicated that you would like to discuss the matter with me. In advance of that discussion, this memo will provide you with more detailed background on exactly what our pilot programs might do, where they might be located, what benefits they could provide, how much they may cost, and how they might interact with other USDA human resources programs.

Who Would Participate in AmeriCorps/Teams USDA:

Starting in the Fall of 1994, up to 2,500 diverse participants could serve in 45 AmeriCorps/Team USDA pilot projects in every region of the country. The Empowerment and Anti-Hunger Team and the Public Lands and Environment Team will allow participants to join the programs before, during, or after post-secondary education or job training; the Rural Development Team will be composed mostly of college or professional schools graduates. Participants in the Empowerment Team and the Environmental Team will earn small living stipends of around \$8,000 per year, while the older and better educated participants in the Rural Development Team will earn around \$15,000 per year. In addition, participants in all three teams will earn an educational voucher of \$4,725, which they may use to pay for college, vocational school, job training, or graduate school. All participants will also be entitled to health insurance, as well as child care if they have children. Participants in all three programs teams will be from diverse racial, social, and economic backgrounds.

How the Rural Development Team Would Work:

The Rural Development Team would establish regional clusters of "professional" and "paraprofessional" participants who would be placed in individual communities to help the communities identify needs and resources necessary for economic well-being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background. The need to develop new leadership in rural America was a continuing theme of your recent Rural Development Forum. The USDA Rural Development Team can help redress that need. We will make a concerted effort to recruit participants who want to return to areas similar to those in which they were raised. Thus, this program can help begin reversing the "brain drain" from rural America.

Some possible job descriptions:

- 1) Assistant State Rural Development Coordinator - Assists USDA State Rural Development Coordinators in helping boost Empowerment Zones and Enterprise Communities. Collects data, provides outreach, coordinates community resources, helps develop strategic plans, helps implement the program, analyzes local data for agencies and organizations so that the needs of the under-served are considered.
- 2) Regional Circuit Rider - Works part time in a number of towns in a region. Provides technical assistance to communities throughout a region in brokering, strategic planning, and community assessment.
- 3) Sustainable Agriculture Advisor - Works with farmers in the region to help them develop model sustainable agriculture farms. Directs 4-H volunteers to perform some of the labor intensive work, such as fence building, needed for successful sustainable farming.
- 4) Natural Resource Specialist - Under the direction of a Soil Conservation Service professional employee, the team member would work in low-income and socially disadvantaged areas to assist in the acceleration of watershed protection, work with field engineers in the design and layout of community projects, and work with the local Resource Conservation & Development (RC&D) Coordinator for economic development for disadvantaged groups.
- 5) Recreation Specialist - The team member would provide technical assistance for all activities relating to recreation and tourism, including coordinating efforts among all government agencies, furnishing recreation planning and design, and collecting and disseminating information on what alternatives will best fit local needs.
- 6) Regional 4-H Youth Development Coordinator - The team member would work with county Extension agents and 4-H coordinators to manage local students involved in youth service.

How the Empowerment and Anti-Hunger Team Would Work:

Participants would work in brigades of ten in urban and rural areas to help low-income families and individuals move towards self-sufficiency. The main focus of the team would be fighting domestic hunger. Team members could help individuals apply for food stamps, Women, Infants, and Children, and the school breakfast program; overhaul their diets; learn to prevent foodborne illnesses; and obtain the expanded Earned Income Tax Credits, microenterprise loans, and help from community development banks. In short, this team would help put into effect the entire empowerment agenda promoted by you and President Clinton.

Some possible tasks:

1) Providing Outreach/access services - The team member would educate eligible people about program availability and helping make benefits accessible. Outreach workers would inform target populations about program availability. Drivers would take people to social welfare offices to help eligible people apply for and receive program benefits. Delivery aides would help deliver program benefits to homebound elderly, physically disadvantaged, and homeless people. Bilingual aides would provide program information, help with applications, and perform other tasks to help to non-English-speaking citizens. Service facilitators would follow-up with people who don't keep appointments and direct people to related services.

2) Bolstering the infrastructure - The team member would provide the human capital necessary to deliver the programs. Food handlers would stock, warehouse, manage, and distribute food products. Day care workers would provide child/adult care services to allow eligible people to apply for and receive program benefits. Bilingual case assistants would help case manager with non-English-speaking clients. Nutrition assistants would help with nutrition education and cooking demonstrations. WIC office staff would be assigned to support duties at WIC clinics in order to boost state participation in the WIC program. Team members can also help staff homeless shelters, soup kitchens, and food banks.

3) Boosting innovative new empowerment programs - The team members would go door-to-door in neighborhoods dispensing information on a wide array of empowerment initiatives for which that neighborhood's residents might be eligible. The information distributed would be holistic, tying together our nutrition, anti-hunger, welfare reform, and food safety initiatives. We can also experiment with innovative approaches such as "healthy baby festivals," where we attract crowds with music and food and then provide nutrition education and anti-hunger services. Team members could help families obtain the newly expanded Earned Income Tax Credit, aid individuals in securing microenterprise loans to start small businesses, assist poor urban communities in developing urban gardens in which they can grow their own food, inform families on how to apply for loans from community development banks, work with families to develop savings plans as part of assets development programs. Indian reservations could be encouraged to grow foods that could be sold to USDA commodity programs and then provided to the reservation through various USDA feeding programs.

How the Public Lands and Environment Team Would Work:

Participants would work in brigades of ten in both urban and rural components. Participants could renovate urban and rural parks, plant trees, perform conservation work in national forests, teach environmental education, promote urban farming, test water quality, boost sustainable agriculture, clean-up rivers and lakes, help families weatherize their homes, instruct the public on how to dispose of household chemicals, and restore wetlands. Many of the participants in our rural programs will be housed on national forests and will perform work mostly on the forests, thereby meeting the congressional mandate that USDA manage a Public Lands Corps.

Some possible tasks:

1. Conservation work on national forests and parks - Team members can also engage in some of the following types of work, which are already performed by participants in the Youth Conservation Corps (YCC) that is now run by the Forest Service: trail maintenance, recreation management, fish and wildlife management, timber management, facility construction and maintenance, water and soil work, range and forage management, administration, and research.
2. Disaster relief and Recovery - Existing youth corps have played a vital role in the recovery of the flooded Midwest. For most disasters, team members could provide physical labor so critical to short-term clean-up, as well as human services needed for long-term recovery. They could also assist in some of the long-term infrastructure repair such as levee re-building.
3. Tree planting - As part of the Clinton Administration's initiative to combat global warming, the team members could play a lead role in tremendously expanding the number of trees planted annually in urban and rural areas throughout America.
4. Urban Conservation Projects - Team members can repair facilities in public parks, paint murals, fix playgrounds and other facilities at public schools, run recycling programs, and run urban farming programs in which low-income individuals grow their own food.
5. Wetlands Restoration - The Interior Department and EPA have expressed interest in jointly running programs to restore large wetlands ecosystems, such as the Everglades.
6. Urban Farming Projects - Team members could help low-income urban residents to grow their own food. We could possibly run such a program at public housing complexes in tandem with the Department of Housing and Urban Development. We could possibly run a citywide program in Chicago in tandem with the Chicago high school of agriculture.
7. Sustainable Agriculture - Team members could work under the direction of Extension agents or other sustainable agriculture experts to help local farmers complete some of the labor-intensive work, such as building fences, needed to implement a sustainable agriculture plan.

Where USDA Pilot Programs May be Located:

We will make every effort to locate our pilot projects in Empowerment Zones and Enterprise Communities. Pilot programs could also be specifically targeted at rural communities facing short-term job dislocations because of NAFTA, the Northwest Forest Plan, or military base closings or defense plant shut-downs.

Some of the following regions or states that we are considering for Rural Development Teams: the Mississippi Delta, the Texas/Mexico Border, Maine, Kansas, the Pacific Northwest, Oklahoma, North Dakota, Southern Illinois, Tennessee, Four Corners (Arizona, Colorado, Utah, New Mexico), Alaska, Appalachia, and Northern California.

Some of the sites we are considering for the Empowerment and Anti-Hunger Team include: Washington, D.C, Vermont, Appalachia, Los Angeles, the Mississippi Delta, New York City, Chicago, Jackson, Mississippi, and Boston.

Some of the sites we are considering for Public Lands and Environment Teams include: The Pacific Northwest, Southern Florida, Kansas, Los Angeles, the Hudson River Valley, The Mississippi Delta, West Virginia, Maine, the New Jersey Coast, and Washington State.

What AmeriCorps/Team USDA Could Accomplish For You and the President:

Americorps/Team USDA programs will provide a quick, dramatic, and visible vehicle with which you and President Clinton can demonstrate your success in reinventing government. Furthermore, we have the ability to place pilot projects almost immediately in critical states and regions. Not only will these projects perform work that is critical to the communities in which they are placed, but they will also provide thousands of families with significant monetary awards -- thousands of young people will receive a full year of employment in addition to an almost \$5,000 scholarship. These programs will likely be highly popular and obtain frequent and favorable national and local media attention.

Our programs will:

- * Reunite the interests of the middle class and the poor by allowing young people from all types of families to earn their way through post-secondary education.
- * Prove that groups of socio-economically diverse young people can work together.
- * Provide valuable service to the community by systematically filling unmet social needs.

Also, many key USDA constituency groups, particularly anti-hunger, environmental, and rural development groups, are very excited about working with our department on AmeriCorps.

What Institutional Support Is Needed to Run AmeriCorps/USDA:

Secretary Babbitt has recently directed his staff to create an Office of National Service at Interior. I strongly believe that, if we are to run our own AmeriCorps programs as a Team USDA project that cuts across traditional USDA agency lines, we need to create our own office of national service. This new office could either remain tied to public affairs by being placed in the new Office of Communications or it could be created as a free-standing entity that reports directly to the Secretary and would be administered under the umbrella of Executive Operations. We would call it the USDA "Center" for National Service so that you technically would not be creating a new agency at the same time you are trying to reduce our agencies from 43 to 30.

I would recommend the new center function until October 1, 1994 with employees detailed from various USDA agencies. I would further recommend that the FY 95 budget includes line item funding for the new center. To begin with the center would need seven employees: a Director, a Communications Coordinator, an Administrative Coordinator, a Pilot Project Coordinator, a Recruitment and Training Coordinator, a Private Fundraising Coordinator, and an Office Manager/Support Staff.

All Under and Assistant Secretaries and Agency Administrators in relevant areas would have to give their full support and cooperation. The Office of Budget and Program Analysis, the Office of General Counsel, and the Office of Personnel will all have to play critical roles in helping the national service center cut through the bureaucracy and red tape to make the AmeriCorps/Team USDA programs a success.

What Funding Is Needed To Support These Programs:

If most participants in the Environmental Team are residential, then our estimated cost is about \$20,000 per server. Thus a pilot program with 1,000 servers would cost \$20 million. This would allow us ten rural sites of 50 each, and five urban sites of 100 each.

If we roughly estimate that each server in the non-residential Empowerment and Anti-Hunger Team will cost \$15,000 per year, then 1,000 participants would cost \$15 million. That would fund twenty sites, half-urban and half-rural, with 50 participants at each site.

If we roughly estimate that each server in the Rural Development Team will cost approximately \$30,000 per year, accounting for their higher pay, then 400 servers would cost \$10 million. That would fund ten state programs with 40 participants each.

The total for all three proposals is \$45 million. We could potentially meet this target with a combination of Corporation for National Service Funds, Golden Eagle Passport funds, USDA program funds, and private and non-profit funds.

Potential sources of funds:

The National and Community Service Trust Act of 1993 sets-aside \$18 million for the management of AmeriCorps programs run by federal agencies. There is an additional pot of money to pay for the educational benefits of the participants in federal programs. I estimate, roughly, that USDA will receive between \$2 million - \$5 million.

We already have a significant source of additional funding for a Public Lands Corps this year. The FY 94 budget passed by Congress authorizes the Forest Service to begin collecting fees at certain sites and to also jointly sell Golden Eagle Passports in conjunction with the Department of Interior. The proceeds of all non-federal sales of the passports --- also recently authorized by Congress -- will go to conservation corps activities run by Interior and Agriculture, to be divided up in proportion to the total amount of revenue each Department generates from entrance fees. The National Recreation Association estimates that this fund could generate an estimated \$50 million for youth service in FY 94, of which a minimum of about \$2.5 million would go to USDA. We could possibly negotiate with Interior to receive a much larger percentage of their \$50 million in passport fees.

The White House also intends us to fund our programs through specific line item requests in the USDA FY 95 budget. I have asked the White House to designate a contact at OMB with whom we can work on placing such line item proposals in the final budget the President presents. Many USDA agencies already fund projects similar to those that will be conducted by our AmeriCorps Teams; in many cases, our AmeriCorps teams will be able to perform the same projects much more cost effectively. We could possibly fund our environmental programs through the Forest Service and SCS. We could fund our sustainable agriculture projects through ARS and ACRS. We could possibly fund our anti-hunger programs through FNS and our nutrition programs through HNIS and the Extension Service. We could possibly fund our rural development programs through RDA, REA, FmHA, and the Forest Service.

We will also attempt to raise money through private corporations, non-profit organizations, and charitable organizations. The National Forest Foundation could also help us raise private money, although most of members of the board are still Republicans appointed by Secretary Madigan.

I would also like to raise money from USDA employees. I have requested the White House to ask the Office of Personnel Management (OPM) to allow agencies to raise money from their employees, outside of the Combined Federal Campaign (CFC), to help fund their own AmeriCorps programs. I would like to help create a "National Federal Employee Serve-A-Thon" in which federal employees perform a day of community service on a designated Saturday in order to raise money for agency AmeriCorps projects. At USDA alone, if every employee raised just \$10 from family and friends, we could collect over \$10 million for our AmeriCorps programs.

How AmeriCorps Might Interact with USDA Human Resources Programs:

Recently, Rocky Solas, a regional coordinator for the Forest Service human resources programs, came to Washington to meet with Mike Alexander and myself. Rocky passionately argued human resource programs needed to be coordinated department-wide throughout USDA. He pointed out that the Forest Service runs Job Corps and JTPA programs, that the Extension Service runs youth-at-risk programs, and that FNS has large responsibility for incorporating job training under welfare reform, yet none of these programs are coordinated centrally by any entity at USDA. He argued that either USDA could coordinate our human resource programs centrally in order to improve them, or they would be stripped from USDA -- a possibility hinted at by the Vice-President's reinventing government report. Not surprisingly, Rocky volunteered himself for a detail to work on coordinating these programs. Mike Alexander and I agreed that such a function could eventually be placed in the USDA national service office, expanding its name and mission to the USDA Center for National Service and Youth Development.

I look forward to discussing these matters with you shortly.

To: Eli Segal, Peter Edelman, Susan Stroud

From: Joel Berg

Date: December 6, 1993

Subject: **Making AmeriCorps Work in Federal Agencies**

With less than 10 months before federal agencies are expected to start running at least \$18 million worth of Americorps programs, none of the agencies, including USDA, are fully prepared to take on this huge management task.

I would to suggest a series of actions that the Corporation for National and Community Service could take to help federal agencies become full actors in running AmeriCorps programs.

Communicate How Important National Service Is To The President - Secretary Espy and Chief of Staff Ron Blackley are both very supportive of national service, yet it is still sometimes difficult for me to obtain all the institutional backing I need from USDA assistant secretaries and agency administrators. I know that my counterparts at other agencies with less Secretarial support are having even greater difficulty. Some ways to help:

- * Request that the President speak about the importance of agency national service initiatives at future cabinet meetings.
- * Ask the President to issue an executive order outlining how agencies should participate in AmeriCorps. The order should require each agency to set up offices of national service run by full-time coordinators. (Many agency coordinators are now able to devote only a small portion of their time to national service.)
- * Request that the White House Office of Cabinet Affairs explain to all agency Chiefs of Staffs that requests from the Corporation have the same weight as requests from the health care war room or (formerly) the NAFTA war room.
- * Ensure that all members of the White House staff continually communicate internally and externally that AmeriCorps is a top priority of the President. In the past, certain members of the White House staff have told agency public information officers that national service events were "off message."
- * Request that cabinet members visit pilot youth service sites across the nation and discuss national service in their speeches. All Cabinet members should be expected to visit at least two "Summer of Service" sites this year.

Provide Agencies With Personnel Help - Most political appointees working on national service in the agencies have a great deal of experience related to the work of their agency, but virtually no experience working in national service. (I, of course, started in the complete reverse position -- knowing a great deal about national service but not a damn thing about agriculture.) My peers need help with the service side of their agencies' proposals. I would recommend that the White House place one Schedule C political appointee with some background in youth service at each cabinet department. Former youth corps team leaders or service-learning coordinators would be perfect; they could enter the departments as mid-level "special assistants" or "staff assistants" at grades 7-13. Most Departments still have a few slots such as these open. These appointees would report to the higher-ranking departmental national service coordinators and provide them with invaluable nuts and bolts experience.

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Long before the Corporation issues its specific, technical regulations for federal agencies to follow in submitting their proposals, each of the agency national service coordinators needs to obtain a better understanding of the President's vision of both the political and public policy underpinnings of national service. The agencies should be asked to create programs that will:

- * Promote opportunity, responsibility, and community
- * Reinvent government by creating non-bureaucratic, results-oriented, management structures
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- * Forge links to other key Administration initiatives such as youth apprenticeship, empowerment zones, and welfare reform
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DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

DECEMBER 6, 1993

TO: ASSISTANT SECRETARY JIM LYONS

FROM: JOEL BERG, DEPUTY DIRECTOR OF PUBLIC AFFAIRS *JB*

SUBJECT: **IMPLEMENTING THE PRESIDENT'S NATIONAL SERVICE INITIATIVE**

never delivered

I would like to meet with you as soon as possible to discuss how to implement Secretary Espy's desire for USDA to be a lead agency in advancing the President's national service initiative. As you may know, the Secretary has directed me to coordinate departmental initiatives in this area. While the National Forest Foundation's pilot projects are an important step in the right direction, the White House expects us -- and the legislation mandates -- that USDA have a much larger role in directly managing service programs.

I would like to brief you generally on the National Service Trust Act and specifically on the Public Lands Corps that USDA is expected to run. Additionally, I would like to brief you on the Congressional mandate that 100% of the revenue raised by the non-federal sales of Golden Eagle Passports be used for youth service programs. I will be briefing Chief Thomas on these matters Thursday and will attempt to meet with Chief-Designate Johnson in the near future.

I would also value your feedback in the following areas:

- How the Forest Service will work with the Department of Interior to implement the congressionally mandated Public Lands Corps.
- How the Soil Conservation Service may be able to help implement our broader USDA Environmental Corps.
- How both NRE agencies may be able to implement the USDA Rural Development Corps.
- How the Forest Service's existing Youth Conservation Corps (YCC) will interact with the President's new program.
- How a portion of money generated from the non-federal sale of Golden Eagle Passports may be used by individual ranger districts.

I look forward to discussing these and other matters with you in the near future.

Clinton Presidential Records Digital Records Marker

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

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

November

Divider Title: _____

To: Bill Galston

From: Joel Berg

Date: November 30, 1992

RE: Probable Opposition of Loan Guarantee Agencies to National Service

Student loan agencies -- which exist in most of the fifty states -- have shrewdly sought to shield themselves from elimination. According to one Congressional aide familiar with this issue, the agencies frequently place university presidents and other prominent individuals on their governing boards and reward them with trips around the country to attend conferences. These agencies clearly will not allow themselves to be eliminated with a big fight. Still, in Re-Authorizing the Higher Education Act this year, Congress passed a small Direct Loan Demonstration Program to test the idea of the government giving loans directly to students and thus eliminating intermediary agencies.

Many Members of Congress -- including Senator Bradley of New Jersey and Congressman Petri of Wisconsin -- have introduced measures that would couple direct lending with an income-dependent repayment mechanism. These bills would eliminate Sallie Mae and state guarantee agencies. On February of this year, the Postsecondary Education Subcommittee of the House Education and Labor Committee held hearings on two bills that would promote the direct lending of income-contingent loans. The testimony against this bill by lending agencies should provide a good idea of their likely reaction to BC's National Service Trust Fund.

Senator Paul Simon, in testifying before the committee on behalf of his proposed bill, provided a succinct summary of the motives of the guarantee agencies:

"You're going to hear from, as I understand it, the Pennsylvania Higher Education Assistance Agency. Lending agencies that come here and others that do good work and they have done good work, just as Sallie Mae has done good work. But sometimes agencies get interested in perpetuating themselves rather than the service they were originally designed to do. And when anyone makes any money out of the present system, take it with a grain of salt. It's like the tobacco institute people who come in and tell you, 'We have research and it shows cigarettes won't do any harm.' You have to consider the source."

Simon's comments evoked a strong response from Jerry David, Vice President for Research and Policy Analysis for the Pennsylvania Higher Education Agency, who strongly denied any self-interest in maintaining the status quo:

"We don't grow tobacco. I make that comment because Senator Simon indicated that sometimes agencies such as ourselves have a vested interest that clouds our testimony. I would

like to say that we have calculated that if there were a direct lending program, as proposed in either the House or Senate versions, that our agency would make more money than we make right now. So, it isn't a monetary or financial issue with us.... Trying to ease repayment burdens is laudable. However, I think some compelling evidence indicates that undergraduate Stafford loans are not skyrocketing... Because loan debts are not rising to levels that are burdensome for the majority of undergraduates, and because existing repayment burdens are not distributed evenly among all student groups, offering income contingent loan programs to everyone may be unnecessary and unwise.

I'm generally opposed to income- contingent loan programs. The basic problem I have with them is that borrowers do not and cannot know how much it will cost to repay their loans when they accept them. If they cannot know this, then they cannot know how much their education will actually cost. If they cannot know what their education will actually cost, then they can't make intelligent and informed cost benefit analysis. They cannot access the relative value of attending institutions of widely different costs because they cannot compare the net cost; that is, the cost after financial aid of the alternative choices. I think virtually all income-contingent loan programs allow, if not encourage, borrowers to incur larger debts than fixed payment programs.

The two proposals would discriminate against women and minorities and borrowers who entered lower paying professions, such as teachers and the ministry."

To back up his heart-stirring defense of women and minorities, Davis' written testimony provided countless charts and graphs intended to prove that the direct lending/income contingent proposals would terribly harm most students.

In a prepared statement submitted for the hearing, Joseph Russo of the Coalition of High Education Assistance Organizations also vigorously opposed the bill, saying that the loan system would suffer by eliminating the "competitive based market" ensured by the lending institutions that belong to his organization. In effect, Russo said, left to its own devices, the federal government would deliver these services even more poorly than do his organizations. He claimed many institutions of higher learning would not be able to afford to make direct loans, that changes in the programs would require even more paperwork, and that sufficient data does not exist to determine whether the recommended changes would work. He then admitted that the current student loan program provides the "ugly picture of fraud, abuse, scam, high attrition financial insolvency, and outrageous default rates." To stem these abuses, he called for tough new standards to insure integrity. He said the new standards should be created by "the current basic partnership of players."

It is likely that these groups will have a similar, "circle the wagons" response, to any serious reform initiative put forward by BC.

To: Bill Galston

From: Joel Berg

Date: November 30, 1992

Re: Opposition of Teachers and Public Employee Unions to Nunn-McCurdy Bill

American Federation of State, County, and Municipal Employees (AFSCME)

AFSCME President Gerald McEntee testified before the House Education and Labor Committee to personally express his union's strong reservations with the Nunn-McCurdy bill.

Likewise, Stanley Hill, an AFSCME International Vice President, testified before the Senate Committee on Labor and Human Resources on April 21, 1989. He said:

"We are gratified to see in the current dialogue about national service a renewed appreciation the value of community service. It is time to turn away from the self-centeredness of the last decade and to rediscover the virtues of civic responsibility toward our neighbors and community. Nonetheless, we urge you to proceed cautiously with community service legislation...

The apparent appeal of using a community service program to meet unmet social needs is obvious. Over the last eight years, federal aid to state and local governments declined by 45 percent in 1982 dollars. On its face, it seems convenient to provide a labor pool of young people for community service programs while simultaneously achieving other policy objectives such as conditioning federal aid on community service, providing job training for the disadvantaged and creating opportunities for young people of different backgrounds to learn from each other by working together.

However, it must be emphasized that these objectives cannot be comfortably and successfully combined if the primary goal and major effect of community service is to fulfill unmet public needs with unpaid workers or workers who receive a minimal stipend without regular employee status. It is not realistic to expect untrained, transient workers to provide the same quality of public service provided by trained employees working in a stable employment environment.

In addition, a large scale, federally financed community service program will almost certainly displace many entry level jobs in the state and local government and non-profit sectors if it creates unlimited service positions in local agencies. While national service proponents insist, and sincerely intend, that volunteers would only do work no one else is doing, there inevitably would be a very strong incentive, given the problems faced by state and local governments, to cut back on employed positions and use volunteers to meet local needs. Indeed, we believe there is very strong potential for displacement of lower-wage, lower-skilled entry jobs.

The implications of job displacement go beyond what some might characterize as the special interest concerns of a union representing public and non-profit workers. The AFSCME Research Department completed a study which we are releasing today to the Committee graphically showing which demographic groups would be most adversely affected by a large-scale community service program. (The 43-age study is attached).

While S.3 (the Nunn-McCurdy Bill) does include some provisions to protect current workers, these provisions are considerably weaker than those contained in Senator Kennedy's proposal, S. 650 and S. 322, introduced by Senator Christopher Dodd. We are attaching a description of the provisions we believe are necessary for any such volunteer service program.

However, we must emphasize that stronger anti-displacement provisions will not by themselves prevent displacement.... Even if the structure of S. 3 were revised, the sheer size of the program would create pressures to displace existing jobs. States would have to create at least 600,000 positions, all of them lacking employment status and benefits from the participants.

Moreover, the legislation's requirement that most federal educational assistance be linked to civilian or military service would result in low-income students (who may be in most need of assistance to gain access to post-secondary education) feeling forced into service or being penalized for not being able to service. This clearly raises a conflict with the traditional American values of access to and equal opportunity to post-secondary education. It also ignores a democratic society's need to a well educated and trained citizenry."

Based on their previous position, AFSCME might even oppose national service legislation that contained the strongest possible anti-displacement language. The union fears that any program that create hundreds of thousands of new service slots will threaten the jobs of public employees.

National Education Association

In an April 21, 1989 hearing on the Nunn-McCurdy Bill before the Senate Labor and Human Resources Committee, the NEA was represented by Loan Horne, Parent Involvement Coordinator of the Tacoma, Washington, Public Schools, who said:

"NEA supports the further exploration of national service concepts that would enhance, rather than replace, the current federal postsecondary student aid effort. However, NEA strongly opposes any attempt to rework existing federal student aid programs into a system of incentives for military or other national service...

Making national service a quid pro quo for federal postsecondary student aid would undermine equal education opportunity for students from low- and lower middle-income families. It would be a radical departure from the philosophy that has guided our nation to compel our nation's young people to participate in public service projects. It would create serious obstacles to meeting manpower needs in the military service. And, according to the American Council on Education, it would cost as much as \$50 billion per year to serve the same number of students currently receiving federal

student aid. Finally, by definition, mandatory national service would be counterproductive to reinvigorating the spirit of volunteerism."

Preferring to rely on a high-minded defense of equal opportunity in education, Horne doesn't even mention the union's fears of school employees being displaced.

American Federation of Teachers

Albert Shanker, President of AFT, testified on the Nunn-McCurdy Bill before the House Education and Labor Committee on June 28, 1989, saying:

"While the AFT strongly supports the concept of national and community service, we empathetically oppose any program that would condition student eligibility for financial assistance on the performance of community, national, or military service. Further, we must be careful not to create any program which would, in effect, displace low-wage and low-skilled workers. Community service should complement the work of regular public service employees. Any initiative must avoid displacement of existing workers.

The AFT is troubled by the Citizenship and national Service Act introduced by Representative McCurdy and Senator Nunn. That bill would cash out existing federal student assistance programs and make national service the sole basis on which students would qualify for federal financial assistance. Rather than serve as a beacon for young people to contribute to their community, this approach could reduce education opportunities instead of increasing them. The AFT supported the GI bill for Vietnam Veterans and the new GI bill recently enacted by Congress. Our union believes that the nation should reward those who have served in the military and in civilian capacity for their contribution. However, cashing out critical student assistance programs in order to pay for past service is a flawed approach.

While we commend Representative McCurdy and Senator Nunn for helping to bring this issue to national attention, we oppose dismantling a proven system of support for students in higher education. The new G.I. bill, existing student aid programs, and new assistance from community service all should have a place in the array of programs that service our nation's education, military and service needs."

AFT Director of legislation Gregory Humphrey offered almost identical testimony before the Senate labor and Human Resources Committee on April 21, 1989.

Support of All Groups For Compromise National Service Bill

Almost every major educational and labor group, including AFSCME, AFT, and NEA, eventually supported S.1430, the National and Community Service Act. This compromise bill funded Bush's Points of Light Initiative, promoted Volunteerism in Schools, funded existing youth corps, and created a small pilot program to test the concept of providing student aid in exchange for work in full-time community service.

To: The Transition Team National Service Working Group

From: Joel Berg, (202) 483-8513

Date: November 20, 1992

RE: MAKING NATIONAL SERVICE WORK

Given my three years of experience researching national service for the Progressive Policy Institute and selling national service to the public on the Clinton Campaign, I offer the following principles with which to transform the idea into reality:

1) A full-scale program should be started in 1993; we should not settle for small-scale pilot projects. As evidenced by his comments at his first press conference as President-Elect, BC understands that national service offers the single most-promising vehicle to demonstrate that he is serious about fundamentally changing America. Throughout both the primary and general election campaigns, BC's mention of national service provided the loudest and most consistent applause on the stump. After election day, over a dozen Kansas students called our Wichita office to inquire how they could join the Clinton national service program. The public wants action now. Moreover, the current student aid system is failing so miserably that a drastic overhaul is needed immediately. We already have enough successful pilot programs -- such as Boston's City Year -- to draw from in creating a national program. JFK created the Peace Corps within a few months of taking office -- BC should do the same for national service.

2) The National Service Trust Fund should simplify -- not complicate -- the process by which students receive federal financial aid. Currently, students and families face a bewildering array of federal aid programs, including two grant programs, four loan programs, and the work-study program. The complexity of applying for these programs is one of the causes of declining college enrollment among low-income students. The National Service Trust Fund should create one simple application process through which every American can join in a pact of reciprocal obligation with the government to obtain aid for post-secondary education. The program should place power and choice in the hands of students and their families, not in the hands of college administrators and Washington bureaucrats.

3) The aid package provided by the Trust Fund must be generous enough that students have a real financial incentive to participate in the program. Some surveys have indicated that over 80% of students in post-secondary education programs now work either full or part-time while attending school. Unless the program provides youth both generous vouchers to attend post-secondary institutions and reasonable stipends during the time they are performing service, many will simply opt to stick with the inadequate status quo.

The package offered by national service should greatly exceed the amount of both student aid and cash students could obtain on their own if they received aid from current programs and simultaneously worked at \$5/hour jobs. The package must be large enough to pay for the bulk of educational expenses and both public and private institutions. To reduce the program's overall costs, it will probably have to be adopted in tandem with some sort of cost-control program for all public and private post-secondary institutions that obtain federal aid.

4) A central goal of the program should be including youths from all socio-economic groups. Only a universal program will attract wide-spread public support and serve as a major instrument of healing America's vast racial and social rifts. Constant care in both design and implementation must insure that National Service does not become the prime dominion of the upper middle class, as did the Peace Corps, or of the lower classes, as do most existing community service corps. BC should use his bully pulpit to call all youths into service. To attract non-college bound youths, the program should provide young people with a choice of funding their vocational education or the start-up of their own small business. To attract middle- and upper-income students, the program should work closely with the nation's most prestigious colleges to make sure they give national service veterans preference in their undergraduate and graduate admissions processes.

5) The program should stress the importance of the services performed by the youths rather than the benefits to be enjoyed by the individual servers. Charlie Moskos has pointed out that the purpose of our military is to defend America, not to mature young men and women; likewise, the primary purpose of national service should be to fulfill unmet social needs, not to just make young people feel good about themselves. In fact, young people will gain the most self-esteem if they actually perform duties that are of vital use to their communities. The program must be structured carefully to provide services that would otherwise not be provided. Special care must be given not to displace current municipal employees.

6) The program should differentiate itself clearly from the "Points of Light" by focusing on highly visible and structured projects requiring full-time, long-term, compensated work with concrete results -- not just the occasional and haphazard volunteer efforts of altruistic individuals. The program's projects should be as visible in each community as were the W.P.A. projects of the New Deal.

7) The program's administrative structure should be de-centralized and entrepreneurial and NOT become another costly Washington bureaucracy. The program will be BC's best change to showcase "reinventing government" principles in action. It should have a minimal Washington staff. It should leverage state, local and private funds. It should reward enterprising states, communities, or individuals that come up with successful new ideas. It should treat students and families as consumers in figuring out the simplest way to pay for college.

To: Eli Segal, Peter Edelman, Susan Stroud

From: Joel Berg

Date: November 30, 1993

Subject: **Making AmeriCorps Work in Federal Agencies**

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

November 11, 1993

To: Dr. Leodry Williams, Acting Administrator, Extension Service
From: Joel Berg, Director, Office of Public Liaison
Subject: **Request from the Kansas Governor's Office**

The Governor's Office of the State of Kansas has requested that we assign a full-time Extension Agent to work on the Kickapoo Reservation in Northeast Kansas with the Kickapoo Youth Conservation Corps.

In August, I visited the reservation and met with the Director of and participants in the youth corps. The corps, which is funded by the federal Corporation for National and Community Service, performs a wide variety of human service and environmental tasks on the reservation. Since the reservation was hit badly by the flooding, the corps will focus most of its activities in the near-term on flood relief. At the time of my visit, the Director requested help from an Extension Agent who could provide technical assistance to the corps' farming and tree planting programs. I concluded from my visit that the Corps was desperately in need of such technical assistance.

Given Secretary's Espy commitment that USDA will be as responsive as possible to helping flood relief efforts, and given President Clinton's passionate support for youth service efforts such as the Kickapoo Youth Service Corps, I would hope we could use some of the flood relief money allocated to the Kansas Extension Service to fund one full-time Extension Agent on the reservation.

Please contact me if you have any questions about how we might be able to fulfill this request from the State of Kansas.

CC. Steve Mullen, 4-H Youth Program
Dr. Richard Wootton, Associate Director, Extension Service
Oleta Fitzgerald, Director of Intergovernmental Affairs
Ron Blackley, Chief of Staff
Susan Stroud, Corporation for National and Community Service



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

November 11, 1993

To: Dr. Leodry Williams, Acting Administrator, Extension Service
From: Joel Berg, Director, Office of Public Liaison JB
Subject: **Request from the Kansas Governor's Office**

The Governor's Office of the State of Kansas has requested that we assign a full-time Extension Agent to work on the Kickapoo Reservation in Northeast Kansas with the Kickapoo Youth Conservation Corps.

In August, I visited the reservation and met with the Director of and participants in the youth corps. The corps, which is funded by the federal Corporation for National and Community Service, performs a wide variety of human service and environmental tasks on the reservation. Since the reservation was hit badly by the flooding, the corps will focus most of its activities in the near-term on flood relief. At the time of my visit, the Director requested help from an Extension Agent who could provide technical assistance to the corps' farming and tree planting programs. I concluded from my visit that the Corps was desperately in need of such technical assistance.

Given Secretary's Espy commitment that USDA will be as responsive as possible to helping flood relief efforts, and given President Clinton's passionate support for youth service efforts such as the Kickapoo Youth Service Corps, I would hope we could use some of the flood relief money allocated to the Kansas Extension Service to fund one full-time Extension Agent on the reservation.

Please contact me if you have any questions about how we might be able to fulfill this request from the State of Kansas.

CC. Steve Mullen, 4-H Youth Program
Dr. Richard Wootton, Associate Director, Extension Service
Oleta Fitzgerald, Director of Intergovernmental Affairs
Ron Blackley, Chief of Staff
Susan Stroud, Corporation for National and Community Service

November 2, 1993

To: Ron Blackley, Eloise Thomas
From: Joel Berg
Subject: **Meeting With the Secretary on National Service**

On September 30, in response to a decision memo I wrote to him on national service, Secretary Espy indicated that he would like to personally discuss the matter with me.

The national service proposals I am developing for the Department would engage thousands of participants would require the active cooperation of at least four under and assistant secretaries and at least ten agency administrators.

Thus, our national service programs are a major undertaking which I will need to discuss directly with the Secretary before finalizing details.

Secretary Espy has agreed to the broad objectives of the three national service programs we will run, but I need his specific direction on a few key matters:

Management Structure: Would this initiative be managed by a new USDA cross-agency management team or would parts of it be managed by different, existing USDA agencies?

Budget: How much of the initiative will be funded by the new Corporation for National and Community Service and how much of it will be paid for from USDA program funds?

Working With Other Cabinet Agencies: Should we sign cooperative agreements with the Departments of Interior, Commerce, Transportation, and Housing and Urban Development, as well as with the Environmental Protection Agency, to help us fund and run these programs?

Siting of Pilot Projects: In what states, cities, and regions should we place our pilot projects?

The above matters need to be resolved before we can proceed much more concretely.

Additionally, there is a possibility that President Clinton will bring up the topic of national service at an upcoming Cabinet meeting. I would like to brief the Secretary before then, so that he can knowledgeably explain to the President and his Cabinet colleagues how USDA is leading the federal government in advancing the President's program.

Clinton Presidential Records Digital Records Marker

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

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

October

Divider Title: _____



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

MEMORANDUM

TO: GALEN BRIDGE, -ACTING CHIEF
SOIL CONSERVATION SERVICE

FROM: JOEL BERG, DIRECTOR *JB*
OFFICE OF PUBLIC LIAISON

DATE: OCTOBER 22, 1993

RE: YOUTH SERVICE AND FLOOD RELIEF

720-4531

Secretary Espy has directed me to coordinate interactions between youth service corps and USDA agencies involved in flood relief. There are a wide variety of flood-relief activities that youth conservation corps could potentially perform under contract from SCS, such as removing debris from streams and drainage systems, protecting and restoring levees, and placing or removing sandbags.

As you can see from the attached project contract in which the Wisconsin Conservation Corps was paid by a local conservation department to build streambank fencing, some corps already perform work remarkably similar to work supervised by SCS. Typically, the corps perform the projects for far less money than would private contractors.

I would like to schedule a meeting with you and/or the appropriate SCS senior staff to discuss whether some of flood-relief work you contract out could be performed by conservation corps in the flood states. My assistant, Katherine Gibney, will call your office next week to request an appointment.

WISCONSIN CONSERVATION CORPS
PROJECT CONTRACT

Program Revenue Contract # 176-1

ATTACHMENT A

In addition to agreeing to all of the provisions of the original project contract, the Waupaca County Land Conservation Department agrees to reimburse the WCC for labor on the following work activities at the rates listed:

1. Streambank fencing at \$2.00 per rod for 1 strand electric wire, \$3.00 per rod for 2 strand barbed wire, \$4.00 per rod for 3 strand barbed wire, and \$5.00 per rod for 4 strand barbed wire.

Total reimbursement will be based on the units of work completed as reported by the WCC crew leader. WCC will bill the Waupaca County Land Conservation Department quarterly based on the crew leader reports. Payment will be due 30 days after the invoice date.

For the Wisconsin Conservation Corps Board

1. Topf Wells
Executive Director

[Signature]
Signature

7/1/91
Date

2. _____
Board Secretary

[Signature]
Signature

May 1991
Date

For the Waupaca County Land Conservation Department

1. Bruce Bushweiler, County Conservationist
Type Name and Title

[Signature]
Signature

5-17-91
Date

2. _____
Type Name and Title

Signature

Date



AMERICORPS

TEAM USDA

TO: KATE FRUCHER

FROM: JOEL BERG

DATE: OCTOBER 19, 1993

**RE: 1) LEGAL BRIEFING FOR AG OFFICIALS
2) PRIVATE FUNDING**

At the last interagency meeting, you agreed that your office would hold a legal briefing for general counsel and budget officials in Cabinet agencies. It would be extremely helpful for us if this briefing could be scheduled within the next two weeks.

In addition, as we discussed, I would like to meet with the new Corporation officials who will be raising private funds.

Thanks in advance for your help.



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

Correspondence

October 14, 1993

Dr. David B. Henson
President
Alabama A&M University
P.O. Box 285
Normal, Alabama 357632

Dear President Henson:

As you may know, the National Service Trust Act of 1993 was recently signed into law by President Clinton after it passed both Houses of Congress by wide margins. Enclosed is a summary of the new law.

USDA is now developing exciting plans to incorporate into the President's initiative. Secretary Espy has asked me to write to the Presidents of 1890 Colleges and Universities to offer your institution the opportunity to play a major role in planning and managing these programs.

Your institution can potentially be involved in one of two ways: by applying to the new Corporation for National Service for a grant that would go directly to your institution; or, by working jointly with USDA to develop one of our three proposed corps. In either case, my office will provide your institution with any technical assistance and guidance you deem necessary.

On June 11, Secretary Espy testified before the U.S. Senate Committee on Labor and Human Resources and outlined both the civic philosophy behind the President's program and the concrete ways in which our Department will participate. A copy of that testimony is enclosed.

As you will read in the testimony, the Secretary has directed the Department to develop three specific proposals: a rural development corps, an anti-hunger and empowerment corps, and an environmental corps.

The Rural Development Corps would establish regional clusters of "professional" and "paraprofessional" participants who could assist communities in identifying needs and resources necessary for economic well-being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background. This Corps could consist of participants both older and more highly-educated than the other two corps, and could directly lead to permanent careers in rural development.

The National Empowerment and Anti-Hunger Corps members could work in urban and rural areas to help low-income families and individuals move towards self-sufficiency. The main focus of the Corps could be fighting domestic hunger. Corps members would help individuals apply for food stamps, WIC, and the school breakfast program; overhaul their diets; and learn to prevent food-borne illnesses. Corps members could also help implement the Administration's innovative anti-poverty empowerment agenda of expanded Earned Income Tax Credits, assets development programs, microenterprise loans, and community development banks.

The National Environmental Corps would have both urban and rural components. Participants would renovate urban and rural parks, plant trees, perform conservation work in national forests, teach environmental education, promote urban farming, test water quality, boost sustainable agriculture, clean-up rivers and lakes, help families weatherize their homes, instruct the public on how to dispose of household chemicals, and restore wetlands.

I am honored that Secretary Espy has asked me to head up our national service planning efforts. I will be contacting your office in the near future to discuss this matter further. In the meantime, do not hesitate to contact me at (202) 720-4623.

The President's new initiative will allow your students to boost their personal upward mobility at the same time they serve their community. Secretary Espy is very enthusiastic about the prospect of working with you to make this program a success.

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 Public Liaison



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

Correspondence
Duplicate + 2

October 14, 1993

Dr. Julius W. Becton, Jr.
President
P.O. Box 188
Prairie View, TX 77446

Dear President Becton, Jr.:

As you may know, the National Service Trust Act of 1993 was recently signed into law by President Clinton after it passed both Houses of Congress by wide margins. Enclosed is a summary of the new law.

USDA is now developing exciting plans to incorporate into the President's initiative. Secretary Espy has asked me to write to the Presidents of 1890 Colleges and Universities to offer your institution the opportunity to play a major role in planning and managing these programs.

Your institution can potentially be involved in one of two ways: by applying to the new Corporation for National Service for a grant that would go directly to your institution; or, by working jointly with USDA to develop one of our three proposed corps. In either case, my office will provide your institution with any technical assistance and guidance you deem necessary.

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The National Environmental Corps would have both urban and rural components. Participants would renovate urban and rural parks, plant trees, perform conservation work in national forests, teach environmental education, promote urban farming, test water quality, boost sustainable agriculture, clean-up rivers and lakes, help families weatherize their homes, instruct the public on how to dispose of household chemicals, and restore wetlands.

I am honored that Secretary Espy has asked me to head up our national service planning efforts. I will be contacting your office in the near future to discuss this matter further. In the meantime, do not hesitate to contact me at (202) 720-4623.

The President's new initiative will allow your students to boost their personal upward mobility at the same time they serve their community. Secretary Espy is very enthusiastic about the prospect of working with you to make this program a success.

Sincerely,



Joel Berg
Director of Public Liaison

TO: RON BLACKLEY

FROM: JOEL BERG

DATE: OCTOBER 13, 1993

RE: RESPONSE TO ELI SEGAL AND CHRISTINE VARNEY

Here is the draft response to the memorandum from Eli Segal and Christine Varney. The White House would like you to send it to Peter Edelman at (fax) 456-6420. In addition, for political reasons, you should also send a copy to Christine Varney. Also, you might want to suggest to Christine or Steve Silverman that the President mention USDA's national service efforts in a Cabinet meeting.



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

October 13, 1993

MEMORANDUM

TO: Eli Segal
Christine Varney
Peter Edelman

FROM: Ron Blackley, Chief of Staff, Department of Agriculture

SUBJECT: USDA Actions to Bolster the President's National Service Initiative

The following is in response to your memo of October 7, 1993. As you will read, USDA has done more than any other Cabinet Department to promote the President's national service initiative.

1) How USDA plans to be involved with the national service program as we move forward.

Creating and Running Programs of Our Own:

Secretary Espy has directed Joel Berg, the Director of the USDA Office of Public Liaison, to prepare proposals for three USDA-run youth service corps to submit to the new Corporation for National Service: a Rural Development Corps, an Environmental Corps, and an Anti-Hunger/Empowerment Corps.

The Rural Development Corps would establish regional clusters of "professional" and "paraprofessional" participants who could assist communities in identifying needs and resources necessary for economic well-being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background.

The National Environmental Corps would have both urban and rural components. Participants would renovate urban and rural parks, plant trees, perform conservation work in national forests, teach environmental education, promote urban farming, test water quality, boost sustainable agriculture, clean-up rivers and lakes, help families weatherize their homes, instruct the public on how to dispose of household chemicals, and restore wetlands.

In the Anti-Hunger/Empowerment Corps, participants would work in urban and rural areas to help low-income families and individuals move towards self-sufficiency. The main focus of the corps would be fighting domestic hunger. Corps members would help individuals apply for food stamps, WIC, and the school breakfast program; overhaul their diets; learn to prevent foodborne illnesses; and obtain the expanded Earned Income Tax Credits, microenterprise loans, and help from community development banks. In short, this corps would help put into effect the entire empowerment agenda promoted by President Clinton and Secretary Espy.

Helping Constituency Groups Participate in the Program

USDA will provide significant information and technical assistance to the wide range of our constituency groups -- including environmental, consumer, farming, higher education, minority, rural development, agribusiness, and nutrition groups -- to help them apply for funds from the Corporation for National Service or otherwise become involved in the President's initiative.

USDA will also develop curriculums in key areas -- such as nutrition, the environment, and rural development -- for external groups that are planning to run national service programs related to these areas.

Expanding Our Employee Volunteer Program

USDA will be expanding our programs which allow USDA employees to volunteer in their community. First, we will be increasing the number of USDA employees in Washington, D.C. who tutor students at the Van Ness Elementary School in Southeast. In the near future, we will be taking steps to encourage USDA employees throughout the country to expand their community service efforts.

2) What USDA has done up to this point to help the Office of National Service implement the program.

Secretary Espy has PERSONALLY taken the following actions:

- a) Given a major speech at Howard University on national service in which he compared the importance of the President's program to the importance of the original Civil Rights movement.
- b) Directed USDA Director of Public Liaison Joel Berg to develop concrete national service proposals for the Department and to expand employee volunteer efforts.

- c) Testified before the Senate Labor and Human Resource Committee in support of the Administration's bill, outlining both the bill's civic philosophy and the Department's plans to incorporate into the President's initiative.
- d) Visited the Van Ness Elementary School in Southeast Washington to meet with students who have been tutored by USDA employee volunteers at the school.
- e) Sent a letter to the Commission on National and Community Service expressing his personal support, as well as significant institutional backing, for youth service projects undertaken by the Extension Service.
- f) Discussed national service with the Presidents of historically Black land grant institutions.
- g) Discussed the proposed USDA Anti-Hunger/Empowerment Corps during a USDA Hunger Forum which garnered national attention.
- h) Directed Joel Berg to travel to all nine of the flood-affected states in the Midwest to coordinate USDA disaster relief projects with state conservation corps and other youth service programs.
- i) Directed the USDA Extension Service to use 10% of flood relief funds for the Midwest on youth service projects.
- j) Attended a reception on behalf of USDA employees who tutor at a local school.
- k) Highlighted the proposed USDA Rural Development Corps at the National Rural Development Forum he sponsored.

With Secretary Espy's full support, Joel Berg has taken the following actions:

- a) Created four working groups of USDA employees from a wide range of agencies to oversee the development of three national service corps.
- b) Detailed a career USDA employee -- who is a former Peace Corps volunteer -- to work full-time on planning USDA national service projects.
- c) Met privately with counterparts from the Departments of Interior, Energy, Education, the Environmental Protection Agency, and Peace Corps to discuss how our departments can work together on national service projects.
- d) Spoke to over a dozen meetings of various interest groups to explain the President's initiative.

e) Mailed information on the President's initiative to hundreds of environmental, consumer, farming, higher education, minority, rural development, agribusiness, and nutrition groups. Has begun following up this mailing with phone calls and individual meetings.

f) Travelled to all nine of the flood-affected states in the Midwest to bring together all youth service specialists involved in flood relief.

g) Publicized Extension Service pilot projects recently funded by the Commission on National and Community Service; paid particular attention to publicizing programs in Kansas.

h) Explained the President's initiative to television, radio, and print reporters, as well as newspaper editorial writers, throughout the flood-affected Midwest.

i) Worked with the Extension Service to spend 10% of their flood relief funds on youth service projects.

j) Visited the National Forest Foundation pilot program in Oregon and offered full institutional support for the project.

k) Attended every meeting of the Commission on National and Community Service on behalf of Secretary Espy.

l) Began working with Peace Corps officials to develop a concept paper on how former Peace Corps volunteers may be utilized in various volunteer capacities with Agriculture's three corps.

m) Worked with the Department of Education to help plan utilization of work-study funds for flood-relief community service.

3) A tentative work plan outlining the steps USDA will take over the next months to develop concrete proposals and ultimately implement them.

By November 30, 1993: Detail staff or obtain full-time help from appropriate agencies to serve on a USDA working group to hammer out specific details of each corps proposal

By December 15, 1993: Identify possible pilot project locations and partnerships

By January 15, 1994: Sign memorandums of understanding with other federal agencies

By January 25, 1994: Submit preliminary proposal to the Corporation

By February 1, 1994: Work with USDA Budget Office to develop potential-line item budget requests for FY95 budget

By April 1994: Interview and place pilot project personnel

By May 1994: Recruitment of participants for Fall programs begins

By June 1994: Start Summer training for project managers and crew leaders

By September 1, 1994: Begin pilot projects

By October 1, 1994: Have President Clinton and Secretary Espy begin to visit pilot locations and take credit for their success

bulled

THE WHITE HOUSE
WASHINGTON

Office of National Service
O.E.O.B. - Room 145
Washington, D.C. 20500
Phone: (202) 456-6444
Fax: (202) 456-6420

E. jay
Senate test
Speech to House
Gov. to Van Ness
may = Van Ness
Ante the House
made speech
in
R. D. form

TO: JOEL BERG

ORGANIZATION: DEPT. OF AGRICULTURE

FAX: # 720 - 5543

PHONE#: 720-4623

FROM: KATE FRUCHER

DATE: 10/8

NUMBER OF PAGES (including cover sheet): 3

COMMENTS: THIS HAS BEEN SENT TO ALL CHIEFS OF STAFF BY CHRISTINE VARNER.

I JUST WANTED TO GIVE YOU A HEADS-UP. THE REPORT SHOULD BE BRIEF--AS YOU
KNOW, MUCH OF THE GROUNDWORK HAS BEEN ESTABLISHED ALREADY. PLEASE FEEL FREE
TO CALL ME IF YOU HAVE ANY QUESTIONS. REMINDER: INTERAGENCY WORKING GROUP
MEETING WILL BE HELD WED, OCT 13TH AT 3:00 IN O.E.O.B.

.....
If you have any problems with the fax transmission, please call
(202) 456-6444.

.....
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.....

THE WHITE HOUSE

WASHINGTON

October 7, 1993

MEMORANDUM FOR ALL CHIEFS OF STAFF

FROM: Christine Varney
Eli Segal *EL*

SUBJECT: Report on Departments' Involvement with National Service

When the President signed the National and Community Service Trust Act of 1993 into law on the South Lawn of the White House a few weeks ago, he directed the Cabinet and heads of federal agencies to "redouble their efforts to use service -- community grass-roots service -- to accomplish their fundamental missions."

This is not the first time the President has expressed his interest in involving departments in national service. He has mentioned it in Cabinet meetings, conducted an inventory of all existing department-sponsored service programs, and, last spring, asked Peter Edelman to chair an Interagency Working Group on National Service.

As Eli Segal, Assistant to the President and Director of the White House Office of National Service, begins to implement this new program, we now ask that you turn from generating ideas to creating concrete proposals. Grants may be available to departments from the new Corporation for National and Community Service, on a competitive basis, as early as next spring.

At this crucial point, Eli has asked that each department submit a brief report by Friday, October 15th, updating his office on the following issues:

- (1) **How your department plans to be involved with the national service program as we move forward.**
Among other things, this may mean adding service components to existing programs or developing new service initiatives altogether either using the department's own funds or by applying to the new Corporation for grants; helping with outreach efforts by informing potential grantees about the program; including discussions of service in speeches and op-eds; expanding opportunities for employee volunteerism and finding other ways to promote the ethic of service throughout the federal government.

(2) What your department has done up to this point to help the Office of National service implement the program. Please briefly describe any significant events like internal staff meetings, meetings with other department staff to begin to build partnerships around certain issues, meetings with outside constituents, or mentions of national service in speeches or department newsletters which have occurred over the past few months. We would like to document them.

(3) A tentative work plan outlining the steps your department will take over the next few months to develop concrete proposals and ultimately to implement them.

*Steps taken Per
by Sec.
Step 1. Draft for Joe Ben*

Please fax responses to Peter Edelman or Kate Frucher at the White House Office of National Service (202)456-6420. If you have any questions, feel free to Peter at (202)690-8157 or Kate at (202)456-6444.

We recognize that most departments have been working with the Office of National Service on many facets of this initiative for a number of months. We greatly appreciate your efforts and enthusiasm and look forward to continuing to work with you on this exciting new program.

Iowa { FEMA - Illinois, Iowa
 Lead Agency - Iowa
 R/TJ merged
 teleconference, ~~Gov~~
 Extension number Iowa

Missouri { ~~Iowa Conservation Corps No. - 515 242-4784~~

Missouri { Mission - Gov office of Vol.
~~Missouri Conservation Corps~~

Minnesota { Kansas FEMA telephone #
 800-853-3362 Res? Richard
Francis
Melling
816 283-7061
ICC, IN
 Marin
elect
Der 303 { - Canada
 { - Nebraska
 { - North Dakota
 { - South Dakota
 800
 330-4250
 FEMA-
 1-800-

Wis { Wisconsin Red Cross
 Wis Office of Vol.

Neb { Red Cross
 FEMA
 N.D. { Red Cross
 office of Vol
 FEMA

SD { Red
 Cross
 Br. office
 of Vol FEMA

U.S. DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY



DATE: October 15, 1993

SENT TO: CHRISTINE VARNEY

PHONE #:

FAX #: 456-2983

NUMBER OF PAGES SENT: 6
(excluding cover sheet)

FROM: RON BLACKLEY

PHONE #: 202-720-3631

FAX #: 202-720-5437

COMMENTS:

COPY SENT TO PETER EDELMAN

~~CONFIDENTIAL~~

To: Ron Blackley
From: Joel Berg
Date: October 1, 1993
Subject: The Extension Service and Flood Relief

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: SML DATE: 4/26/2023
2013-0661-F Segment 3

I have received proposals from the Extension Service indicating that they are planning to spend the flood relief money you set-aside for youth service in a manner that contradicts not only your intent, but **their own** stated intent.

As you will read from the attached proposals, they plan to mostly run programs which serve young people, NOT ones in which young people serve their community. In fact, eight of the nine proposals are labeled "youth development," not youth service. Only the Wisconsin and Iowa proposals constitute actual youth service. In the rest of the proposals, real youth service - if mentioned at all -- is nothing more than an afterthought.

Some examples of what the Extension Service wants to do with the flood money you set-aside for youth service:

- * Print "four thousand copies of four issues of the When Rural Problems Come to School Newsletter" to be distributed to teachers.
- * Create a "stress camp" for youth (ages 13 through 17) to provide alternative behaviors and actions as they relate to stress." The camp will run a "Adventure Course to emphasize self esteem..." and an "Outdoor Education" program to "present information in environmental programming and will discuss weather cycles and how this impacts natural resources and personal stewardship."
- * Run an after school program "dealing with stress, self esteem, and communication skills."
- * Manage a program to "integrate local mental health professionals and local educators" to "combine therapeutic and education programs."
- * Use "impromptu theater techniques" to "enhance coping techniques in dealing with stress."

Imagine this headline story in the Kansas City Star: "USDA Doesn't Have Enough Money To Save Farmers Or Waive State Matching Requirements, But Finds Enough Money To Fund Day Camps and Theater Workshops."

In our recent meeting with Mitchell Geasler, he gave us the attached document in which the Extension Service proposed using 10% of their funds for six different types of youth service projects. Five of the six proposed types of projects were real community service, and only one was focused on stress reduction. **Yet almost all the new proposals focus ONLY on stress reduction. In other words, the Extension Service not only ignored your directive, but they failed to even carry out their own proposal.**

I have strong reason to believe that the stress reduction proposals were planned by the Extension Service long before we even began discussion about how to use the money for your service. In response to your directive, they seem to have done little more than re-name old proposals.

MY PROPOSED ALTERNATIVE:

Use most of the 10% of the Midwest funds -- \$290,000 -- to manage the Department of Education's program to have THOUSANDS OF COLLEGE STUDENTS PERFORM MONTHS WORTH OF SERIOUS FLOOD CLEAN-UP WORK.

The White House is very excited by this prospect. We could potentially have thousands of young people working within a few weeks. Imagine President Clinton and Secretary visiting a site during Thanksgiving to work alongside youths wearing "AMERICORPS/TEAM USDA" tee-shirts and serving turkey dinners to families homeless because of the flood.

I would urge you to make a high-ranking Extension Service employee personally responsible for the success of this project. This person should be knowledgeable of, and excited by, youth service. Dr. Alma Hobbs would be a perfect choice, who should soon be free from her National Performance Review duties.

Cubrent

EXTENSION FLOOD RELIEF/YOUTH SERVICE PROPOSALS

STATE: WI

TITLE OF PROPOSAL: Natural Disaster Recovery Assistance Program
For Wisconsin

SUMMARY OF PROPOSED YOUTH INVOLVEMENT:

4-H and Youth state specialists and county agents will train volunteers, coordinate local community efforts in identification involvement of youth in local community service projects and programs to assist families and citizens recovery. *identifying ways of involving*

Youth opportunities in partnership with adults ^{adults} and ~~peers~~ in community service programs will provide experience in responding to disasters, assessing damage, and assisting those affected. ~~The following programs involve adults and peers~~

Agent and specialist teams will provide training, coordination and support for community-based youth and community service programs developed at the local level. Local volunteers will be trained in community service projects identified in their communities.

Specialists and agents will provide leadership in coordinating and training additional volunteers, local school personnel and other community groups to develop local peer support groups and programs for youth to assist them in dealing with family and personal stress and anxiety.

STATE: MN

TITLE OF PROPOSAL: Minnesota Flood Plan

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

The University of Minnesota Extension Service (MES) will implement a newsletter, stress relief curriculum, and reducing youth violence through mentoring components.

Four thousand copies of the four issues of the When Rural Problems Come to School Newsletter will be published during the school year for school educators. Publication topics will include stress management, self respect, communication and peer listening skills, an update on the disaster, and how teachers can help identify students and families that need assistance. Each newsletter will contain two classroom activities.

A stress relief curriculum will target preschool through sixth grade youth and will teach positive coping skills for dealing with stress or changes in their lives. Stress Relief is a primary prevention program to provide training, consultation, and education resources in stress management education for day care, Head Start, and public school teachers *for*

2

ages 3 through grade 6. The demonstration project has been developed by the Preschool Stress Relief Program group in Atlanta, Georgia. Partners include regional offices of the Department of Education, Early Childhood education (ECFE), and Partners in Prevention. Others will be added.

The goal of the reducing youth violence through mentoring component is to reduce criminal activity and negative behavior, including substance use/abuse, through positive role modeling provided by volunteering mentors. Outcomes include increased self esteem in youth and mentors, improved quality of life for the youth and the mentors, increased academic performance, decision making skills and community involvement of the youth, and decreased incidence and impact of negative behaviors by high risk youth. MES will partner with the Southwest Minnesota Education Collaboration to act as a resource center for local mentoring efforts, assisting with recruitment, screening, and training of the volunteer mentors, establishing connections between current mentoring activities.

STATE: NE

TITLE OF PROPOSAL: Flood Recovery Assistance

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

A stress camp will be conducted for youth (ages 13 through 17) to provide alternative behaviors and actions as they learn to relate to stress. Programming will consist of three major program blocks: 1) Adventure Course to emphasize self esteem and build team work skills; 2) Stress Connection exercises to provide youth with alternative behaviors, coping, strategies and communications ~~and~~ skills for dealing with feelings of hopelessness; and 3) Outdoor education will present information in environmental programming and will discuss weather cycles and how this impacts natural resources and personal stewardship.

facilities at
Youth will also receive training and will be encouraged to participate in community service programs to reconstruct damaged ~~to~~ parks, recreation facilities, and fairgrounds. Youth and volunteer leaders will plan and prepare a mini-grant proposal to cleanup and repair ~~local and~~ community damage. ~~A~~ *ve* review committee will evaluate the proposals and allocate the resources on a selection basis. When possible, matching dollars on a ~~local or~~ community basis will be encouraged. Service to community, service learning and "Community Pride" are methods currently utilized in 4-H Youth Development programming.

STATE: IL

TITLE OF PROPOSAL: Illinois Flood Recovery Centers

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

Four flood response centers will provide special programs for youth. These programs include the opportunity for youth involvement in recovery activities and providing assistance with child care, educational activities, before and after school programs, and weekend recreation programs for children of adults involved in flood related activities.

Before and after school youth programs will be established at no fewer than one site in each of the flood control center areas. The programs will utilize existing youth-at-risk curricula and curriculum developed by Extension specialists and educators. A major portion of the curriculum dealing with stress, self esteem, and communication skills will be featured in the programs. The Youth Helper Training Program will utilize existing materials including "Tackling Tough Stuff", "Circle of Support", "Youth in Action", and "Positive Peer Power". Sponsored activities will include opportunities for youth to become involved in flood damage clean-up and repair and other flood recovery projects.

Teams of youth volunteers will be recruited from area schools and the collegiate ranks. Each team will be screened and instructed on proper use of the curricula and supporting activities. The teams will be supervised by a Volunteer Coordinator at each site.

STATE: IA

TITLE OF PROPOSAL: Iowa Extension Flood Recovery Assistance Centers

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

Project objectives include a youth service corps, in-service education for school personnel and others to help understand and reduce stress, and efforts to involve youth as partners in flood recovery efforts.

Youth ages 14 to 19 will be selected to participate in a youth service corps. Youth will be paid for work on trails and other repair projects at the flood damaged Iowa 4-H Education and Natural Resources Center. Youth will receive training throughout the work experience, including: life skills, safe and wise use of equipment and materials in reconstruction projects, understanding ecological principles, Iowa woodland, prairie and riparian environments, interrelationships between living things and the responsibility for the integrity of many of those relationships, basic first aid, CPR, and an appreciation of work relationships with peers and supervisors.

To address stress and youth depression, Extension specialists will provide training on understanding and coping with youth depression to school teachers, 4-H leaders, school officials, service organizations, and others who interact with youth. Peer support groups will be developed in at least one community in each of the eight Extension Flood Recovery Assistance Centers.

Iowa State University Extension youth ~~field~~ specialists will assist communities in identifying and developing local flood recovery projects that will involve youth as partners with adults. Project proposals will be reviewed by a central committee, with at least one project per Flood Recovery Assistance Center selected. Work to carry out projects will be done by youth and adult volunteers.

*STATE: MO

TITLE OF PROPOSAL: Missouri Flood Education Program

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

Educational programs will be implemented to address family and youth stress. This effort will integrate local mental health professionals and local educators to provide long term, interagency programming that combines therapeutic and education programs. Programs will include child and parent education, strategies addressed to children in school, child care systems and families, and information for employers.

Community service programming will mobilize youth and adult volunteers, support existing volunteer systems involved in efforts to assist families and youth experiencing stress. Adult and youth representatives will be included in planning and implementing this component.

*STATE: ND

TITLE OF PROPOSAL: Flood Recovery Assistance Program

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

An objective of this project is to provide opportunities for youth volunteers to work as a team to assist in their community. Interested youth will be encouraged to partner with adults ~~in the local communities~~ to organize and conduct work projects to help restore community families or provide property damaged by flooding. They will also plan and conduct other programs where youth can volunteer to work in teams or

individually to assist other youth and adults in their communities who have been adversely affected by the flooding. The youth volunteer programs will be designed to meet specific needs of individual communities.

*STATE: SD

TITLE OF PROPOSAL: Project Rebound

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

A school program using impromptu theater techniques will be developed to target 3 to 6 grade youth to develop an awareness and enhance their coping techniques in dealing with stress. The program will be presented to the target audience through school assembly programs.

Referral information on "Project Recovery" will be left with the youth, classroom teachers and school personnel. Classroom teachers will be surveyed to determine the 3 to 6 grade youths increased awareness in stress management and coping techniques.

Classroom teachers and school personnel will be queried as to number of participating youth who request referral information on "Project Recovery", which is the title for the FEMA sponsored program providing counseling for impacted farm and agribusiness families.

STATE: KS

TITLE OF PROPOSAL: Kansas EFRAC Draft Proposal

SUMMARY OF PROPOSED YOUTH DEVELOPMENT ACTIVITIES:

No input on youth program focus.

Original Proposal

EXTENSION SERVICE
SCOPE OF COMMUNITY SERVICE

Recognizing the strengths of the youth program, Extension can team youth and adults to provide community service that helps alleviate some of the consequences from the floods. This program will provide youth an opportunity to partner with adults to build on their strengths and make a difference in their communities. A variety of programs will include: (1) development of teams of youth and adults who can assist communities in identifying and organizing work projects; (2) development of teams of youth trained to discuss stress, depression and concerns related to their family and the flood and to conduct forums/meetings with youth and adults; (3) mobilizing teams of youth volunteers to assist the elderly with clean-up and removal of flood debris; (4) training for teens to provide childcare/recreation programs for children of parents involved in flood related activities; (5) development of teams of youth trained to help with structural repair of homes; businesses; and (6) assessment and implementation of larger short-term projects when a large number of youth can focus on one project that can be completed in a short time and other projects that meet community needs. The size and scope of projects will vary based on community needs and could include both volunteer and stipend programs for youth involvement.

It is expected that States will use between 5 and 10 percent of allocated funds to conduct these efforts. This will allow for a program level of approximately \$200,000.

Clinton Presidential Records Digital Records Marker

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

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

September

Divider Title: _____



DEPARTMENT OF AGRICULTURE
OFFICE OF PUBLIC AFFAIRS
WASHINGTON, D. C. 20250-1300

September 22, 1993

Dear Friend:

As you may know, President Clinton signed the National Service Trust Act of 1993 into law on September 21 at the White House. The bill passed the Senate by a wide margin with broad bipartisan support on September 8, and earlier, had similarly passed the House.

Secretary of Agriculture Mike Espy recently announced exciting plans for the USDA to incorporate into President Clinton's national service initiative. Our community service programs will promote many of your organization's goals, but I thought you might be especially interested to know of our efforts to reduce hunger and bolster nutrition education.

On June 11, Secretary Espy testified before the U.S. Senate Committee on Labor and Human Resources and outlined both the civic philosophy behind the President's program and the concrete ways in which our Department will participate. A copy of the testimony is enclosed.

As you will read in the testimony, Secretary Espy has directed the Department to develop three specific proposals: a rural development corps, an empowerment and anti-hunger corps, and an environmental corps.

The National Empowerment and Anti-Hunger Corps members could work in urban and rural areas to help low-income families and individuals move towards self-sufficiency. The main focus of the Corps could be fighting domestic hunger. Corps members would help individuals apply for food stamps, WIC, and the school breakfast program; overhaul their diets; and learn to prevent food-borne illnesses. Corps members could also help implement the Administration's innovative anti-poverty empowerment agenda of expanded Earned Income Tax Credits, assets development programs, microenterprise loans, and community development banks.

The National Environmental Youth Corps, possibly managed in conjunction with the Interior Department and the Environmental Protection Agency, would have urban and rural components. Corps members could work on such projects as protecting our national forests and national, state, and municipal parks, promoting urban gardening, developing rural recreation areas, and teaching

(2)

environmentally safe sustainable agriculture techniques.

The National Rural Development Corps could establish teams of "professional" and "paraprofessional" members who could assist communities in identifying needs and resources necessary for economic well-being. The Corps members could assist communities in locating financial resources, preparing proposals, designing educational programs, and implementing strategies necessary for revitalization. This Corps could consist of participants both older and more highly educated than the other two Corps, and could directly lead to permanent careers in rural development.

I am proud that the Secretary has asked me to head up planning these efforts. My office will be contacting you in the near future to discuss how we can work together with your organization to implement any or all of these proposals. Additionally, if your organization wants to make an independent proposal on its own to be potentially funded by the President's initiative, we can offer you substantial technical assistance.

In the meantime, if you have any questions about this or any other matter, please do not hesitate to contact me at 202-720-4623.

Sincerely,

A handwritten signature in blue ink that reads "Joel Berg". The signature is written in a cursive, flowing style.

Joel Berg
Director of Public Liaison

Questions on Pub Land Corps
#1) ^{Federally Operated} programs at the field level be able to perform project work on all public lands (State, Muni, Non Profit (Hospital, etc) equally & interchangeably? as well as Fed lands.

- a) What if we get partnership \$ from the State/Local/private level? will that enable this type of flexibility?
- b) How does the NTE 75% Fed \$ share affect partnering where a Fed operated program wishes to work with a state operated program which is funded through PLC? does the Fed \$ change 'color' when it is accepted by the State.

Not Sent

MEMORANDUM: **JAMES GILLILAND**
 GENERAL COUNSEL

FROM: **JOEL BERG**
 DIRECTOR OF PUBLIC LIAISON/NATIONAL SERVICE

DATE: **SEPTEMBER 20, 1993**

RE: **NATIONAL SERVICE LAW AND USDA SERVICE PROGRAMS**

I am enclosing copies of two documents: H.R. 2010, the National Service Trust Act of 1993, and the Draft Action Plan for the USDA/National Service Programs that I have been developing on behalf of Secretary Espy.

The legislation directs USDA to create a public lands corps; additionally it gives all federal agencies the ability to apply for funds to run new national service programs. Still, I have a few questions, which I have listed below, for which I need your legal guidance. If you are unable to answer my questions from reading the statute alone, I might be able to schedule a meeting between your office and someone at the White House who help drafted the Bill.

In addition, could you review the documents and advise me on the following issues:

GENERAL

What legal steps would we need to take to meet the Secretary's pledge that USDA will establish three national service corps: an environmental corps, an empowerment and anti-hunger corps, and a rural development corps, as proposed in the Draft Action Plan.

FUNDRAISING

- 1) What restrictions might there be on myself or members of the USDA national service management team raising private funds?
- 2) Specifically, can we raise monies from "prohibited sources?"
- 3) Can we use funds privately raised to supplement the amount of the educational voucher given to those who complete a year of community service?
- 4) Do we need special permission from the CFC to raise money from our employees?

(more)

BUDGET

1) Our intention is to ask for funds in line items in the 1995 budget. However, we will have relatively small planning and start-up costs before October 1, 1994. How can we pay for these costs out of the program funds of various agencies?

ENVIRONMENTAL CORPS

Does the USDA environmental corps proposal meet the legislative requirements of the public lands corps?

Working through the Forest Service and the Soil Conservation Service, what would be the process of doing work on private lands?

RURAL DEVELOPMENT CORPS

Does the rural development corps we propose meet the requirements of the professional corps and/or the rural development program outlined in the bill?

CC: Stephen Dewhurst

11-17-93
Never
submitted.
ONS will
brief all
OGCs in
a group.

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GENERAL COUNSEL

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(more)

PHOTOCOPY

(2)

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Does the rural development corps we propose meet the requirements of the professional corps and/or the rural development program outlined in the bill?

It would be most helpful if I could have your responses to these questions in writing. Thanks in advance for your help.

CC: Stephen Dewhurst

PHOTOCOPY
PRESERVATION



DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

September 20, 1993

DECISION MEMO FOR THE SECRETARY

From: Joel Berg, Deputy Director of Public Affairs

Through: Ali Webb, Director of Public Affairs

Subject: Next Steps for National Service at USDA

ISSUE:

As you know, the National Service Trust Act will be signed by President Clinton tomorrow. While slightly scaled-down in cost and size, the final law basically resembles the broad outlines of the national service program that Clinton proposed during the campaign. It is a major victory for both President Clinton and the "New Democrat" politics championed by the DLC.

The House version of the bill contained an amendment by Congressman George Miller mandating that USDA run an environmental corps on public lands. Since you had previously testified in the Senate about your intention for USDA to run precisely such a program, we strongly supported the amendment and it was included in the final conference bill.

As a direct consequence of your vocal public support for national service, I have been able to obtain strong backing for our long-term planning efforts from most USDA agencies. The White House has continually recognized USDA as the leading Cabinet department in promoting the initiative, which is one of the President's top priorities.

USDA is also playing a major role in coordinating flood relief efforts tied to youth service. Ron brokered a compromise between myself and the Extension Service wherein a minimum of 10% of the disaster relief money spent by the Extension Service in the Midwest -- a minimum of \$290,000 -- will be used for 4-H youth service projects. Additionally, John Maynor and I are working closely with Secretary of Education Riley's office to determine what role we can have in helping manage a program authorized by the disaster bill that will allow up to \$8 million in work-study funds to be used for Midwest college students involved in community flood relief projects.

With regard to our long-term, non-flood related planning, we have made great progress. I have informally solicited help from over 30 different USDA employees in 10 different agencies. However, now that the bill has become law, I believe we should institutionalize our planning group into a cross-agency management team, which will eventually run our Anti-Hunger, Nutrition, and Empowerment Corps, our Rural Development Corps, and our Environmental Corps.

In order to properly run a complex and challenging new program, I believe we need to build a management team comprised of some of the most talented and highly motivated employees from a wide range of USDA agencies. My goal is to make the assignment to the national service management team one of the most prestigious and sought-after jobs in the Department. With your continued support, national service will be a flagship project demonstrating the effectiveness of your "Team USDA."

DECISION # 1:

I recommend detailing six career employees from various USDA agencies to work full-time on developing our national service initiatives. I recommend selecting the detailees after conducting a Department-wide search open to all USDA employees. I recommend that at least three of the six employees will have program experience in nutrition, rural development, and natural resources. I further recommend that you direct the Assistant Secretary for Administration to find office space for at least nine employees to work together. (The six detailees, my assistant, and two full-time, non-paid interns.)

Agree _____

Date _____

Disagree _____

Discuss with me _____

DECISION # 2:

I recommend that, by either meeting or memo, you communicate to your Sub-Cabinet and the relevant Agency Administrators that national service is an important priority for both the President and yourself. I recommend that you ask them to give full support for non-reimbursable details for the six employees mentioned above.

Agree to do in a meeting _____

Date _____

Agree to do by memo _____

Disagree _____

Discuss with me _____

To: Secretary Espy

From: Joel Berg

Date: September 17, 1993

Re: **Your Press Conference with Fellow Cabinet Secretaries**

In your 2:30 p.m. press conference today with fellow African-American Cabinet Secretaries, you might want to point to national service as one of the key Clinton initiatives of benefit to the African-American community.

The bill will be signed into law by President Clinton next Tuesday morning.

Some points:

* USDA's programs that are being developed as part of the President's initiative -- a Rural Development Corps, an Anti-Hunger and Empowerment Corps, and an Environmental Corps (with both urban and rural components) --- will all have direct benefits to African-Americans.

* All our programs will be developed in close consultation with the 1890 institutions.

* The National Service Trust Fund will provide a much-needed additional source of college aide for African-American youth.

* Many of the people who benefit from the projects performed by national service in urban and rural areas will be African-American.

* National service will bring together Americans from all races.

B: Edelman

1

To: Peter Edelman

From: Joel Berg, Katherine Gibney

Date: September 16, 1993

Re: Responses to Your September 14 Request

I. Program Ideas

Secretary Espy has directed me to develop three different proposals for incorporation into the President's national service program: a National Empowerment (Nutrition and Anti-Hunger) Corps, a National Environmental Corps, and a National Rural Development Corps. We hope that all three proposals can be funded by a combination of Corporation for National Service funds, USDA program funds, and private contributions. We could potentially run the Empowerment Corps in conjunction with HHS and HUD; we could potentially run the Environmental Corps in conjunction with Interior, EPA, Energy, and Commerce.

(Late today I will fax you updated "action plans" for the above three corps.)

A national service component should be an integral part of all the Administration's major initiatives:

Heath Care - The USDA Empowerment Corps could play a role in implementing pilot nutrition programs that should be part of our overall health care reform efforts. The Empowerment Corps could also target the infant mortality problem by sponsoring "healthy baby festivals" in which youth servers would coordinate community or block parties that would -- amid festive music and food -- provide baby weighings, information on USDA feeding programs, and general health advice and referrals. The Empowerment Corps could also be used to develop the state infrastructure needed to meet the President's goal of fully funding WIC.

Other service programs could aid HHS in administering its immunization program. Other programs could have young people provide necessities to shut-in senior citizens so that they do not have to enter nursing homes.

The Commission on National and Community Service has just made a major grant to the Kansas Cooperative Extension Service for a rural health care delivery project. Emergency medical services and Extension Service 4-H offices in several southeastern Kansas counties will establish service corps that train "first responder" volunteers who provide initial medical care before emergency vehicles arrive. Participants also will manage health education and immunization programs.

Welfare Reform- The USDA Empowerment Corps could also be tied to pilot projects in assets development, microenterprise, and electronic benefits transfer.

The USDA Environmental Corps could help welfare recipients in both rural and urban areas grow their own food.

The USDA Rural Development Corps could be used to help design pilot job training programs in distressed rural areas.

School-to-Work - As you know, the national service legislation makes it clear that the educational vouchers can be used to pay for apprenticeship programs. As much as possible, we should fund national service projects in the same communities that we fund apprenticeship projects; eventually, all American young people who don't want to go to college should be able to "graduate" from service programs and enter apprenticeship programs. Additionally, participants in advanced stages of apprenticeship programs should be able to train youth corps participants in specific skills; for instance, a participant in an electronics training program could train youth corps members to do basic re-wiring in flood damaged homes.

Dislocations From NAFTA, Forest Plan, and Defense Conversion -The USDA Rural Development Corps could be specifically targeted at rural communities facing short-term job dislocations because of NAFTA, the Northwest Forest Plan, or military base closing or defense plant shut-downs.

II. Policy Questions

How can the Corporation properly assure a proper balance between state and federal roles?

I believe strongly that the federal government should play the lead role in creating one national IDENTITY for national service. Currently, the general public has virtually no knowledge of existing programs or the Clinton national service initiative. There should be one national logo on all materials, a national uniform, nationally consistent training materials, etc.

Additionally, each service project should have a permanent, large, and highly visible billboard next to it displaying the national logo and explaining that the project was funded as part of the federal national service initiative. In smaller print, the billboards should have the name of every corps member who worked on that particular project.

The federal government should set concrete goals based on the one clear and consistent philosophy of service. Then it should empower the states to use the full force of their creativity to devise the widest array of service programs to meet those goals and carry out that philosophy.

How can the Corporation build strong partnerships with states and still retain sufficient control over quality?

The Corporation should devise a set of perhaps ten basic rules firm rules -- **in addition to requirements in the law** -- for awarding grants. The rules can either be in formal regulations or in the informal practice of the Corporation, but should NEVER be broken. Some suggestions:

- 1) No program shall be funded if the socio-economic composition of its participants is not at least roughly similar to socio-economic composition to the metropolitan area or rural region in which that program is situated. No program should be funded if it does not include a representative mix of both white and non-white youth.
- 2) All programs funded must focus primarily on meeting ~~on~~ unmet human needs.
- 3) No program should be funded if the proposal can ~~not~~ name a specific set of projects that will be performed to benefit the host community.
- 4) No program should be funded if the work to be performed by participants will DUPLICATE (instead of SUPPLEMENT) work already performed by government employees or community volunteers.
- 5) No program should be funded if the proposal specifies that the participants will be engaged in controversial advocacy work such as organizing rent strikes, religious proselytizing, or union organizing.
- 6) All programs funded should contain a civic education component.
- 7) No program should be funded if it is not willing to take all required actions to continually reinforce its ties to the larger national program.
- 8) No program should be funded if it does not have in place a proven management team with experience in youth service.
- 9) All programs funded should have specific plans for future expansion.
- 10) No inadequate proposal should be funded as a result of political pressure.

After a short yet clear set of concrete rules are set, the states should be set free to run any types of programs that fit both the laws and the rules.

Are there examples of effective "state commission type entities? What are the lessons we can learn from them?

The Cooperative Extension Service, the Forest Service, and the Rural Development Administration of the USDA each operate programs with decentralized state structures parallel to the Corporation's plans for program administration.

The experience with the USDA programs indicates that building a strong partnership with states will require an excellent state intelligence network -- mechanisms for gathering necessary information -- and personnel within the Corporation in Washington with adequate knowledge about the state. The quality of resources will differ with each state and our intelligence should include should be used to decide which information should be funnelled into federal planning. Building coalitions with state and local organizations also will be vital.

Our programs have shown us that establishing standards, a clear definition of mutually agreed upon objectives, and an effective system of monitoring will provide the greatest assurance of quality control. The greater the involvement and autonomy on the local level, the more successful the partnership. Empowerment, along with an excellent system of monitoring and evaluation, are good substitutes for excessive control from the top. Electronic communication system between the state and local level and the Corporation also helps. The monitoring and evaluation should be constant and feedback immediate, with a wide sharing of lessons.

With regard to effective "state commission type entities," the Cooperative Extension Service operates as a federal, state, and local program through five Commissions on Organization and Policy, national boards with at least three members elected from the local area. The Forest Service has numerous cooperative programs throughout the country with state and local partners. These councils, commissions, and alliances grow out of local people organizing coalitions because of a local need. In general, a Forest Service employee sits on these commissions as a liaison only, with no voting power. About three years ago, the Rural Development Administration established State Rural Development Councils, partnerships with state agencies, local government, and the private sector.

The USDA agencies have found that seed money and technical assistance buy leverage and goes a lot way towards developing cooperation. Negotiating should be in a sense of cooperation and partnership and should not appear to be regulating.

What are the most effective types of leverage?

As discussed above, I believe it is critical to set clear quality standards up front and refuse so much as a cent of funding to any program that does not meet those standards. We should be adamant about not funding programs that are not socio-economically diverse. The Summer of Service was not as strict as it should have been in this regard.

Technical assistance and training will also be critical. The Corporation should pay for successful national service practitioners -- such as City Year veterans -- to visit with new project designers before, during, and after the start-up phase of each program. A few issues will require the most technical assistance:

- assuring diversity
- obtaining private and non-profit funding
- selecting and managing service projects
- motivating and/or disciplining participants
- creating a civic education curriculum

The federal government should also continually monitor state programs. If they stop meeting any requirement of the law or regulation, if a correction can not be negotiated immediately, the funding should be pulled. It will be better to make a few internal enemies, than allow any potential public embarrassments to continue.

How can the Corporation evaluate and monitor programs?

Federal and monitoring evaluation should continue throughout the year. Evaluation should NOT be primarily based on piles of reports and studies, but on the first-hand observations of a roving group of federal evaluators conducting surprise spot checks of service projects.

How can the Corporation best use technology to enhance the overall program?

The Cooperative Extension service has an excellent computer network that ties together all its federal, state, and county offices through Internet. The Cooperative Extension Service also has an excellent network of satellite down-link facilities that can receive signals from the USDA headquarters in Washington as well as elsewhere.

We hope that all the participants in the USDA Rural Development Corps will be connected by a computer network that will allow them to share a common date-base of rural development knowledge, E-Mail messages to each other, and tap into Internet.

Ultimately, I would recommend tying all programs funded by the Corporation into one computer network. The Corporation should then produce daily "talker points" or one-page newsletters that is sent to all programs and distributed at the morning corps meetings to all service participants. The daily updates should take about developments in the national program, as well as highlight a different local program, each day; such a daily communication should help build the identity of the national program. These daily updates can also be faxed or E-mailed to the media.

III. Outreach

USDA has already mailed information about the National Service Act to hundreds of our constituency groups in farming and agribusiness, consumer and nutrition, environment and natural resources, rural development, and higher education.

We hope to meet collectively and individually with many of these groups in the days and weeks ahead. We would be pleased to coordinate these meetings with the White house and/or the Corporation.

Later in the process, we intend to provide detailed information and technical assistance to any of our constituency groups that want to apply for funds. We also intend to help develop environmental curriculums and nutrition and anti-hunger curriculums to make available for any groups that want to run programs in either of those areas.

We should all conduct outreach through the widest range of delivery mechanisms: personal briefings, satellite teleconferences, mailings, events, conference calls, the news media, and public service announcements.

MEMORANDUM TO SECRETARY ESPY

**FROM: KATHERINE GIBNEY
OFFICE OF PUBLIC LIAISON**

DATE: SEPTEMBER 13, 1993

RE: VISIT OF UKRAINIANS TO USDA ON TUESDAY, SEPTEMBER 14, 1993

The 50 Ukrainians that you will greet during the 10:30 a.m. press opportunity on the patio Tuesday, September 14, are on their way to the Midwest to help with flood relief,.

The flood effort is an act of appreciation on the part of the Ukrainians, who hosted 100 Iowa farmers, agronomists, and technicians last spring. The Americans planted 500,000 acres of corn in the Eastern European country as part of Operation Farm Ukraine, a U.S./Ukrainian business venture and people-to-people exchange designed to foster goodwill between the two countries. (Joel Berg represented you in Chicago at a sendoff press conference for the Americans when they went to Ukraine.)

The Ukrainians saw news reports of the flood devastation. Since they had no other resources, the Ukrainians felt the only thing they could offer in return was their labor. Because it is the harvest season in Ukraine, the group consists primarily of neighbors of the farmers who hosted the Americans.

Some of the Ukrainian farmers and skilled workers -- carpenters, plumbers, electricians, heavy equipment operators, and mechanics -- will live with farmers in communities in Iowa, Illinois, and Missouri. In St. Charles, Missouri, Ukrainian mechanics will help repair equipment submerged in flood waters. The visitors will assist with farm, field, greenhouse, and machine shed cleanup and fence repair in Carthage, Illinois, and Van Buren County, Iowa. In Chelsea, Iowa, and at Iowa State University in Ames, the Ukrainians will cleanup and repair public buildings,

Sponsors of Operation Farm Ukraine include Trans-Chemical Corporation of Miami, Florida, ICI Seeds of Des Moines, Citibank, J. I. Case, John Deere and Company, and Zemlya and Lyudi, A Ukrainian firm and designated representative of the Ukraine Ministry of Agriculture. Financing for the project has been guaranteed by the Export-Import Bank of the U.S.

The project's public/private partnership is an excellent example of the principles of reinventing government. The people-to-people exchange and the flood-relief work represent the best of the concept of national service.

To: Kate Frucher
From: Joel Berg
Date: September 9, 1993

Re: Invites for the Bill Signing

Thanks for the invite to the bill signing. If Secretary Espy is in town, I will try to get him to attend. Also, I would appreciate it if I could bring my national service assistant, Katherine Gibney, who is also a former Peace Corps volunteer.

Per our discussion, below are a list of some DLC-types who were involved in the issue from the beginning and should be invited. Many of the names will be obvious, but I just want to help you make sure no one important slips through the cracks:

Senator Sam Nunn

Senator Chuck Robb

Senator Barbara Mikulski

Senator John Glenn

Rep. John Lewis

Rep. Barbara Kennelly

Rep. Dave McCurdy

Rep. Tim Penny

Professor Charles Moskos - Wrote proposal that became basis of Clinton plan; BC once promised to invite him to the bill signing

Al From - Democratic Leadership Council President

Will Marshall - Progressive Policy Institute President, who wrote book "Citizenship and National Service"

Donald Eberly - head of National Service Secretariat

Joe Duffy - Now Director of USIA; was one of few university presidents to support original national service proposal

Kathy O'Brien (aide to Sam Nunn)

Julie Murphy (former aide to Sam Nunn -helped write 1990 bill)

Alden Schacher (former aide to Dave McCurdy)

Also, if you have extra room, it would be great if I could bring the 25 career employees who are members of my USDA service task force. They are working very hard and receive virtually no perks.

To: Ali Webb

From: Joel Berg

Date: September 7, 1993

Re: USDA References (Or Non-References) in NPR Report

p iii. - "We examined every cabinet department and 10 agencies. At two departments, Defense and Health and Human Services, our work paralleled other large-scale reviews." USDA is NOT mentioned as a cabinet agency undergoing major internal reform.

p.1 - "A century after industry replaced farming as America's principal business, the Agriculture Department still operates more than 12,000 field offices, an average of nearly 4 for every county in the nation -- rural, urban, or suburban,. The federal government seems unable to abandon the obsolete."

p. 5 - The report praises the Eastern Region of the Forest Service as an example of government that works. "At the Forest Service, we found a pilot project in the 22-state Eastern Region that increased productivity by 15 percent in just 2 years."

p. 11 - The Forest Service is used to demonstrate overregulation.

p. 18 - The report details a difference of opinion between a national forest and its regional office.

p. 53 - The report recommends establishing ecosystems management policies across government

p. 59 - The report recommends allowing private and non-profit contractors to bid for the right to run Job Corps centers now run by Agriculture and Interior.

p. 75 - Secretary Espy is praised for working with department heads on to devise performance agreements.

p. 95 - The report describes recommended USDA field office closings.

p. 101- The report recommends moving FSIS to FDA.

P. 103 - The report recommends eliminated honey and wool and mohair subsidies.



DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

TO: GREGORY MATYSIK, DAVID RUNNING

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: DECISION ON 4-H FUNDS FOR FLOOD RELIEF

USDA Chief of Staff Ron Blackley, Extension Service Associate Administrator Mitchell Geasler, and I worked out an agreement wherein a minimum of 10% of the funds sent to the Extension Service for Midwest flood relief will be used specifically for youth service projects.

Below are the individual state allocations:

<u>State Allocation</u>	<u>Total Flood Allocation</u>	<u>4-H Youth Service Allocation</u>
Illinois	\$240,000	\$24,000
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OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages 2

To: <i>Greg Matysik</i>	From: <i>Joel Berg</i>
Dept./Agency: <i>David Running</i>	Phone #: <i>728-24623</i>
Fax #: <i>608-263-7969</i>	Fax #: <i>720-5043</i>

NSN 7540-01-377-7368 5099-101 GENERAL SERVICES ADMINISTRATION



DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

TO: GERALDINE BOSCH, 4-H NORTH DAKOTA

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: **DECISION ON 4-H FUNDS FOR FLOOD RELIEF**

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DEPARTMENT OF AGRICULTURE
OFFICE OF PUBLIC AFFAIRS
WASHINGTON, D. C. 20250-1300

TO: RICHARD BYRNE, 4-H MINNESOTA

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

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OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages ► 2

To <i>Richard Byrne</i>	From <i>Joel Berg</i>
Dept./Agency <i>Director, 4-H Center</i>	Phone # <i>(202) 720-4623</i>
Fax # <i>612-625-1731</i>	Fax # <i>720-5043</i>

NSN 7540-01-317-7368

5099-101

GENERAL SERVICES ADMINISTRATION

(2)

Nebraska	\$240,000	\$24,000
North Dakota	\$240,000	\$24,000
South Dakota	\$240,000	\$24,000
Wisconsin	\$190,000	\$19,000

Each of the nine state Cooperative Extension directors will be asked to produce a written plan to use this money for flood relief projects utilizing youth volunteers.

Some ideas on how states can use the money:

- 1) Hire additional Extension staff to serve as 4-H volunteer coordinators.
- 2) Hire additional Extension staff to work full-time with existing youth service programs run by states, localities, Indian tribes, or non-profit agencies.
- 3) Pay for a VISTA participant to coordinate 4-H youth or work with other Extension programs. (Each VISTA participant would cost us \$12,800 for one year of work).
- 4) Purchase materials for 4-H volunteers to use in flood relief, such as gloves, boots, dry-wall, seeds, shovels, etc.
- 5) Fund coordinators to manage volunteers at each state Extension flood relief center.

The White House is very interested in making sure that our 4-H projects work very closely with youth service corps involved in flood relief. Yet it is **NOT** our intent to mandate a specific youth service approach from Washington. Rather, it is our intention to foster an entrepreneurial spirit that will allow the 4-H leaders in the flooded states to work individually and collectively to develop varied approaches they believe will help solve the unique problems of their states.

I look forward to working with you and the Washington office of the Extension Service on implementing this critical program.

Thank you once again for your leadership in promoting youth service.



DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

TO: DR. C.R. SALMON, 4-H KANSAS

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: DECISION ON 4-H FUNDS FOR FLOOD RELIEF

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OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages **2**

To <i>Dr. C. R. Salmon</i>	From <i>Joel Berg</i>
Dept./Agency <i>Asst. Dir. 4-H</i>	Phone # <i>720-4623</i>
Fax # <i>913 532-6487</i>	Fax # <i>720-5043</i>

NSN 7540-01-317-7368

5099-101

GENERAL SERVICES ADMINISTRATION

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DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

TO: BOB DAVIS, 4-H SOUTH DAKOTA

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: DECISION ON 4-H FUNDS FOR FLOOD RELIEF

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OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages ▶ 2

To	Bob Davis	From	Joel Berg
Dept./Agency	4-1+	Phone	720-4623
Fax #	605 688-4939	Fax #	720-5843

NSN 7540-01-317-7368

5099-101

GENERAL SERVICES ADMINISTRATION

AN EQUAL OPPORTUNITY

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DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

TO: DR. WILLIAM CALDWELL, 4-H NEBRASKA

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: DECISION ON 4-H FUNDS FOR FLOOD RELIEF

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OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL # of pages 2

To <u>Dr. W. Caldwell</u>	From <u>Joel Berg</u>
Dept./Agency <u>4-H</u>	Phone # <u>720-4623</u>
Fax # <u>402 472-9024</u>	Fax # <u>720-5043</u>

NSN 7540-01-317-7368 5099-101 GENERAL SERVICES ADMINISTRATION

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I look forward to working with you and the Washington office of the Extension Service on implementing this critical program.

Thank you once again for your leadership in promoting youth service.

TO: GERRY WESTWOOD, MISSOURI 4-H

FROM: JOEL BERG, USDA NATIONAL SERVICE COORDINATOR

DATE: SEPTEMBER 7, 1993

RE: **DECISION ON 4-H FUNDS FOR FLOOD RELIEF**

Thank you for your helpful advice on how youth service projects may be incorporated into the entire work of the Extension Service.

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DEPARTMENT OF AGRICULTURE
OFFICE OF PUBLIC AFFAIRS
WASHINGTON, D. C. 20250-1300

MEMORANDUM

TO: ALEXIS HERMAN
SPECIAL ASSISTANT TO THE PRESIDENT
OFFICE OF PUBLIC LIAISON

SUSAN STROUD
OFFICE OF NATIONAL SERVICE

FROM: JOEL BERG
UNITED STATES DEPARTMENT OF AGRICULTURE

DATE: SEPTEMBER 2, 1993

RE: NATIONAL SERVICE PHOTO OPPORTUNITY FOR THE PRESIDENT

I am writing to suggest a brief visit/photo opportunity with the President on September 14 with 50 Ukrainians who have volunteered to come live with farmers in four Midwest communities to assist with flood cleanup.

The visit grew out of Project Farm Ukraine sponsored by several agricultural-related companies which sent 100 Americans to Ukraine last May to help farmers with spring planting. The project is a model of a volunteer exchange program. I attended a press conference with these 100 Americans at a Ukrainian/American center in Chicago before they left for the Ukraine. The event received highly favorable local publicity.

Such exchanges will help build goodwill with the emerging democracies of Eastern Europe. A visit with the President could be tied into the concept of community service. It also could emphasize his speedy response and compassion to those devastated by the flood.

Furthermore, by marketing this event to selected ethnic newspapers, we could bolster the President's political support among Americans of European descent.

USDA will welcome the Ukrainians with a reception, to be scheduled in accordance with a White House event. The Department also is planning to assist the Ukrainians by coordinating with our agencies in the flood area and by helping with public relations and the obtaining of visas.

Thanks for your consideration of this matter.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL		# of pages 1
To	Susan Stroud	
From	Joel Berg	
Dept. Agency	White House	
Phone #	720-4623	
Fax #	456-6420	
NSN 7540-01-317-7368	5099-101	GENERAL SERVICES ADMINISTRATION

Clinton Presidential Records Digital Records Marker

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

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

August

Divider Title: _____

MEMORANDUM

TO: JOEL BERG

FROM: KATHERINE GIBNEY

RE: PROPOSAL FOR THE USDA/WORKING GROUP

DATE: AUGUST 31, 1993

While you were gone, I met with Ruth McWilliams and Susan ODell. As you will recall, I had a lengthy conversation with them after the last Rural Development Task Force meeting about their concerns about the task force. I asked if they would meet with me to discuss these issues in depth.

They feel there are no clear cut objectives or process, that we discuss issues previously addressed at other meetings, that the meetings are inefficient, that the meetings nor the program are focused, the membership is transient, and that the members do not see the program as theirs, i.e. there is no team spirit. Ruth and Susan think that some members are there only to promote their own agencies and are trying to get their own agendas on the table, or attend because it is politic to participate. Representation from affected agencies is uneven and there are too many members to really accomplish anything.

Ruth and Susan said they were extremely frustrated, that what we are creating is no different from other new programs initiated in the past. Some quotes: "No one feels responsible for anything when they leave the room." "We are not creating Team USDA. We are trying to fit what we are doing into what exists." "We need clarity in the vision to get other people aligned." "What we want from the group is a good staff." "We have to look at ourselves as a staff, independent of what agency you work for." "How do you move people from their own agenda to own the vision?"

Frankly, I agree with their assessment. They had some excellent suggestions and together we came up with some plans which I am concretizing in this proposal. I told them that my analysis is that we are where we are supposed to be. Each task force has met several times and the natural leaders are beginning to surface -- that their taking the initiative to express their concerns was proof of this. As for the membership of the task forces, I feel that the openness and fluidity has been advantageous up to now. (I pointed out to Susan that we would not have discovered her if there had been an-invitation-only membership.) However, from their concerns, it is obvious to me that it is time to shore up the membership of at least the overall working group.

With the bill about to be passed, I think we are at an excellent transition point to drop back and regroup. I feel that I would personally like to provide more leadership with regard to the task forces and am ready to do so.



DEPARTMENT OF AGRICULTURE

OFFICE OF PUBLIC AFFAIRS

WASHINGTON, D. C. 20250-1300

MEMORANDUM

TO: DENNIS KAPLAN, CHIEF
BUDGET CONTROL & ANALYSIS DIVISION

FROM: JOEL BERG JB

RE: FLOOD RELIEF MONIES AND YOUTH SERVICE CORPS

DATE: AUGUST 30, 1993

As you know, the Extension Service was allocated \$3.5 million in the dire supplemental for flood relief. The Secretary has requested that up to \$1.2 million be potentially used for assisting 4-H volunteer flood relief projects.

I am meeting today at 3 p.m. with R.D. Plowman, the Acting Assistant Secretary for Science and Education. Before the meeting, I would like to know if we may use any of these congressionally appropriated funds for any or all of the following purposes:

- *to hire additional Extension staff to serve as 4-H volunteer coordinators;

- *to hire additional Extension staff to work fulltime with existing youth service programs run by states, localities, Indian tribes, or non-profit agencies;

- *purchase materials for 4-H volunteers to use in flood relief, such as gloves, boots, dry-wall, seed, shovels, etc.;

- *use for overhead in Washington coordination of 4-H flood relief efforts and for production of printed materials for use in all of the nine flood-affected states.

I am attaching a copy of a proposal that would combine some of the types of work we would fund. Could you possibly review this from a budget standpoint before my 3 p.m. meeting today? Also, who should I have review it from a legal standpoint in the Office of General Counsel?

Thanks in advance for your help.

To: Bob Nash

From: Joel Berg

Date: August 14, 1993

Re: National Service and the Rural Development Forum

As we have previously discussed, I have been chairing a task force comprised of a wide range of USDA employees from RDA, REA, ASCS, Forest Service, FMHA, and Extension Service to help us develop a USDA Rural Development Corps to incorporate into the President's national service initiative.

At your suggestion, we have begun preliminary planning about how we might place our participants in the offices of rural development districts. Please read the attached draft plan whenever you have time.

It would be extremely helpful to our efforts if you could somehow include in your upcoming forum a brief discussion of how national service might boost rural development.

Also, at your convenience, I would appreciate it if you could meet with our national service task force to discuss this matter.

Draft August 14, 1993

Rural Development Corps

The Department of Agriculture would establish a corps of "professional" and "paraprofessional" participants could assist communities in identifying needs and resources necessary for economic well being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background.

We make a concerted effort to recruit participants who want to return to their home-town or areas similar to those in which they were raised. Thus, this program can help begin reversing the "brain drain" from rural America.

This group of individuals would be able to assist communities of all sizes facing economic recovery and local leadership development issues to plan and prioritize efforts combining formal and non formal education to work locally. The corps would then assist the community in locating financial resources, preparing proposals, designing educational programs, and implementing strategies necessary for revitalization. The entire focus would be on the community generating its own vision for the future and the USDA corps assisting them in creating and attaining that vision.

Individuals will be placed in communities where their particular talents can be best utilized. Experts in tourism will be matched up with communities that want to develop their tourism. . Experts in grant writing will be matched up with communities that need grant writing. Experts in attracting small businesses will be matched up with communities that want to attract more small business. Etc. General planners would also be matched up with communities that need to develop overall economic plans.

This corps, consisting of participants older and more highly educated than the other two corps, could be funded by a special section of the Administration's proposed bill that would fund special professional corps such as "Teachers Corps" or "Police Corps."

The increased economic viability of our rural communities and small towns could be a major outcome. With the assistance of the corps, communities would be better able to develop a sound economic base that will take them into the next century. A core of community leaders for the future would be developed. Planning and implementing long-range strategies could result in increased environmentally sound agricultural production, a viable pollution- free light industry, and increased local tourism.

k. Partnerships

Possible partnerships include:

Monday Management Group (17 federal agencies involved in rural development)
National Association of Counties
National Association of Development Organizations
National Governors Organization
National Association of Towns and Townships
State Rural Development Councils
State Economic Development Councils or Agencies
Local Planning and Development entities both private and public
National Association of State Foresters
Department of Defense Agencies, including the Army Corps of Engineers, 1890's, land-grant, and historically Hispanic colleges

l. Creating and maintaining diversity

How do we ensure that this program is managed by a diverse team and includes a diverse set of participants each and every year?

m. Special training and supervision issues

Participants of this program would hold either Bachelor's degrees or graduate degrees and use the benefits to pay back student loans. Unfortunately, only two graduate schools in the country now specifically teach rural development; perhaps we could form partnerships with others to do so. Participants could also be trained in public administration, civil engineering, or agricultural science. The participants would need to spend a period of training before being assigned to the local districts. They would then live and work in the communities for which they are providing the assistance.

n. Timeline

We need to develop a solid, day-to-day set of goals, for specific steps in creating and running this corps.

b. How the corps will work with existing programs

Most states have local Planning and Development Districts which provide for the overall strategic and project planning efforts for a multi-jurisdictional area. Some of these cover several counties, and some cover multiple communities within a county or township. They are staffed by local citizens and all have one thing in common: they are understaffed.

Bob Nash, our Undersecretary for Small Community and Rural Development, has suggested strongly that our corps participants be physically located within the offices of local districts, so that they work with the districts and do not pose the threat of competition over turf.

We must still answer how this program will specifically interact with existing programs and the ambitious new rural development initiatives being planned by the Administration.

c. Outreach needed for stakeholders

We need a strategy for reaching out to the local planning districts, the state districts, and political and community leaders throughout rural America.

d. Residential or non-residential

Should this program have any residential, dorm-like component? Should the participants be required to live in the community in which they are working?

e. Sizes and sites of pilot projects

Where should the pilot projects be situated and how large should they be?

Thirty-two states currently have economic development councils or rural development councils so early pilot programs would be easy. Pilot programs could quickly be established in five areas of our country:

Oregon and Washington
Four Corners: Utah, Colorado, New Mexico, and Arizona
Tennessee and Kentucky
East Texas and Louisiana
North Carolina, Texas, Missouri
The Mississippi Delta

These areas already have an existing multi-agency coordination group functioning well and communities that are in dire need of assistance.

f. Growth scenarios

Where, and how quickly, should the program grow? Should we grow by expanding our pilot projects or by creating new ones?

g. Management structure needed

What new or existing office or offices at USDA will manage the program?

h. Staff needed

The Rural Development Corps should have a Director, who reports directly to the head of USDA national service programs. The Director of the Rural Development Corps should have deputies in charge of the following areas:

- Recruitment
- Training
- Internal Communications
- Day-to-Day Project Management
- Intergovernmental, Congressional, and Public Affairs
- USDA Inter-Agency Coordination
- Fundraising, Grants, and Development
- Monitoring and Evaluation

i. Costs

How much will the program cost to start and then run? What will be the total cost and how much per server? Will we pay the entire salary of the participants or only part?

Each participant will need access to a computer network in order to communicate with each other via an easy-to-use e-mail, access a USDA rural development database, and access INTERNET.

If we pay each server a base salary (in addition to their loan forgiveness) of \$15,000 per year, we can roughly estimate that each server in the Rural Development Corps will cost \$30,000 per year. Then 400 servers would cost \$10 million. That would fund ten state programs with 40 participants each.

j. Funding sources

What non-profit groups, corporations, individuals, and/or foundations might be willing to help fund this?

THE WHITE HOUSE

WASHINGTON

August 12, 1993

MEMORANDUM FOR CABINET SECRETARIES

FROM: MACK McLARTY
ELI SECAL

SUBJECT: Budgetary Support for National Service

Congressional consideration of National Service legislation is now nearing conclusion. The President expects to sign the National and Community Service Trust Act of 1993 into law in early September.

The support and active assistance of your department is critical if we are to create quality placements for more than 20,000 Americans this coming year. With your help, many of these participants will become engaged in service activities which directly advance the missions of your departments.

Some federal agencies are already engaged in using full-time volunteers to deliver their programs across the country. For example, the Department of Defense supports Summer of Service and VISTA Summer Associate volunteers serving in communities impacted by base closure and realignment of military facilities. The Department of Health and Human Services involves Foster Grandparents in Head Start programs in a number of communities. Many other agencies, including the Department of Justice, the Department of Housing and Urban Development, and the Department of Interior are currently considering new or expanded efforts.

In addition to these ongoing efforts, National Service is a cost effective way of dealing with many national emergencies. With the assistance of the Department of Agriculture and Federal Emergency Management Agency, for example, additional service volunteers have already begun assisting communities rebuilding after the Midwestern floods.

As you develop your operating plans for FY 1994 and your budget requests for FY 1995, we ask that you identify areas where National Service volunteers can be effectively used to deliver the Administration's programs. Over the months to come, we will be discussing these matters with you in greater depth. As you know, this effort is the main agenda item for the inter-departmental working group chaired by Peter Edelman. Please call on Peter to meet with your senior staff if you would like to discuss this initiative in greater detail.

Re SC5
Ren Wazzone

TO: OLETA FITZGERALD
KEITH COLLINS

FROM: JOEL BERG

DATE: AUGUST 11, 1993

RE: MISSOURI 4-H GRANT PROPOSAL TO FUND YOUTH CORPS TO ASSIST IN FLOOD RELIEF

out of that money we fund the
I would like to recommend that the attached grant proposal from the Missouri 4-H Youth Development Program be funded from the \$3.5 million authorized for the Extension Service in the dire supplemental.

The grant proposes a two-phase program. During phase one, 50 flood recovery teams of 12 youth and two adult coordinators will work in rural counties from September through December. They will work with senior citizens in home and yard cleanup, create safe, nurturing places for youth ages 5-12 displaced and disoriented because of the flood, and remove sandbags and other flood retaining structures after the water has receded. Phase two will operate from January through June, providing manpower for more long term reconstruction activities and laying the foundation for establishing an ongoing, volunteer, youth service corporation through rural Missouri. Three older youth from the 25 Missouri counties will be hired to form a core team to manage volunteer youth teams during this phase.

Missouri Extension, which will recruit, train, manage, and coordinate the project, is currently requesting \$661,440 for phase one. Except for an urban youth corps and a fledgling conservation corps, Missouri has had no youth service corps. ↑

I think this proposal has a lot of merit for providing necessary flood assistance immediately, and for creating a more sustainable mechanism for ongoing youth corps.

I also would like to recommend that one-third of the \$3.5 million, minus the monies to fund this Missouri project, be used to fund youth corps in the other flood states to assist in cleanup and other relief activities.

Thanks for your consideration.

I recommend that use the budget
Jules ask them direct the Extension
service to set-aside about
for 4-H youth service programs
one-third of their \$ 3.5

million for flood relief fund for 4-H youth service
--about 15 million projects involved in flood relief

TO: OLETA FITZGERALD
KEITH COLLINS

FROM: JOEL BERG

DATE: AUGUST 11, 1993

RE: SETTING ASIDE EXTENSION SERVICE FLOOD FUNDS FOR YOUTH SERVICE

As we discussed, I recommend that the Secretary direct the Extension Service to set-aside \$1.2 million -- totaling about one third of Extension Service's \$3.5 million flood-relief appropriation - - to fund 4-H youth service programs involved in flood relief.

Out of that money, I would recommend that we fund the attached \$661,400 grant proposal from the Missouri 4-H Youth Development Program. I recommend funding Missouri at such a high level because it doesn't have a large, previously existing youth service corps that will receive youth service funds from other parts of the flood-relief package. Iowa, Wisconsin, and Minnesota have such existing corps that will likely receive other funding.

The grant proposes a two-phase program. During phase one, 50 flood recovery teams of 12 youth and two adult coordinators would work in rural counties from September through December. They would work with senior citizens in home and yard cleanup, create safe, nurturing places for youth ages 5-12, displaced and disoriented because of the flood, and remove sandbags and other flood retaining structures after the water has receded. Phase two would operate from January through June, providing manpower for more long-term reconstruction activities and laying the foundation for establishing an ongoing, volunteer youth service corporation through rural Missouri. Three older youth from the 25 Missouri counties would be hired to form a core team to manage volunteer youth teams.

I would suggest we spread the remaining \$538,600 among 4-H programs in the other eight flood affected states. In Iowa, Wisconsin, and Minnesota, I would work hard to coordinate our 4-H programs with the funded youth corps.

In addition, the Secretary has just expressed an interest in visiting a youth service corps/ 4-H project in the flood area next week. If we agree to release Extension Service funds for some youth service projects immediately, then the Secretary could combine his site visit with a funding announcement.

Thanks for your consideration.

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This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

July

Divider Title: _____



July 23, 1993

DECISION MEMORANDUM FOR THE SECRETARY

FROM: Joel Berg, Deputy Director of Public Affairs *JB*
THROUGH: Ali Webb, Director of Public Affairs *AW*
SUBJECT: Letter Supporting Forest Service Grant Application

As you may know, your previous letter of support for USDA-related projects to the Commission on National and Community Service helped the Extension Service obtain more than \$1.6 million in grants from the Commission.

I would like to request that you sign the attached letter encouraging the approval of a joint Washington State/Oregon/Forest Service grant application for the Northwest Service Academy 1993-94 under Subtitle D of the National and Community Service Act of 1990.

The Forest Service is a major partner and will run the programs on a day-to-day basis. The Secretary's endorsement could be important in the grant being funded. We could also issue a press release after its approval, indicating your support. Mr. Jetie Wilds of the Forest Service has approved the letter, as has Michael Kelly of the Office of General Counsel.

RECOMMENDATION:

It is recommended that the Secretary sign the attached letter to the Commission on National and Community Service in support of a Washington State/Oregon/Forest Service grant application.

Approve _____

Date _____

Disapprove _____

Discuss with me _____



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

July 23, 1993

Mr. Thomas Ehrlich, Chairman
Commission on National and Community Service
529 14th Street Northwest, Suite 452
Washington, D.C. 20045

Dear Mr. Ehrlich:

I am writing to express my support for the joint Washington State/Oregon grant application for the Northwest Service Academy 1993-94 under Subtitle D of the National and Community Service Act of 1990.

As you may know, I am committed to national service and recently testified before the Senate Labor and Human Resources Committee in support of the President's National Service Trust Act of 1993. The Northwest Service Academy is an excellent example of the concepts of citizen service: innovative, intergenerational, and culturally diverse. I want to commend those who created this proposal. I am particularly proud that the Department of Agriculture's Forest Service is a partner in this plan.

I pledge the full support of not only the Forest Service, but all relevant offices of my Department that can help the Academy advance President Clinton's national service initiative. Contact USDA's national service coordinator, Joel Berg, at 202 720-4623, if you have further questions about how my Department can assist this project.

Again, I heartily endorse this grant application and would appreciate your full consideration.

Sincerely,

Mike Espy
Secretary
Department of Agriculture

cc: Ms. Catherine Milton, Mr. Michael Camunez

To: Ron
From: Joel
Date: Extension Service's Latest Response on Flood Relief

The latest response from the Extension Service differs only cosmetically from the previous proposals that I criticized. It seems like most of the state proposals simply moved the youth service lines from the end to the beginning of each proposal.

With the exception of Iowa, North Dakota, and Wisconsin, the state proposals still focus on providing service to young people, not on young people providing service to their community.

The reason for this confusion is clear: Johnsrud's September 9 letter asks states to require that at least 10 percent of the funds "be used for youth programs that provide community services and other recovery assistance." The proposals almost all provide "other recovery assistance," not youth service.

State by state analysis:

Illinois: Almost no change from previous proposal. Youth will provide service mostly to other youth, while service to the community as a whole is only mentioned vaguely in one sentence. No specifics are given as to how many volunteers will participate.

Iowa: Somewhat more developed and refined than previous proposal. This proposal does recommend real community service and is clearly the best thought-out and planned. However, most of the service performed will be focused on repairing a 4-H center; in other words, the youth will again be working on projects that mostly benefit other youth. Additionally, some of the money will still be spent on training teachers to deal with student stress -- hardly youth service.

Kansas: No Kansas proposal had been submitted previously. This proposal's one paragraph description seems to meet our goals, but a much more detailed plan is needed.

Minnesota: The new proposal is even less substantive than the previous one. The proposal seeks to teach "health promoting choices," as well as to make sure "citizens of all ages are energized and ready to assume community leadership." Absolutely no specific mention of community service is included, so I can only assume that they still want to use the money for a newsletter and a stress reduction curriculum.

Missouri: No change at all from previous proposal. Focus continues to be on reducing family and youth stress, not on community service. The short section on volunteer activities gives no specifics on what activities volunteers might perform or how many volunteers might be involved.

Nebraska: The order of the "stress camp" and "community service" proposals are simply flipped from the previous proposals to put community service on top. No specifics are given as to how many volunteers will participate. The focus of the proposal still seems to be on a "stress camp" that will provide an "Adventure Course," "Stress Connection," and "Outdoor Education."

North Dakota: Like Iowa's proposal, this proposal does focus on real community service. Yet there are no details on what kind of service will be performed and how many volunteers will perform it.

South Dakota: This proposal is virtually unchanged from the previous proposal. The proposal would still present assemblies using theater techniques. In other words, young people would put on shows for other young people instead of cleaning up their communities. Actual community service is not mentioned at all.

Wisconsin: Like Iowa's and North Dakota's proposals, this proposal does focus on real community service. Yet there are no details on what kind of service will be performed and how many volunteers will perform it.

The White House Office of National Service agrees with me that these proposals need improvement.



United States
Department of
Agriculture

Office of
Public Affairs

Office of
Public Liaison

Washington, D.C.
20250

TO: ELOISE THOMAS
SPECIAL ASSISTANT TO SECRETARY ESPY

FROM: JOEL BERG *JB*
DIRECTOR, PUBLIC LIAISON

DATE: JULY 22, 1993

RE: APPOINTMENT WITH SECRETARY ESPY FOR DONALD KENDALL

I would like to request an appointment for Mr. Donald M. Kendall, Chairman of the National Forest Foundation, with Secretary Espy in early September or on September 20 or 21. Mr. Kendall will be in town on September 20 for a board meeting of the National Forest Foundation (NFF). The Secretary is invited to the meeting. If he plans to attend, perhaps he could meet with Mr. Kendall there.

Mr. Kendall would like to discuss the USDA National Service proposals, the Youth Forest Camps, and the NFF, which was established by Congress in 1990 to support the Forest Service. The NFF is a critical organization to the Forest Service.

HE HAS ALREADY MET SEPARATELY WITH SECRETARIES REICH AND BABBITT TO DISCUSS THESE ISSUES.

Mr. Kendall is the retired Chairman and CEO of PepsiCo and is influential in the food and beverage business. It would be helpful to our Forest Service and National Service efforts if the Secretary could find time to meet with him.

cc: Assistant Secretary Jim Lyons and Forest Service Chief Dale Robertson.

FS, FNS, FCIC, SC S; ASCS

Francis Russ 205-08⁹
205-1272

DECISION MEMORANDUM FOR THE SECRETARY

Subject: Flood Relief and National Service

Through: Ali Webb, Director of Public Affairs

From: Joel Berg, Deputy Director, Office of Public Affairs

Date: July 21, 1993

Mem, Wis, Missor
Iowa, Ia, Neba
S. Dal, Kansas
DRAFT N.
Dakota
Kansas
Illinois
Nebraska
Iowa - 1,000
Minnesota - 104
Missouri -
Wisconsin - 300
S. Dakota

I recommend naming a temporary task force of USDA employees in flood-affected states to coordinate the interaction of USDA and other Cabinet Agencies with youth service corps involved in flood relief.

As you may know, the President has set-aside \$2 million in the disaster relief package for youth service corps involved in flood clean-up. Iowa, Wisconsin, and Minnesota all currently have existing youth conservation corps that will likely to receive some of this funding. I am also working with the Extension Service to create our own program in Missouri, which does not currently have an existing state-wide corp.

The corps that are funded will undoubtedly be engaged in many projects that will require direct interactions with USDA agencies; projects could include working with FNS to deliver emergency food or helping SCS on watershed restoration projects. Given your high degree of commitment to both flood relief and national service, I believe it makes sense for us to ensure that all USDA agencies involved in flood relief coordinate as fully as possible with youth corps.

Since the President has named USDA the lead agency in flood relief, it would make sense for our Department to also coordinate similar interaction of other agencies, such as the Army Corps of Engineers, FEMA, and the Department of Interior.

I recommend asking each USDA agency involved in flood relief to temporarily appoint one agency employee in each state to work part-time on a task force coordinating USDA dealings with youth service corps. I would further recommend asking SCS to name one employee in each of those states who would work full-time supervising the state task force. I would also suggest that I personally spend at least two weeks in the region supervising a larger task force comprised of all the state task force leaders.

The task force should start its work immediately, since the Commission on National Service has already committed at least \$200,000 in flood-relief funds to the Iowa Conservation Corps. I would recommend that the task force end its work on September 1; by that time, both our short-term and long-term plans for flood relief should well be in place.

DRAFT

Since all participants in the task force would be current USDA employees working in existing USDA offices, my proposal would have virtually no budgetary impact. My own travel expenses would be paid through funds currently in the Office of Public Liaison travel budget.

RECOMMENDATION:

It is recommended that the Secretary approve creation of a task force to coordinate the interaction between USDA agencies and youth service corps involved in flood relief in the Midwest.

Approve _____

Date _____

Disapprove _____

Discuss with me _____

Depts Emergency Programs Responsibility
USDA, ASCS, SCS, FS, FmHA, APHIS,
ES, FNS, FSIS, NA State, Se
Class 1 agencies
10 largest agencies
have members on State emergency
board 5

Leonard Mandigoh - Emergency
operations
720-5711 Handbook
Director of USDA
Emergency Personnel
5302

1 Kansas - no FS
Indiana - RF - Bedford
N. Dakota - Bismarck,

Kentucky } damage
Mississippi } assessment

7 ayes
or
USDA stationery
7/19/93

TO: DIANA ALDRIDGE
DIRECTOR, NATIONAL SERVICE COMMUNICATIONS

FROM: JOEL BERG
DIRECTOR, PUBLIC LIAISON

DATE: JULY 19, 1993

RE: NEGATIVE COLUMN ON NATIONAL SERVICE

NUMBER OF PAGES INCLUDING THIS PAGE 2

Thought you might want to see the accompanying negative article on national service from The Tampa Tribune. I think it deserves a response over Eli's signature.