

CORPORATION

FOR NATIONAL

 SERVICE

OFFICE OF THE INSPECTOR GENERAL

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

Initial Year Review

Woodrow Wilson National Fellowship Foundation

Princeton, New Jersey

Grant Number 94ADNNJ058

This report is issued to CNS Management. According to OMB Circular A-50, *Audit Followup*, the Corporation must make a final management decision within 180 days of the report. Consequently, the reported findings do not necessarily represent the final resolution of the issues presented or the amount of disallowed costs.

The Inspector General must approve any request for public release of this report.

Corporation For National and Community Service
Office of Inspector General
Initial Review
Grant Agreement No. 94ADNNJ058
Awarded to
Woodrow Wilson National Fellowship Foundation

We performed a limited review¹ of the Woodrow Wilson National Fellowship Foundation's (WWNFF) financial reporting and accounting system to assess the organization's ability to comply with Federal fiscal accounting and reporting requirements applicable to its Corporation for National Service (CNS) grant, as well as its ability to safeguard Federal funds.

Results

We found that WWNFF's accounting system does not report expenditures in accordance with Federal and grant requirements. Specifically, we found several deficiencies in WWNFF's system.

- WWNFF staff assigned to the CNS grant did not maintain time and attendance records. Therefore, we have questioned related salary costs charged to the grant in the amount of \$228,700.
- Adequate documentation was not maintained to support in-kind contributions for liaison services provided by the Philadelphia School District. Absent sufficient documentation, we have questioned related non-Federal costs in the amount of \$41,400. In addition, WWNFF overstated non-Federal expenses in its Financial Status Report.
- Indirect expenses charged to the grant are based on a rate that was developed over ten years ago. A current rate must be developed and approved prior to inclusion as part of the grant's non-Federal expenses. Accordingly, we have questioned the \$218,198 of indirect costs charged to the grant through June 30, 1995.
- WWNFF has not finalized its accounting policies and procedures which have been in draft for several years.

In addition, we noted that based on the non-Federal expenditures reported to date, and discussions with the grantee, it is likely that WWNFF will not meet their budgeted non-Federal match.

¹As described in the Scope and Methodology section of this report.

Background

The Woodrow Wilson National Fellowship Foundation is a nonprofit educational organization that was established in 1945 in Princeton, New Jersey. In fiscal year 1994, WWNFF operated 18 programs in 32 states and received support from more than 30 foundations, Federal agencies, businesses, and various state entities. WWNFF's program partners include participating schools, school districts, a large number of institutions of higher learning, the Philadelphia municipal government, and various departments of the New Jersey state government.

At present, WWNFF has Federal awards from the National Science Foundation, the State Department, and CNS totaling \$2.6 million. Of that amount, CNS's \$1.5 million grant represents 58% of WWNFF's total Federal funding.

The purpose of WWNFF's CNS grant is to initiate and develop a program that will help children achieve greater educational success. The AmeriCorps members financed under the grant are sponsored by 10 host sites in the local Philadelphia area to create community schools serving children, their families, and communities. These schools provide a variety of services to students and their families in areas such as tutoring, mentoring, AIDS awareness, and assessing social and health services. The program also addresses issues such as crime, drugs, alcohol and child abuse prevention.

Total Budgeted Federal Costs CNS Grant Number 94ADNNJ058 Woodrow Wilson National Fellowship Foundation		
Cost Category	Federal Funds Budgeted	
AmeriCorps Members --Living Allowances	\$ 487,050	
--Participant Training	167,000	
--FICA	82,800	
--Alternative Health Care	61,200	
--Relocation	<u>3,206</u>	\$ 801,256
Staff Salaries, Benefits, and Training		382,150
Travel, Transportation, Supplies, and Equipment		132,000
Internal Evaluation		90,000
Administrative Expenses		<u>73,800</u>
Total CNS Award		\$ <u>1,479,206</u>

The Federal financial support for this program also includes funds of up to \$24,000 to pay for the child care needs of AmeriCorps members who meet statutory eligibility criteria, and \$567,045 for post service education benefits for AmeriCorps members who complete their required service. However, these amounts are not made available to WWNFF. Payments for these benefits are made directly to eligible participants by third parties.

Under the terms of the grant, WWNFF has agreed to provide an additional \$2,914,211 in matching funds for its AmeriCorps program. The CNS grant covers the period June 24, 1994, through September 30, 1995.

Scope and Methodology

We performed our review during the period August 22 through September 15, 1995. We obtained an understanding of WWNFF's accounting system and management controls and performed limited tests to determine whether they were operating as intended. Our procedures including:

- interviewing key accounting and program personnel at WWNFF headquarters in Princeton, New Jersey,
- documenting and testing key management controls over the grantee's accounting and reporting systems,
- reviewing prior audit reports, and
- testing a judgmental sample of financial transactions related to the grant.

We performed our review in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States. However, our procedures were substantially less in scope than an audit, and accordingly, did not include elements essential to the expression of an opinion on all costs charged to the grant. Accordingly, we do not express such an opinion. Further, if additional audit procedures had been performed other matters might have come to our attention that would have been reported. Also, projections of any evaluation of the internal control structure over financial reporting to future periods are subject to the risk that the internal control structure may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

We provided a draft of this report to CNS and WWNFF management for their comments. CNS management has not responded to the draft. WWNFF's response is summarized in the findings and recommendation section of this report and included in its entirety as Attachment A.

This report is intended for the information and use by Corporation For National Service and WWNFF management. However, this report is a matter of public record and its distribution is not limited.

Findings and Recommendations

- I.** Staff salary expenses are not properly documented.

At the time of our review, WWNFF's system for recording staff salary expenses related to the CNS grant did not comply with the terms of the grant agreement. WWNFF's grant agreement with CNS states that the Foundation must comply with OMB Circular A-122, *Cost Principles for Non-Profit Organizations*. OMB Circular A-122 requires grantees to maintain "reports reflecting the distribution

of activity of each employee . . . for all staff members (professionals and nonprofessionals) whose compensation is charged, in whole or in part, directly to awards.”

WWNFF failed to maintain time and attendance records for its staff working on its AmeriCorps program. Because of this failure to maintain the records required by OMB Circular A-122, we have questioned \$272,747 of staff salary costs and related fringe benefits charged to the grant through June 30, 1995.

In WWNFF’s response to our draft report, they stated that their “system for recording time charges for National School and Community Corps staff has been revised to bring it in line with the WWNFF policy for all WWNFF staff.” Since 1993 WWNFF’s own policy guidance required that time sheets must be prepared and approved weekly by the supervisor and submitted to the Business Office. The grantee provided no explanation as to why they did not adhere to their internal policy. In addition, WWNFF stated that time sheets for all AmeriCorps staff have been reconstructed based upon contemporaneous records.

We recommend that CNS management, prior to accepting any of these costs, assess the reliability and accuracy of the contemporaneous records used to reconstruct the documentation necessary to validate questioned costs. These records must provide sufficient evidence to establish the validity of related costs.

II. Non-Federal costs are not sufficiently documented.

We found that, in some instances, WWNFF’s non-Federal expenditures lacked adequate supporting documentation.

- In-kind costs related to liaison services provided by the Philadelphia School District, amounting to \$41,400 through June 30, 1995, were based solely on a memo from WWNFF’s Program Director.

OMB Circular A-110, *Uniform Administrative Requirements for Grant and Agreements With Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations*, incorporated in CNS’s regulations as 45 CFR Part 2543, states, “all contributions including cash and third party in kind, shall be accepted as part of the recipient’s cost sharing or matching when such contributions . . . are verifiable from the recipient’s records.” The absence of appropriate support documentation has caused us to question these costs in total.

WWNFF responded to our finding by stating that it believed that a memorandum of a telephone conversation provides adequate documentation. They believe that third-party documentation was not required to support non-Federal costs. However, they have requested the Philadelphia School Board to provide documentation to support these costs.

We recommend that CNS management, prior to accepting any of these costs, require WWNFF to submit records that provide sufficient evidence to establish their validity. All future in-kind costs must also be supported by appropriate source documentation.

- WWNFF overstated non-Federal expenses in its September 1995 Financial Status Report (FSR) by \$125,200. The error was caused by the grantee's inadvertent double counting of non-Federal costs from a prior period.

WWNFF agreed with our finding and indicated that overstated non-Federal expenses were corrected in their September 1995 FSR.

We recommend that CNS management review the grantee's September 1995 FSR, and supporting documentation, to determine the accuracy of reported non-Federal expenses.

III. Indirect costs charged to the grant are not based on a current approved rate.

WWNFF charged \$218,198 of indirect costs to the grant through June 30, 1995. The amount is based on an indirect cost analysis that is over 10 years old. No effort has been made to determine its accuracy or present reasonableness.

Because WWNFF failed to provide a current indirect cost analysis, we have questioned the \$218,198 of indirect costs charged to the grant through June 30, 1995.

We recommend WWNFF develop and receive approval for a current indirect expense rate.

WWNFF disagrees with our finding but acknowledged that it did use its 1983 rate for purposes of billing the AmeriCorps grant. WWNFF stated that its indirect cost rate has remained unchanged since 1983 and that it had prepared and submitted an indirect cost analysis to the National Science Foundation (NSF), for expenditures through FY 1994.

We contacted NSF's Deputy Branch Chief, Cost Analysis & Audit Resolution Branch about WWNFF's submission. The Deputy Branch Chief confirmed that WWNFF submitted an indirect cost rate proposal to NSF on October 2, 1995. However, the purpose of that submission was to provide NSF some assurance that a provisional rate of 80% used on two NSF grants, applied to a direct labor base, was reasonable for purposes of a grant closeout. NSF stated that acceptance of the rate was intended for their limited use and should not necessarily be considered acceptable for use by any other Federal agency. NSF is not the grantee's cognizant agency and has not performed a detailed review of WWNFF's proposed rates. In addition, information provided to NSF for analysis was for prior years and does not necessarily provide a basis for rates incurred during fiscal years 1995 & 1996.

Since CNS currently provides the majority of the grantee's Federal funding, we recommend that CNS management review a current indirect cost rate proposal from WWNFF prior to acceptance of these costs.

IV. WWNFF's accounting policies and procedures need to be finalized.

The grantee has been using draft accounting policies and procedures for four years. Sound management controls require that these procedures be formally approved and finalized.

We recommend that the grantee take immediate steps to finalize its draft accounting policies and procedures manual.

WWNFF concurs with our finding and recommendation and stated that their manual was submitted to the Finance Committee of the WWNFF Board of Trustees for review and approval.

V. WWNFF may not meet its budgeted non-Federal match.

Our review, and our discussion with the grantee's Program Director, revealed that WWNFF presently anticipates a shortfall of approximately \$800,000 in its non-Federal matching funds. This shortfall will occur because funding from the Philadelphia School District will not be available until after the current grant period has ended. As of the time of our review, WWNFF had not formally notified CNS of the anticipated shortfall.

WWNFF agrees with our finding. However, they state that the matter of a potential shortfall had been previously discussed with Corporation officials in June 1995. The grantee stated that a precise determination of the shortfall is currently under way and the exact figure, estimated to be no more than \$400,000, will be conveyed to CNS management in the near future.

We recommend that CNS management assess the impact of the grant's anticipated shortfall of non-Federal funds on the terms and conditions of the award.



THE WOODROW WILSON
NATIONAL FELLOWSHIP FOUNDATION



Haskell Rhett
President

November 30, 1995

Ms. Luise S. Jordan
Inspector General
Corporation for National Service
1201 New York Ave., NW
Washington, DC 20525

Dear Ms. Jordan:

Thank you for your letter of October 31, 1995, inviting us to respond to your draft report of the findings and recommendations from your office's limited review of our financial reporting and accounting systems.

Enclosed is our response and supporting documentation.

Please feel free to contact me or Anne Ammons, the Treasurer at The Woodrow Wilson National Fellowship Foundation, if you have any questions or need additional information.

Sincerely,

Martin S. Friedman
Director
National Service Programs

MSF/ag

Attachments: Response to CNS re limited review dated 11/30/95
Letter from NSF dated 10/17/95
Letter from Martin Friedman to Diana Algra dated 6/28/95

- B. "WWNFF overstated non-Federal expenses in the September 1995 Financial Status Report by \$125,200. "

RESPONSE:

- B. Agreed. The error cited, made on the June 1995 FSR, was corrected on the September 1995 FSR according to our normal internal control procedures. It should be noted that this error had an impact of less than 3% of total outlays and had no effect on the funds advanced or incurred by the Corporation under the grant terms. Therefore, since this constituted a mere clerical error which is unlikely to be repeated, we request that the finding reflect the action taken.

FINDING:

- III. "Indirect costs charged to the grant are not based upon a current approved rate."

RESPONSE:

The finding indicates that "Because WWNFF failed to provide a current indirect costs analysis, we have questioned the \$218,198 of indirect costs charged to the grant." We provided the information that we believed to be requested, namely, a copy of the original indirect cost provision dated 1983 from the National Science Foundation (NSF). However, WWNFF has prepared and submitted indirect cost analyses to the National Science Foundation, our cognizant agency, through FY 1994. Based upon the latest indirect cost analysis for the year ended June 30, 1994, our indirect cost rate has remained at the same level as in 1983, as shown in the attached letter from NSF. Therefore, we request that this finding be removed from the final report.

FINDING:

- IV. "WWNFF's accounting policies and procedures (manual) need to be finalized."

RESPONSE:

Agreed. The manual will be submitted to the WWNFF Finance Committee of the Board of Trustees in December 1995 for review and approval. A final copy of the approved manual will be forwarded to CNS.

FINDING:

- V. "WWNFF may not meet its budgeted non-Federal match."

RESPONSE:

The finding is correct, although it should also be noted that WWNFF will greatly exceed the required Federal match for the FY95 fiscal year. In addition, the recommendation, to inform the Corporation of the potential shortfall, should reflect that the Program Director informed the Corporation in June, 1995 (see attached memo) of this potential shortfall and that it was mutually agreed that a formal budget modification would be postponed until a more precise determination of the shortfall could be made. This analysis is underway at the present time, and we anticipate notifying the Corporation in the near future of the final amount of the shortfall, which will be no more than \$400,000 and less than 10% of the total grant. Based

**THE WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION
RESPONSE TO CORPORATION FOR NATIONAL SERVICE LIMITED REVIEW**

FINDING:

- I. "Staff salary expenses are not properly documented."

RESPONSE:

It is stated that "WWNFF's system for recording staff salary expenses...did not comply with the terms of the grant agreement." WWNFF's policy since 1993 stipulates that time sheets must be prepared and approved weekly by the supervisor and submitted to the Business Office. The system for recording time charges for National School and Community Corps staff has been revised to bring it in line with the WWNFF policy for all WWNFF staff, which provides appropriate source documentation. In addition, time sheets for all NSCC staff for the period 7/1/94 through the present have been submitted in accordance with WWNFF policy and A-122 requirements. These time sheets were prepared based upon contemporaneous records, including personnel records, travel and expense records and attendance records maintained by the Business Office. Since all NSCC staff are salaried and spend 100% of their time working on the CNS grant, these alternative contemporaneous records are reliable for reconstructing the time charged to the grant. Thus all salary costs are now supported by appropriate documentation. We therefore request that the finding and recommendation be modified to acknowledge that WWNFF has corrected this oversight and that salary costs are supported by appropriate documentation.

FINDING:

- II. "Non-Federal costs are not sufficiently documented."

- A. "In-kind costs related to liaison services provided by the Philadelphia School District, amounting to \$41,400 through June 30, 1995, were based solely on a memo from WWNFF's program director."

RESPONSE:

- A. The memo cited is a memorandum of a telephone conversation with Philadelphia School system staff, who provided the information to WWNFF for inclusion in the cost-sharing calculation. The citation, 45 CFR Part 2543, quoted in this finding stipulates that "all contributions...shall be accepted as part of the recipient's cost sharing or matching when such contributions...are verifiable from the recipient's records." It was WWNFF's understanding that a memorandum of a telephone conversation provides adequate documentation, particularly as 45 CFR Part 2543 does not require third-party documentation. However, we have requested that the Philadelphia school board provide us with additional documentation from their records for these charges.

In addition, we request that the Corporation provide some guidelines on the nature of documentation for cost sharing or matching contributions which it would accept as "verifiable from the recipients records," so that we can seek to obtain such documentation from our partners under this grant.

upon this clarification of both the finding and the recommendation, we request that the finding be removed from the final report.

November 30, 1995

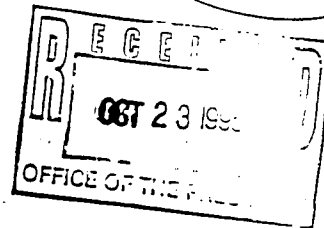
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NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD • ARLINGTON, VIRGINIA 22230

Award Date October 17, 1995
Grant No. ESI-9155261
Amendment No. 002

Dr. Haskell Rhett
President
The Woodrow Wilson National Fellowship
Foundation
5 Vaughn Drive
Suite 300
Princeton, NJ 08540-6313



Dear Dr. Rhett:

By letter dated March 17, 1992, as modified by amendment 001, the sum of \$516,351 was awarded to The Woodrow Wilson National Fellowship Foundation for support of the project entitled "History of Chemistry - National Science and Mathematics Leadership Program" under the direction of Dale S. Koeppe, National Leadership Program.

The above-referenced grant provided indirect costs at maximum provisional rates subject to downward adjustment only.

NSF grant policy requires grantees to charge indirect costs at the lesser of either the maximum provisional rates or the federally determined or negotiated final rates.

NSF has determined that the maximum provisional rate(s) stipulated in the award instrument(s) is the appropriate indirect cost rate(s) to be used for this grant

Any charges previously made to the grant for indirect costs which exceed the charges resulting from use of the maximum provisional rate(s) should be adjusted downward. If application of these final rates to the appropriate bases reduces the amount charged to the grant by \$300 or more, then the amount may be used to either: (i) defray allowable direct costs otherwise chargeable to the grant; (ii) used to meet cost sharing requirements, or (iii) returned within 30 days to NSF by check made payable to the National Science Foundation. For amounts less than \$300, no additional action is necessary.

Except as modified by this amendment, the grant conditions remain unchanged.

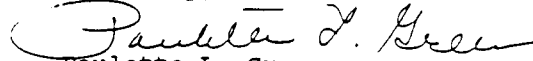
NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD • ARLINGTON, VIRGINIA 22230

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ESI-9155261
002

The cognizant NSF program official for this grant is Wayne Sukow
(703) 306-1613. The cognizant NSF grants official is Beth Strausser
(703) 306-1217.

Sincerely,



Paulette L. Green
Grants Officer

NATIONAL SCHOOL & COMMUNITY CORPS ★

An AmeriCorps National Service Program of The Woodrow Wilson National Fellowship Foundation

June 28, 1995

Ms. Diana R. Algra
Director, AmeriCorps National/State Programs
Corporation for National Service
1201 New York Avenue, NW
Washington, DC 20525

Dear Diana:

This letter responds to yours of June 22 and the subsequent conference call on June 26.

• Evaluation Results

See the attached memorandum from Louise and David Fox to me, dated June 24, 1995.

• Evaluation

For the response to the request for information about the proposed evaluation strategy, tools, and focus, see the attachment entitled "Fox, Fox and Associates Evaluation Plan: National School and Community Corps. 1995-1996".

In regard to the proposed cost of the evaluation, please note that this is due to growth in both scale and scope.

Concerning scale, this year's \$90,000 evaluation is based on 165 full- and part-time corpsmembers, in 10 teams, serving 10 schools, in one city. The proposed \$192,000 evaluation for next year is based on 348 full- and part-time corpsmembers, in 23 teams, serving 50 schools, in two cities.

Concerning scope, we are adding three new dimensions to the evaluation: (1) longitudinal analysis of impact on continuing corpsmembers, schools, and participants; (2) assessment of new training and staff development for NSCC staff and site managers; and (3) assessment of the organizational structure being piloted in New York City, to give us insight into how best to manage expansion into cities across the country.

We note that while \$90,000 represents 6% of this year's \$1,500,000 grant, and \$192,000 represents 9.6% of the \$2,000,000 renewal request, the actual increase is not that great. This is so because the amount of "direct cash" in support of the NSCC (i.e., excluding "school costs" such as extra custodians and security) is estimated at \$1.8 million this year and \$3.5 million next year. The corresponding percentages for the evaluation costs are 5.1% and 5.5%.

Finally, if the Corporation takes the position that 9.6% of the grant is too much for evaluation, we would like to shift some of the matching funds to evaluation from some other place in the budget. This would have the unfortunate effect of reversing our position that all local matching funds "stay in the community", but I believe the



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schools will support this.

* New York and Philadelphia Expansion

Each city is discussed separately

Philadelphia

There have been many meetings in Philadelphia, in part because expansion has been a topic in meetings that are also dealing with this year's program.

Principals and site managers at current schools continuing next year (seven of the ten) have had a significant role in discussing recruitment, selection, training, program parameters, role definition and differentiation, and other aspects of the NSCC.

New schools (primarily principals, but also including other school staff and community members) attended an information session about the NSCC and how to apply. Those selected to participate were invited (along with continuing site) to have their school-community teams attend an information and motivation session: nearly 100 individuals attended, with all schools being represented.

Meetings (and phone conversations) with district representatives are on-going; at least three times a week.

All new schools have submitted school plans; most have already received written responses (the rest will be out early this week). Continuing schools will submit revised school plans for Year 2 by July 24. (A sample plan is enclosed.)

Program specialists are in new and continuing schools on an as-needed basis. In effect, every school has been visited a number of times. Program specialists have met with principals, interim site managers, and school-community teams. They have reviewed school plans, participated in corpsmember interviews, and helped in the selection of site managers.

There will be no more meetings of principals and interim site managers this summer. Program specialists will continue to visit schools and the phone/fax links between schools and WWNFF will undoubtedly continue.

Site managers will be in residential training for five days during the week of July 31. Corpsmembers begin their term of service on August 14, at residential training.

Matching funds are coming from two types of sources: the schools and the school district. Each school is providing WWNFF with \$2000 (in cash) times the number of full-time corpsmembers, plus \$11,000 if the school is using a corpsmember-site manager. Thus, about \$430,000 has been committed. All schools have identified the source of these funds and their allocations have been approved by district officials.

The Superintendent of Schools is also committed to raising an additional \$800,000 (in cash) to support the program. He is seeking private funding for the NSCC. While this money is not yet in hand, he remains optimistic that the funds will be secured.

In addition to the funds referred to above, each school's plan identifies the space, materials, and other resources needed for the program. They understand that those resources (some in-kind, some cash) are a school responsibility.

A letter of commitment will be sent as soon as we receive one.

The NSCC will be operational at the beginning of the school year.

New York City

As expected, the process in New York is somewhat different from that in Philadelphia.

An initial meeting was held in the Chancellor's Conference Room for District Superintendents. While Chancellor Cortines was unable to attend, his aide was there, along with six, carefully chosen, District Superintendents or their representatives. Of these, one indicated he had the interest, money, and other resources and conditions necessary for the program, Anthony Amato of District 6.

A meeting was held with Mr. Amato and his staff to discuss the program fully. This was followed by a meeting of District 6 principals, who learned about the program, conditions for participation, and the process for site selection. Of these, about nine principals applied to participate and Mr. Amato chose five schools (for four teams of corpsmembers) based on need and capacity to manage the program.

A follow-up meeting was then held with the selected principals, at which they learned about the development of a site plan, recruitment and selection of corpsmembers, and role and composition of the school-community team.

The Program Coordinator has been visiting all of the schools, working with principals and interim site managers as they recruit and work on their school plan.

Schools plans have been received and reviewed from all schools. Interviewing corpsmember applicants has begun.

Mr. Amato has identified \$130,000 in state funds to be used as the cash match for the program.

NYC site managers and corpsmembers will participate in the same training noted above in regard to Philadelphia. Therefore, there is no doubt that the NSCC will also be operational in NYC at the beginning of the school year.

A letter of commitment will be sent as soon as we receive one.

A diagram outlining the program's dimensions is included, as requested.

* Part-Time Members

For Year 2, part-time corpsmembers are being recruited and selected concurrently with full-timers. The greater lead time will help. Of more importance, most site managers are either experienced corpsmembers or returning professionals, all of whom lived through this year's problems. They understand deeply the problem of adding in people (i.e., part-timers, replacements for attrits) and are therefore very motivated to have all recruited from the very beginning.

Given the limits of budget growth in the renewal budget, we decided not to dedicate funds for stipends. However, should new funds be found or if there are savings in the grant budget, we will once again seek to provide stipends for summer service.

Higher education partnerships are being strengthened in Philadelphia and established in NYC. In Philadelphia, a stronger partnership has been established with Temple University, especially with its School of Education and Center for Inter-Generational Learning. In regard to the School of Education, the NSCC will integrate with its Council for Great City Schools AmeriCorps program (if funded). The Center for Inter-Generational Learning will provide more training this coming year and will

assist us in working with seniors throughout the region.

Other partnerships are being established with specific units within colleges and universities. For example, we are working with medical schools, nursing departments, and other health-related areas in strengthening the NSCC's role in family health.

Part-time corpsmembers operate on individual schedules, with AmeriCorps limits.

Of the 90 part-time slots for this year, we currently have approximately 50. Recruitment of part-timers to begin this summer is on-going.

* Skills-based Training

Overall, training will be strengthened by our hiring a full-time Training Director at WWNFF. This year's arrangement, relying heavily on consultants and staff without adequate background, has not been satisfactory.

Corpsmember training will be improved through our providing more (i.e., the same amount upfront, but one full day every three weeks during the school year, compared to a half-day, every five to six weeks this year), using only the best trainers from this year, using our extensive evaluations of each of this year's training activities, and using the insight of staff and this year's site managers.

In addition, our revised format, better timeline, and improved technical assistance have led to much better school plans, each of which includes a description of the corpsmembers' training under school control. The local training is thus more detailed, more substantive, better planned and focussed on corpsmember responsibilities, and, just plain more.

Site managers will participate in intensive, residential training for five days. Since nearly every site manager is either an experienced corpsmember or a current site manager, this training can focus on very specific needs; little or no time needs to be spent on AmeriCorps, the nature of the NSCC, etc.

* Site Managers

Of the 23 teams, 21 will have a single individual serving full-time as the site manager. These individuals will have no responsibilities other than serving in this capacity.

One continuing school will maintain its current, satisfactory, arrangement of having the principal and one other individual serve as Director and Assistant Director, respectively, of both the Family Center and NSCC.

One other continuing school will maintain its current, satisfactory, arrangement of having the school-community coordinator serve half-time as a co-site manager and a second individual serve full-time as a co-site manager.

* Parent Organization

WWNFF, the Parent Organization, will relate to NYC in almost the same way as it has to Philadelphia (and, to a large extent, the way WWNFF staff related to the eight school districts in New Jersey when this staff was managing the Urban Schools

Service Corps). That is, WWNFF will play the exact same role in regard to corpsmember recruitment and selection, administration of corpsmember benefits, administration of the disciplinary code and procedures, training, evaluation, program monitoring, program integration with other agencies, future planning, and the like.

WWNFF has also established relations with major community organizations in NYC, and will continue to do so.

The major difference will be in the new position of Program Coordinator. The Program Coordinator is responsible for:

1. Supporting the selected schools to establish the NSCC program.
2. Recruiting suitable candidates for the site manager and program specialist positions and supervising the program specialist.
3. Identifying additional resources to support this year's program and growth in the future.
4. Serving as the primary point of contact with school and school district administrators.
5. Assisting in designing and providing training for corpsmembers and site managers.
6. Participating in the development of policy and program management for the NSCC as a whole.

Thus, the Program Coordinator will assume some of the responsibilities that the NSCC Director currently holds in Philadelphia.

The Program Coordinator will report to the NSCC Director and will participate in the weekly NSCC staff meetings. The NSCC Director will be on-site in NYC as required; the expectation is no less than once every other week.

Kippy Joseph has been hired to serve as the Program Coordinator. This year she has worked at the City Volunteer Corps, and has worked for Public Allies.

The oversight and support systems for NYC are, therefore, basically the same as those provided in Philadelphia.

* Members' Role

Members are responsible for designing, planning, and implementing programs called for in each school's plan. While there are some common programs (e.g., mentoring, tutoring, service-learning, parental outreach), there are many unique programs and programs common to only a few. This is especially true given this coming year's expansion into high schools.

While serving as a team, each member has specific responsibilities within special program areas; all detailed within the school plan.

Teacher support and integration will be strengthened through: (1) enhancing the role of the school-community team and teachers' participation on it (e.g., teachers have already been involved in the interviewing and selection of corpsmembers and writing the first drafts of the school plans); (2) better-structured, more detailed school plans which call for greater corpsmember integration within the school; (3) starting corpsmembers in training in August and their being in the building when teachers return, prior to the actual start of school; (4) our requiring each school to formally introduce the corpsmembers to the total school staff at the very beginning of the

school year; (5) the selection of site managers who understand the need and means to enhance NSCC integration within the school.

* Fund Development

The minimum, mandatory matching funds for this year have all been raised. WWNFF and the Philadelphia School District have been slow in executing a contract, thus the Philadelphia funds have not yet been sent to WWNFF. This is imminent.

In addition, schools have not yet adequately documented the in-kind and cash support they have provided this year. A new form has been developed with the School District; we expect the next quarterly report to provide a more accurate description of the matching funds provided.

— The District match for this year will probably not be fully realized. In large part this is so because the \$1.2 million for community schools participating in the NSCC was not distributed at the beginning of this school year, as planned, and therefore will not be fully expended this year. The upside of this is that much of that money (and other community school funds at two of our new sites) will be available to support the program throughout the next school year.

The plans for year 2 matching funds are discussed above under New York and Philadelphia Expansion.

Finally, please note that we expect the NSCC to be better next year in just about every way. We are finally in a position to go into a second year within schools and a school district. Our timetable is far more favorable than we've ever had before. School planning is, in almost every case, superior to the best we've had in the past. Our evaluators have continued to provide invaluable assessments, all of which is used to improve the program. Our corpsmember applicant pool in Philadelphia is, by far, the strongest we have seen. And, also in Philadelphia, the widely acknowledged fit between the NSCC and the district's reform efforts could hardly be better.

Thanks for all of your support over the years and in this renewal process.

Sincerely,



Martin S. Friedman
Director

Enclosures

c: Michael Arthur, Grants Officer
Verna H. Kuo, Program Officer
Marlene Zakai, Senior Program Officer