

Corporation for
NATIONAL &
COMMUNITY
SERVICE 

————— Fiscal Year 2007 —————

Performance Highlights



*Improve lives, strengthen communities, and foster civic
engagement through service and volunteering*



Message from the

Chief Executive Officer

I am very pleased to report on the progress we made in FY 2007 to improve the lives of millions of Americans, strengthen communities in every state, particularly those devastated by Hurricane Katrina, and expand civic engagement.

Volunteering is essential to meet the country's growing social, educational, environmental, and other compelling needs as the elderly and disadvantaged youth populations grow and budgetary pressures intensify. To help meet these challenges, the agency will continue to raise the level and value of volunteering, resulting directly from our programs.

In FY 2007, the Corporation generated over 3.9 million volunteers, including 2.1 million national service participants and 1.8 million leveraged community volunteers, who provided over 228 million hours of service. Volunteers in agency-supported programs:

- » Mentored about 598,000 disadvantaged youth, including about 47,000 children of prisoners—an especially “at-risk” group;
- » Engaged about 663,000 disadvantaged youth in volunteering to provide needed services in their communities and increase their academic performance and civic engagement;
- » Provided independent living support to 470,000 disabled and elderly people; and,
- » Expanded the capacity of over 70,000 nonprofit organizations, public agencies and educational institutions to meet critical local community needs.

The Corporation also served as a catalyst to help increase overall national volunteering, particularly among college students, disadvantaged youth and Baby Boomers. While remaining at historically high levels, national volunteering through organizations declined in FY 2006 and FY 2007. We are working to address the likely causes of this decrease in FY 2008.

The agency made great progress toward improving internal effectiveness and accountability. For example, we received an unqualified audit opinion for the eighth consecutive year and, for the first time, with no material weaknesses, significant deficiencies, or reportable conditions. We also implemented innovations that improved productivity, customer service, and data availability, and reduced operating costs. A few of these improvements included consolidating five financial services centers into one and implementing a number of information technology initiatives, such as a data warehouse.

These accomplishments reflect a well-managed, fully-accountable organization that is continually improving its performance. As we move forward, I am confident the Corporation will continue to expand the number of Americans who volunteer to meet the critical needs of our nation.

David Eisner
Chief Executive Officer

April 2008

Corporation Strategic Plan for 2006–2010



Mission:

Improve lives, strengthen communities, and foster civic engagement through service and volunteering

Strategic Goals:

- Meet Critical Needs Through Service and Volunteering
- Strengthen the Capacity of Communities and Organizations
- Engage Americans in a Lifetime of Volunteering and Service

Strategic Initiatives:

- Mobilize More Volunteers
- Ensure a Brighter Future for All of America's Youth
- Engage Students in Communities
- Harness Baby Boomers' Experience
- Support Disaster Preparedness and Response

Management Initiative:

- Sustain Management Excellence



THE CORPORATION

Established in 1993, the Corporation is an independent federal agency with an FY 2007 budget of \$885 million. The agency leads, partners with, and makes grants to nonprofit, governmental and other organizations to increase volunteering, strengthen community organizations and meet community needs.

“

When we talk about volunteering, we're talking about the health of the nation... its physical health, moral health and economic well-being. It is... the economics of goodness at work.

” Mike Leavitt, Secretary,

Department of Health and Human Services, 2005

Major Programs

SENIOR CORPUS: Engages older volunteers through three programs: RSVP (provides a broad range of services); Foster Grandparent Program (FGP—supports children with exceptional needs); and Senior Companion Program (SCP—helps the frail and elderly to live independently).

AMERICORPUS: Engages adults in service through three programs: AmeriCorps State and National (grants to states and national organizations); Volunteers in Service to America (VISTA—focused on reducing poverty); and National Civilian Community Corps (NCCC—provides team-based, residential and rapid response).

LEARN AND SERVE AMERICA: (LSA) expands service-learning in kindergarten through college both to meet local needs and increase student academic and civic skills.

Mobilize More Volunteers

RURAL AND LOW-INCOME AREAS IN WEST VIRGINIA EXPAND VOLUNTEERING

The Energy Express program engaged about 500 AmeriCorps members to recruit and manage 4,400 adults in 42 West Virginia counties. These volunteers helped 3,100 low-income children to maintain their academic skills and get one healthy meal each day over the summer. These children also volunteered on their own “Making My World a Better Place” projects. Overall, the AmeriCorps members mobilized 7,550 volunteers to help their communities now and in the future.



PERFORMANCE TRENDS FOR CORPORATION GOALSⁱ

Strategic Initiative and Performance Measure	FY 2004	FY 2005	FY 2006 TARGET	FY 2006	FY 2007 TARGET	FY 2007	FY 2008 TARGET	FY 2010 TARGET
Mobilize More Volunteers								
Volunteers generated through Corporation programs (in millions)	2.6	3.6	3.3	3.7	3.4	3.9	3.6	4.0
Ensure a Brighter Future for All of America's Youth								
Disadvantaged youth mentored through Corporation programs	NA	NA	NA	361,000	NA	598,000	450,000	500,000
Engage Students in Communities								
College students serving through Corporation programs	NA	NA	NA	108,000	NA	199,000	80,000	300,000
Harness Baby Boomers' Experience								
Clients who receive independent living services, including respite	75,000	99,000	NA	137,000	NA	470,000	190,000	250,000

NA = Data not available

i. For more information on the Corporation's measures, contact: ttraversa@cms.gov. Performance data regarding the agency's recently added initiative, "Support Disaster Preparedness and Response," will be available in FY 2009.

In FY 2007, the Corporation performed well against its measures of its direct program impacts, reflecting both improved performance. In FY 2007, the agency saw increases in all areas, as grants, initially made in FY 2006 and focused on these initiatives, moved into their second and more productive year. However, these increases also reflect improvements in the agency's data collection. For example, the large increase in the number of clients receiving independent living services includes an increase of about 300,000 due, in part, to the inclusion of activities through RSVP, such as Meals-on-Wheels programs, as well as new reporting of services provided through the AmeriCorps State and National program.

Ensure a Brighter Future for All of America's Youth

LITERACY AMONG LOW-INCOME STUDENTS IMPROVES IN WISCONSIN

Students from low-income areas of Madison were seven times more likely than other students to test below minimum reading levels in 1995. The schools partnered with VISTA to create a community literacy program that engaged 600 volunteers, tutored 3,000 students and operated several after-school programs. By 2005, only six percent of students scored below the minimal reading level, down from 29 percent in 1995.



PERFORMANCE TRENDS FOR NATIONAL GOALSⁱ

Strategic Initiative and Performance Measure	FY 2004	FY 2005	FY 2006 TARGET	FY 2006	FY 2007 TARGET	FY 2007	FY 2008 TARGET	FY 2010 TARGET
Mobilize More Volunteers								
Americans who volunteer through organizations annually (in millions)	64.5	66.0	67.8	61.2	69.9	60.8	71.3	75.0
Ensure a Brighter Future for All of America's Youth								
Americans who mentor annually (in millions)	NA	NA	NA	3.4	3.8	Data avail. 5/08	4.5	6.0
Engage Students in Communities								
College students who volunteer annually (in millions)	3.3	3.3	3.8	2.8	4.0	Data avail. 5/08	4.3	5.0
Harness Baby Boomers' Experience								
Baby Boomers who volunteer annually (in millions)	NA	25.8	26.1	23.6	26.4	Data avail. 5/08	27.1	28.7

NA = Data not available.

i. For more information on the Corporation's measures, contact: ttraversa@cns.gov. Performance data regarding the agency's recently added initiative, "Support Disaster Preparedness and Response," will be available in FY 2009.

Although FY 2006 national performance generally remained at historically high levels, year-to-year declines occurred in each performance area for which multi-year data are available. Data is not available to identify all the factors leading to this decline. However, likely factors include:

- » An increase in the volunteer attrition rate may explain much of the decrease. Currently, only two of every three volunteers continue to volunteer in the next year.
- » Baby Boomers tend to prefer more sophisticated volunteer opportunities than nonprofits traditionally have provided, thus possibly discouraging Baby Boomer volunteers from volunteering or continuing to volunteer.

SERVICE-LEARNING BENEFITS THE YOUNG AND OLD IN IOWA

Engage Students in Communities

In Des Moines, Iowa, students at Merrill Middle School participated in intergenerational service-learning that helped the students, the elderly and the community. For example, students taught seniors learn to use the internet; while seniors helped students develop oral histories of neighboring areas. Students participating in the program became more engaged in school and often improved their academic performance.



MISSION PERFORMANCE MANAGEMENT

The Corporation began implementing its strategic plan in early 2006, refocusing its programs and operations on its strategic goals and initiatives. These changes led to significant impacts in FY 2007, including increases in the number of volunteers, children mentored, college students volunteering, and elderly Americans living independently as a result of Corporation programs. The agency continues to focus on its strategic initiatives by emphasizing these areas in grant competitions, developing more cost-effective support for grantees via the agency's online Resource Center and National Service-Learning Clearinghouse, and better focusing non-program funds, such as for research and media campaigns.

In addition to the measure cited above, the Corporation also tracks its performance on a number of other measures, significantly exceeding targets in some areas, while not meeting targets in others. This is due, in part, to a lack of adequate data available when the targets were set. Based on the additional data collected in FY 2007. The agency and its Board of Directors will review and revise these measures and targets, as appropriate, during its upcoming FY 2008 strategic plan annual review.

At the national level, the agency also will make further efforts to raise performance levels. While the agency's ability to directly impact national trends is limited, the Corporation uses a variety of methods, not just its core programs, to influence national volunteering through organizations. Such methods include media campaigns, training, technical assistance, partnerships, and leadership in the nonprofit volunteer sector. For example, in FY 2007, the agency established and led an interagency federal mentoring council. The Corporation also will address the likely causes of the recent national volunteering decline by, for example, assisting nonprofits to restructure their volunteer functions to attract Baby Boomers and increase volunteer retention rates.

To obtain more information about the Corporation's accomplishments and challenges, please access: www.nationalservice.gov/about/role_impact/performance.asp.

AGENCY PERFORMANCE MANAGEMENT

In FY 2007, the Corporation implemented many management enhancements that improved the agency's effectiveness, customer service, and accountability. These efforts resulted in major management accomplishments, including:

- » Receiving a "clean" audit opinion for the eighth consecutive year and, for the first time,

Harness Baby Boomers' Experience

ELDERLY REFUGEES IN NEW YORK GET CRITICAL HELP TO LIVE INDEPENDENTLY

Without translators and other help, elderly refugees in Syracuse are at high risk for isolation and inadequate healthcare. Twenty-four Senior Companions, who are familiar with the languages and cultures of these refugees, helped 96 people—taking them to the grocery store and medical appointments, serving as translators, and helping with minor household chores. This support, as well as other support such as Meals-on-Wheels, helped all but one of those served to avoid costly institutionalization.



receiving no citations for any material weaknesses, significant deficiencies, or reportable conditions in its financial operations;

- » Earning a place on the “Best Places to Work” list prepared by the Partnership for Public Service, as well as increasing employee job satisfaction with 77 percent satisfied with their jobs in FY 2007, compared to 72 percent in FY 2006 and 67 percent in FY 2004;
- » Consolidating five field financial service centers into one;
- » Implementing a paperless web-based time and attendance system;
- » Establishing a new mission and management performance tracking system to better inform managers;
- » Launching a data warehouse with a “dashboard” focused on the major Corporation indicators of operational progress; and
- » Improving the agency’s data collection methods.

Many other management accomplishments are described in the agency’s FY 2007 Annual Financial Report available at: www.nationalservice.gov/about/role_impact/performance.asp.

ANALYSIS OF FINANCIAL CONDITION AND INTEGRITY

The Corporation’s financial statements demonstrate an appropriate balance of its assets and liabilities. Sufficient funds are available to meet commitments made in FY 2007. The agency’s National Service Trust, which funds the Segal AmeriCorps Education Awards made to volunteers who complete their service, continues to be fully solvent. The Trust is able to meet not only its estimated future costs, but also maintains a reserve of \$47 million.

The Corporation is in full compliance with the Federal Financial Management Improvement Act, the Federal Managers’ Financial Integrity Act and all applicable regulations and guidance. The agency provides reasonable assurance that its internal controls on the effectiveness and efficiency of operations and compliance with all applicable laws and regulations are adequate based on its ongoing and recently expanded internal control assessment process. The agency similarly provides reasonable assurance that its internal controls over financial reporting are adequate. The agency uses a financial system that has been certified by the Office of Federal Financial Management as meeting all critical requirements for accurate financial reporting.

COMMUNITY RECEIVES CRITICAL HELP RECOVERING FROM HURRICANE KATRINA

Support Disaster Preparedness and Response

“I can attest to the amazing level of service the NCCC provided to Biloxi when I observed them up close and personal for a week. They made the volunteer center happen, they restored scores of houses, worked some amazingly dirty tasks like mold removal while wearing hazmat suits in 90 degree weather... fed hundreds of volunteers... restored school libraries and computer labs, and remained idealistic and cheerful in the face of just the opposite.”

– *Drew Carberry, Faith & Communities Engaged in Service*



How wonderful it is that nobody need wait
a single moment before starting to improve
the world. - *Anne Frank*

You must be the change you wish to
see in the world. - *Mahatma Gandhi*

The noblest question in the world is, "What
good can I do in it?" - *Benjamin Franklin*

Your world.
Your chance to make it better.
VOLUNTEER

Find out how...

Related Websites

USA Freedom Corps: usafreedomcorps.gov

FY 2007 Congressional Budget Justification/Annual Performance Report:
www.nationalservice.gov/pdf/2009_budget_justification.pdf

FY 2007 Annual Financial Report:
www.nationalservice.gov/about/role_impact/performance.asp

Financial Statements: www.nationalservice.gov/about/role_impact/afr_additional.asp

Corporation Home Page: www.nationalservice.gov

AmeriCorps: www.americorps.gov

Senior Corps: www.seniorcorps.gov

Learn and Serve America: www.learnandserve.gov

The Resource Center: www.nationalserviceresources.org

OMB PART: www.ExpectMore.gov

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