

**Corporation for National and Community Service
Minutes of the Board of Directors Meeting
September 24, 2002**

The Board of Directors of the Corporation for National and Community Service convened at 9:45 a.m. at the Corporation's Headquarters in Washington, DC. The following members of the Corporation's Board were present:

Stephen Goldsmith, Chair
Amy Blankson
Juanita Doty
Christopher Gallagher
Mark Gearan
Dorothy Johnson
Art Naparstek
Mark Racicot
Alan Solomont

Carol Kinsley, Donna Williams, and William Schambra participated at the invitation of the Board of Directors.

OFFICIAL ACTIONS

The Board approved the minutes of the meeting that had been held on May 21, 2002.

The Board approved a one-year delegation to the Chief Executive Officer concerning approval of grants and development of application guidelines for the 2003 program year.

SUMMARY OF BOARD DISCUSSIONS

Chairman's Opening Remarks

Mr. Goldsmith opened the meeting by stating that the Board and the Corporation had been very active in trying to carry out the President's agenda, including the areas of citizenship and civic participation. He observed that the Corporation responded well to post-9/11 challenges around citizenship and homeland defense, while moving forward on a bi-partisan basis to advance reauthorization and appropriations. He noted the continuing efforts to make it easier for small, faith-based organizations to do business with the Corporation, and to promote accountability and the leveraging of resources. He acknowledged the support of many Members of Congress in this regard.

Mr. Goldsmith stressed the progress the Corporation has made in improving its management, strengthening the case for increased Congressional funding. To that end, the Board has focused on accountability, including the use of performance measures to determine how the Corporation may best use the assets it has been given. The leveraging and managing of volunteers is crucial to maximizing the opportunities for service for Americans, and the Corporation has an important role to play in this area.

Chief Executive Officer's Report

Mr. Lenkowsky praised the work of the Corporation's staff for its hard work in many different areas. He noted that all who attended the National and Community Service and Senior Corps Conferences in Salt Lake City, conducted in June jointly with the Points of Light Foundation and other organizations, emerged with great enthusiasm and with many good, practical ideas concerning how to strengthen their respective programs.

Mr. Lenkowsky introduced Russell George who had recently been confirmed as the Corporation's new Inspector General. He introduced Michelle Guillermin, who had been nominated to be the Corporation's Chief Financial Officer and was awaiting confirmation. He recognized Donna Williams and William Schambra, who have been nominated to serve on the Board of Directors. He stated that Tom Ehrlich was unable to attend the Board meeting and that his term was expiring, but the Corporation hopes to be able to appropriately recognize Mr. Ehrlich at the next Board meeting in February 2003, for his many contributions to the Corporation and national service.

Mr. Lenkowsky stated that a new Board task force, currently chaired by Dottie Johnson, had been established to examine the Corporation's grants management process. Mr. Lenkowsky commented that in view of the number of grants that the Corporation issues, we need to ensure that we are incorporating all the best practices in this very important area. He stated that Ms. Johnson, Alan Solomont, William Schambra, and others, including Craig Kennedy of the German Marshall Fund, Colonel Robert Gordon of West Point, and Julia Lopez of the Rockefeller Foundation, are expected to participate in the task force. The goal is to examine the Corporation's grant process and determine how this area can be improved. A preliminary report

will be shared with the Board at the February 2003 meeting, with final recommendations expected in May 2003.

Mr. Lenkowsky discussed other initiatives, including a number of projects with USA Freedom Corps, and the Corporation's first round of homeland security grants, totaling approximately \$10 million, to support a variety of programs protecting our cities and other areas against some of the challenges that are part of the war on terrorism. He mentioned a collaboration with USA Freedom Corps to create a website that provides a comprehensive list of volunteer opportunities for which individuals can volunteer. The Corporation has developed public service ads with USA Freedom Corps, featuring baseball pitcher, Mariano Rivera, former senators Bob Dole and John Glenn, and actress, Angie Harmon. Mr. Lenkowsky mentioned the release, in cooperation with the Points of Light Foundation, of a service-learning tool kit to every school in the United States, and that the President had specifically discussed the tool kit in his radio address. Finally, Mr. Lenkowsky mentioned that the President had announced another initiative that addresses the areas of civics and American history and is intended to cultivate an ethic of citizenship.

Mr. Lenkowsky introduced Ms. Amy Kass, a consultant who discussed more details of this initiative with the Board. Specifically, Ms. Kass stated that we were working on the assumption that civic engagement goes hand in hand with civic education. The President will ask Congress for sufficient funding to support the We The People initiative that will be run by the National Endowment for the Humanities. It will provide grants for innovative curricula in civics education and history. It will sponsor an annual series on heroes in American history or American life. There will also be summer seminars and institutes for teachers to enhance their knowledge and understanding in these important areas. The other initiative is a partnership with the National Archives to promote "National History Day." Through this partnership, the National Archives will distribute milestone documents such as the Declaration of Independence and the Voting Rights Act. Finally, there will be a White House summit that will highlight the importance of individuals having a strong civic education, as well as a good grasp of American history.

Mr. Lenkowsky said he was encouraged that the Senate appropriations committee had recommended that the Corporation receive its largest annual increase. The Corporation will also work closely with the Board and our grantees to ensure that our guidance for the next program year is clear and explicit as to our expectations, while at the same time maximizing the flexibility of our state and local grantees.

Mr. Racicot asked Ms. Kass more about National History Day. She mentioned that there were approximately 200,000 students who participated in National History Day last year. She stated that it is a series of contests, with students submitting themes on a subject that has been predetermined at the beginning of the year. This year, the subject is, "rights and responsibilities in history." Ms. Kinsley asked Ms. Kass about incorporating the areas of civics, history, and service. Ms. Kass replied that service can be enhanced if the individual has a better knowledge and appreciation of our history and also has a good civics foundation. Mr. Racicot emphasized that our nation was founded by volunteers – in a spirit of freedom. He stated that he is very much interested in ensuring that young Americans learn the importance of guarding, nurturing,

and caring for our nation's guiding principles and values. Ms. Kass noted that a series of parallel contests had also been designed for classroom teachers. Ms. Blankson asked Ms. Kass about the design of civics programs. Ms. Kass stated that between 1968 and 1976, most civics courses were transformed into government courses. A discussion ensued concerning the difference in the two, and the need for students to know more than just facts. Ms. Kass described a report that even American college students are uninformed about basic American history.

Management, Audit, and Governance Committee Report

Mr. Chris Gallagher told the board that many changes were occurring at the Corporation. There have been marked improvements in the area of financial accountability, and now the Management Committee will focus more on the issue of performance standards. The Committee is pleased concerning the relationship with the Inspector General's Office. Mr. Gallagher told the Board that the 2002 financial audit is well under way and that no significant issues had been identified to date. The eGrants System is also being implemented, with staff and grantees being trained in using the system. While the Corporation has devoted much of its time in getting its financial house in order, there is still much to do. The Board and senior staff have begun the process of establishing performance measures for FY 2003 that go beyond operational issues. The Committee also believes that good management is the key to successful implementation of these changes. Mr. Gallagher asked the Chairman if he could introduce a resolution that delegates to the CEO, for a period of one year, the authority to approve grant applications under the national service laws consistent with the Board-approved Annual Plan. The resolution also directs the CEO to develop the 2003 Unified AmeriCorps Guidelines. The resolution was passed by a voice vote of the Board without objection.

Planning, Evaluation, and Research Committee Report

Ms. Kinsley reported that the Committee had met the day before and was joined by Donna Williams and Bill Schambra. The Committee heard from AmeriCorps, Senior Corps, and Learn and Serve program directors. The Committee discussed the need to receive solid information from the field. A concern was expressed about the ability of small organizations to effectively meet the performance measures developed by the Corporation. The Committee heard a report concerning training and technical assistance. The Corporation is attempting to respond to the needs of the field, collecting best practices to assist it in this area. Ms. Kinsley stated that because of the Corporation's relationship with the Points of Light Foundation, there is an ongoing collaboration between the two organizations on specific training and technical assistance projects that are forthcoming. She concluded her remarks by stating that David Reingold distributed and discussed two evaluation reports with the Committee that concerned citizenship training materials and attrition issues.

Communications Committee Report

Ms. Juanita Doty commented that the Communications Committee and the Office of Public Affairs have been working diligently to have the Corporation's logo appropriately reflect

the Corporation's mission. The Committee wants a consistent look and for there to be a strong relationship among programs. She displayed and discussed the new logos for those attending the Board meeting. Mr. Goldsmith added his support for the consistent branding of all Corporation programs.

Ms. Doty discussed the faith-based and small community-based organizations initiative. She noted that even though Mark Scott had left the Corporation, she was confident that the Corporation would continue to support this important program. She stated that the training and technical assistance provider, the National Crime Prevention Council, will provide training and other resources for community-based organizations throughout the country. A 1-800 number will be activated on October 1. Ms. Doty mentioned that the following twelve states have been recognized for their active engagement in this initiative: Arkansas, Arizona, California, District of Columbia, Florida, Indiana, Massachusetts, Maryland, Maine, Montana, Ohio, and South Carolina.

Reports to the Board

Mr. Lenkowsky discussed the homeland security grants that the Corporation had given out to grantees throughout the United States, including the American Red Cross. The Corporation worked very hard, which included consultation with USA Freedom Corps and FEMA's Citizen Corps, to pick those proposals that represented the best projects in the homeland security and disaster preparedness areas. The Corporation's goal is to ensure that the volunteer community is prepared and organized to respond to various needs as they occur, and to help the first responders (i.e. police and firefighters) respond to issues that they need to address by relieving them of other routine duties.

Mr. Lenkowsky introduced two representatives of the American Red Cross, Walt Mikols and Becky McCorry. Mr. Mikols discussed the relationship between the Red Cross and the Corporation and how the two organizations have mutually benefited from the relationship. He described the Community Preparedness Corps, an AmeriCorps national direct program. This program operates at the local level by helping individuals become more responsible by offering them volunteer opportunities in their local communities. Like the Citizen Corps Councils, the Community Preparedness Corps is also intended to be locally driven. Each program is tailored to address the specific needs of its respective community. These local programs provide public and preparedness information, as well as CPR and first aid training. The programs hope to make individuals, families, and communities more responsible and more willing to volunteer. Mr. Mikols said that the Red Cross hopes to work with all of the Corporation's programs in the future.

Ms. McCorry works for the Red Cross in New York and told the Board that after 9/11, the Red Cross had over 3,000 volunteers in New York City by Saturday of that week. She told the Board that the grant that the Red Cross received from the Corporation will enable them to "connect the dots." They are now collaborating with other organizations to bring together different areas of expertise to accomplish the mission. The State of New York previously had an "upstate-downstate" mentality. September 11 helped to bring the State together. Therefore, this

new opportunity for more unity should result in communities being more prepared at the local level. The program wants to identify 310 volunteer leaders to spread the message. They want to set up regional advisory committees that will be housed in emergency management offices, thus emphasizing a public-private relationship. They hope to train these volunteer leaders, who will recruit another 5,000 RSVP volunteers. They will also foster the development of all the Citizen Corps and Community Preparedness Corps. There will be flexibility in the structure of the various programs. She concluded her remarks by informing the Board that the program's start-up was on September 1, and she is very enthused about the program's progress and its potential as a collaborative endeavor.

The next panel to address the Board consisted of Mr. Ed Boyer, of the Mercy Medical Airlift; Mr. Tim Lovell, of the Tulsa Project Impact/Citizens Corps; and Mr. Vince Micone, from Washington, DC's Commission. Mr. Boyer discussed the impact of the charitable medical air transportation provided by his organization. The program consists of 5,000 volunteer pilots, who own their planes and transport patients to various locations in order to receive specialized medical care. There is no charge to the patient for this service. The program hopes to enter into memorandums of understanding (MOU's) with federal and state agencies, as well as with national non-profits such as the Red Cross. He told the Board that after 9/11, there were between 100-150 flights in support of individuals affected by the disaster. Additionally, they also transported a number of Red Cross personnel, as well as the "booties" worn by the search and rescue dogs at "ground zero." He said that he hoped these MOU's will allow everyone involved to know what to do when the next disaster occurs. He discussed the "Minuteman Corps." Under this plan, approximately 10 percent of the pilots will be able to react within 1 hour after receiving notice. They will have exercises in the Mid-Atlantic region to test the system to see how well it works.

Mr. Lowell discussed Tulsa's "Project Impact" and how it also became the local Citizen Corps Council. They gathered together several partners to discuss homeland security issues and how they could develop a strongly interconnected community. If neighbors are watching out for other neighbors, the community will be better able to withstand such things as natural disasters, crime, terrorism, or other threats. One program that was developed was the Volunteers in Police Service. It now consists of more than 50 volunteers. The other group is called the 9/11 response Coalition. This group consists of 30 non-profit and faith-based organizations with an emphasis on responding to disasters. The group is now looking at ways to better serve in the homeland security area. He mentioned other local programs such as the Language and Culture Bank, the Tulsa Volunteer Center, and Safe and Secure Teams. All of these programs hope to be able to help bring the community together through collaborative efforts, involving many of Tulsa's citizens through the programs' unique and specialized focus areas.

Mr. Micone told the Board that the D.C. Commission is hoping to use existing programs to help build, from the bottom up, in order to invigorate the community. For example, a police reserve corps and an EMT Corps already exist in the District. The Commission hopes to develop both of these Corps in order to enhance their value to the community. The Commission also hopes to build the neighborhood infrastructure in order to create stronger and safer neighborhoods in the District. Citizen Corps can serve the District's residents by asking them about areas of need, and then developing plans to implement in the event of a disaster or

emergency. Finally, the Commission hopes to develop a Community Emergency Response Team.

Mr. Goldsmith thanked all panel participants for their presentations, and then, because of a conflict in his schedule, turned the meeting over to Mr. Gallagher, who presided over the remainder of the meeting.

Public Comments

Ms. Kelly Daly, the president of the employees union, presented the Board with a document reflecting the thoughts of several Corporation employees who wanted to communicate with the Board. She informed the Board that the Union was reviewing the current labor-management agreement in advance of renegotiations. Mr. Gallagher stated that while the Board has an advisory role with respect to the Corporation's personnel, it has no approval authority.

Ms. Cheryl Blankenship, a senior program officer for the Corporation, asked the Board, that when considering the development of citizenship and civics issues, to remember that we should respect all the diverse cultures that make up the United States, and to ensure that these cultures are appropriately considered and included when addressing citizenship and civics issues.

Closing Remarks and Adjournment

Mr. Gallagher adjourned the meeting at 11:39 a.m.