

Corporation for  
**NATIONAL &  
COMMUNITY  
SERVICE** 

# Fiscal Year 2007 Congressional Budget Justification *February 6, 2006*



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



**CORPORATION FOR NATIONAL AND COMMUNITY SERVICE**

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**FISCAL YEAR 2007**  
**Congressional Budget Justification**

**CORPORATION FOR NATIONAL AND COMMUNITY SERVICE**  
**February 6, 2006**

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# About the Corporation

The Corporation for National and Community Service each year engages more than 2.5 million Americans of all ages and backgrounds in improving communities through a wide array of service opportunities in education, the environment, public safety, homeland security, and other human needs. The Corporation's main programs are:

- ◆ **Senior Corps**, through which about 500,000 Americans age 55 and older use their skills and experience to address vital community needs. Senior Corps comprises the Retired and Senior Volunteer Program (RSVP), the Foster Grandparent Program, and the Senior Companion Program;
- ◆ **AmeriCorps**, whose members perform intensive community-based service and earn education awards to help finance college. AmeriCorps consists of three programs: AmeriCorps\*State and National, AmeriCorps\*Volunteers in Service to America (VISTA), and AmeriCorps\*National Civilian Community Corps (NCCC); and
- ◆ **Learn and Serve America**, which supports programs in schools, colleges, and community-based organizations, that link community service to educational objectives. More than one million students participate in programs supported by Learn and Serve America each year.

## BOARD OF DIRECTORS

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**Chief Executive Officer**

Carol Bates (acting)

**Inspector General**

(Vacant)

**Chief Financial Officer**

Elizabeth Seale

**Chief Operating Officer**

*February 2006*

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# Table of Contents

<b>PART I</b> .....	<b>1</b>
CORPORATION ORGANIZATIONAL CHART .....	2
THE CORPORATION FOR NATIONAL AND COMMUNITY SERVICE .....	3
OUR MISSION .....	3
OUR STRATEGIC PLAN .....	3
CORPORATION RESPONSE TO HURRICANE KATRINA .....	4
OVERVIEW .....	6
CORPORATION STRATEGIC GOALS .....	11
CORPORATION PERFORMANCE MEASURES .....	12
CORPORATION STRATEGIC FOCUS AREAS .....	15
MOBILIZING MORE VOLUNTEERS .....	15
ENSURING A BRIGHTER FUTURE FOR ALL OF AMERICA'S YOUTH... ..	20
ENGAGING STUDENTS IN COMMUNITIES .....	23
HARNESSING BABY BOOMERS' EXPERIENCE .....	26
CORPORATION MANAGEMENT GOALS .....	29
RESOURCE EXHIBITS .....	31
<b>PART II</b> .....	<b>37</b>
<b>FY 2007 APPROPRIATIONS LANGUAGE</b> .....	<b>39</b>
Corporation for National and Community Service.....	39
<b>BUDGET ACTIVITY 1: LEARN AND SERVE AMERICA</b> .....	<b>45</b>
<b>BUDGET ACTIVITY 2: AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS</b> .....	<b>55</b>
<b>BUDGET ACTIVITY 3: AMERICORPS*STATE AND NATIONAL</b> .....	<b>57</b>
<b>BUDGET ACTIVITY 4: AMERICORPS*VOLUNTEERS IN SERVICE TO AMERICA</b> .	<b>69</b>
<b>BUDGET ACTIVITY 5: NATIONAL SENIOR SERVICE CORPS</b> .....	<b>81</b>
RETIRED AND SENIOR VOLUNTEER PROGRAM.....	85
FOSTER GRANDPARENT PROGRAM.....	91
SENIOR COMPANION PROGRAM .....	95
<b>BUDGET ACTIVITY 6: PARTNERSHIP GRANTS</b> .....	<b>101</b>
<b>BUDGET ACTIVITY 7: INNOVATION, DEMONSTRATION, AND ASSISTANCE</b> .	<b>107</b>
<b>BUDGET ACTIVITY 8: NATIONAL SERVICE TRUST</b> .....	<b>117</b>
<b>BUDGET ACTIVITY 9: EVALUATION</b> .....	<b>125</b>

**PART III**.....135

BUDGET ACTIVITY 10: STATE COMMISSION ADMINISTRATIVE GRANTS .... 137

BUDGET ACTIVITY 11: PROGRAM ADMINISTRATION ..... 141

**PART IV** .....147

OFFICE OF INSPECTOR GENERAL ..... 149

**APPENDICES** .....157

APPENDIX A: CORPORATION APPROPRIATION HISTORY ..... 159

APPENDIX B: SUMMARY OF CORPORATION PROGRAMS AND FY 2007  
REQUESTED FUNDING ..... 161

APPENDIX C: PROGRAM ADMINISTRATION INDIRECT COST ALLOCATION MODEL  
..... 165

APPENDIX D: BUDGET ACTIVITY SUMMARIES ..... 167

APPENDIX E: FY 2007 TTA ACTIVITIES PROPOSED THROUGH SUBTITLE H  
..... 175

APPENDIX F: SUPPLEMENTAL INFORMATION OF SPECIFIC CONGRESSIONAL  
INTEREST ..... 177

APPENDIX G: CLARIFICATION OF CHILDREN AND YOUTH FOCUS AREA TERMS  
..... 195

APPENDIX H: ACRONYMS..... 197

**EXHIBITS**

Exhibit 1: CNCS Request Summary.....6

Exhibit 2: Corporation Performance Measures..... 12

Exhibit 3: Percentage of Charities and Congregational Social  
Service Outreach Activities That Cite Various Challenges  
as a Big Problem in Their Volunteer Programs..... 16

Exhibit 4: Measures of Success for the Mobilizing  
More Volunteers Focus Area ..... 17

Exhibit 5: Number of Americans Who Volunteer ..... 18

Exhibit 6: Our Resource Commitments for the Mobilizing  
More Volunteers Focus Area(dollars in millions)..... 19

Exhibit 7: Measures of Success for the Ensuring a Brighter  
Future for All of America’s Youth Focus Area..... 21

Exhibit 8: Our Resource Commitments for the Ensuring a  
Brighter Future for All of America’s Youth Focus Area..... 22

Exhibit 9: Measures of Success for the Engaging Students  
in Communities Focus Area..... 24

Exhibit 10: Our Resource Commitments for the Engaging  
Student in Communities Focus Area..... 25

Exhibit 11: Measures of Success for the Harnessing Baby Boomers’  
Experience Focus Area ..... 27



# T a b l e o f C o n t e n t s

Exhibit 12: Our Resource Commitments for the Harnessing Baby Boomers' Experience Focus Area.....	28
Exhibit 13: Corporation Management Goal Performance Measures .....	30
Exhibit 14: FY 2007 Budget Request by Activity.....	31
Exhibit 15: Detail of Full-time Equivalents (FTEs).....	32
Exhibit 16: Total NCSA Obligations by Object Classification .....	33
Exhibit 17: Total DVSA Obligations by Object Classification.....	34
Exhibit 18: Total Program Administration Obligations by Object Classification.....	35
Exhibit 19: Total OIG Obligations by Object Classification.....	36
Exhibit 20: Summary of Budget Estimates for Learn and Serve America .....	45
Exhibit 21: Learn and Serve America Vital Statistics .....	46
Exhibit 22: Summary of Budget Estimates for AmeriCorps*NCCC .....	55
Exhibit 23: Summary of Budget Estimates for AmeriCorps*State and National .....	57
Exhibit 24: State and National Vital Statistics.....	58
Exhibit 25: State and National's Key Program Performance Measures .....	62
Exhibit 26: Summary of Budget Estimates for AmeriCorps*VISTA.....	69
Exhibit 27: AmeriCorps*VISTA Vital Statistics.....	70
Exhibit 28: AmeriCorps*VISTA Key Program Performance Measures* .....	73
Exhibit 29: Ensuring a Brighter Future for All of America's Youth.....	75
Exhibit 30: Mobilizing More Volunteers .....	76
Exhibit 31: Harnessing Baby Boomers' Experience .....	77
Exhibit 32: Engaging Students in Communities.....	77
Exhibit 33: Emergency Preparedness and Disaster Relief.....	78
Exhibit 34: Support to Rural and Distressed Communities.....	78
Exhibit 35: Support for Senior Independent Living (Goal One) .....	79
Exhibit 36: Support to Faith-based and Community Organizations (Goal Two) Implementation Activities .....	79
Exhibit 37: Summary of Budget Estimates for Senior Corps.....	81
Exhibit 38: Senior Corps Vital Statistics .....	82
Exhibit 39: Recruitment and Retention Priorities for FY 2007 .....	83
Exhibit 40: Training and Technical Assistance Priorities for FY 2007 .....	83
Exhibit 41: RSVP Budget Summary .....	85
Exhibit 42: RSVP Key Performance Measures.....	87
Exhibit 43: FGP Budget Summary .....	91
Exhibit 44: Percentage of Children and Volunteers .....	92
Exhibit 45: FGP Key Performance Measures .....	93
Exhibit 46: SCP Budget Summary .....	95
Exhibit 47: Projected Growth in Percent of Americans 85 years and Older.....	96
Exhibit 48: Percentage of SCP Volunteers and Clients Served by Their Type of Need .....	97
Exhibit 49: SCP Key Performance Measures .....	98
Exhibit 50: Summary of Budget Estimates for Partnership Grants.....	101
Exhibit 51: Summary of Budget Estimates for Innovation, Demonstration, and Assistance.....	107
Exhibit 52: FY2007 Request for Training and Technical Assistance by Activity/Funding Source .....	111
Exhibit 53: Summary of Budget Estimates for the National Service Trust....	117
Exhibit 54: National Service Trust Vital Statistics (through December 2005).....	118
Exhibit 55: Service Term and Corresponding Education Award.....	119
Exhibit 56: Actual Outlays Against Predicted Outlays by FY of Outlay and Age.....	121

## T a b l e o f C o n t e n t s

Exhibit 57: Slots, MSYs, and Dollar Amounts for PY 2003-2004.....	123
Exhibit 58: Summary of Budget Estimates for Evaluation.....	125
Exhibit 59: Research Activities by Research Question.....	128
Exhibit 60: Funding for Research Activities.....	128
Exhibit 61: Impacts on Community Problem Identification, Baseline to Post-Program .....	130
Exhibit 62: Volunteering Rates in the United States 2002-2005.....	131
Exhibit 63: Volunteering Rates in the United States 2003, by State.....	132
Exhibit 64: Summary of Budget Estimates for State Commission Administrative Grants.....	137
Exhibit 65: State Commission Administrative Grants Key Performance Measures.....	139
Exhibit 66: Projected 2007 Funding .....	140
Exhibit 67: Summary of Budget Estimates for Program Administration .....	141
Exhibit 68: Current Services Adjustments .....	142
Exhibit 69: Program Administration Budget Detail.....	145
Exhibit 70: Summary of Budget Estimates for the Office of Inspector General.....	149
Exhibit 71: Audit Statistics.....	150
Exhibit 72: Investigation Statistics .....	150
Exhibit 73: OIG Strategic Goals and Objectives .....	153
Exhibit 74: OIG Performance Indicators.....	154
Exhibit 75: Quantitative Audit and Evaluation Performance Measures* .....	155
Exhibit 76: Corporation Appropriation History .....	159
Exhibit 77: Summary of Corporation Programs and FY 2007 Requested Funding.....	161
Exhibit 78: Program Administration Indirect Cost Allocation Model.....	165
Exhibit 79: Budget Estimate Summary for Budget Activity 1: Learn and Serve America .....	167
Exhibit 80: Budget Estimate Summary for Budget Activity 2: AmeriCorps*NCCC .....	167
Exhibit 81: Budget Estimate Summary for Budget Activity 3: AmeriCorps*State and National .....	168
Exhibit 82: Budget Estimate Summary for Budget Activity 4: AmeriCorps*VISTA.....	169
Exhibit 83: Budget Estimate Summary for Budget Activity 5: Senior Corps.....	170
Exhibit 84: Budget Estimate Summary for Budget Activity 6: Partnership Grants .....	170
Exhibit 85: Budget Estimate Summary for Budget Activity 7: Innovation, Demonstration, and Assistance .....	171
Exhibit 86: Budget Estimate Summary for Budget Activity 8: National Service Trust.....	171
Exhibit 87: Budget Estimate Summary for Budget Activity 9: Evaluation .....	172
Exhibit 88: Budget Estimate Summary for Budget Activity 10: NCSA State Commission Administrative Grants .....	172
Exhibit 89: Budget Estimate Summary for Budget Activity 11: Program Administration .....	172
Exhibit 90: Budget Estimate Summary for the Office of Inspector General...	173
Exhibit 91: Detail of TTA Activities Proposed Through Subtitle H for FY 2007 .....	175
Exhibit 92: Member Training and Development.....	178
Exhibit 93: AmeriCorps*VISTA Training & Technical Assistance Obligations*.....	181

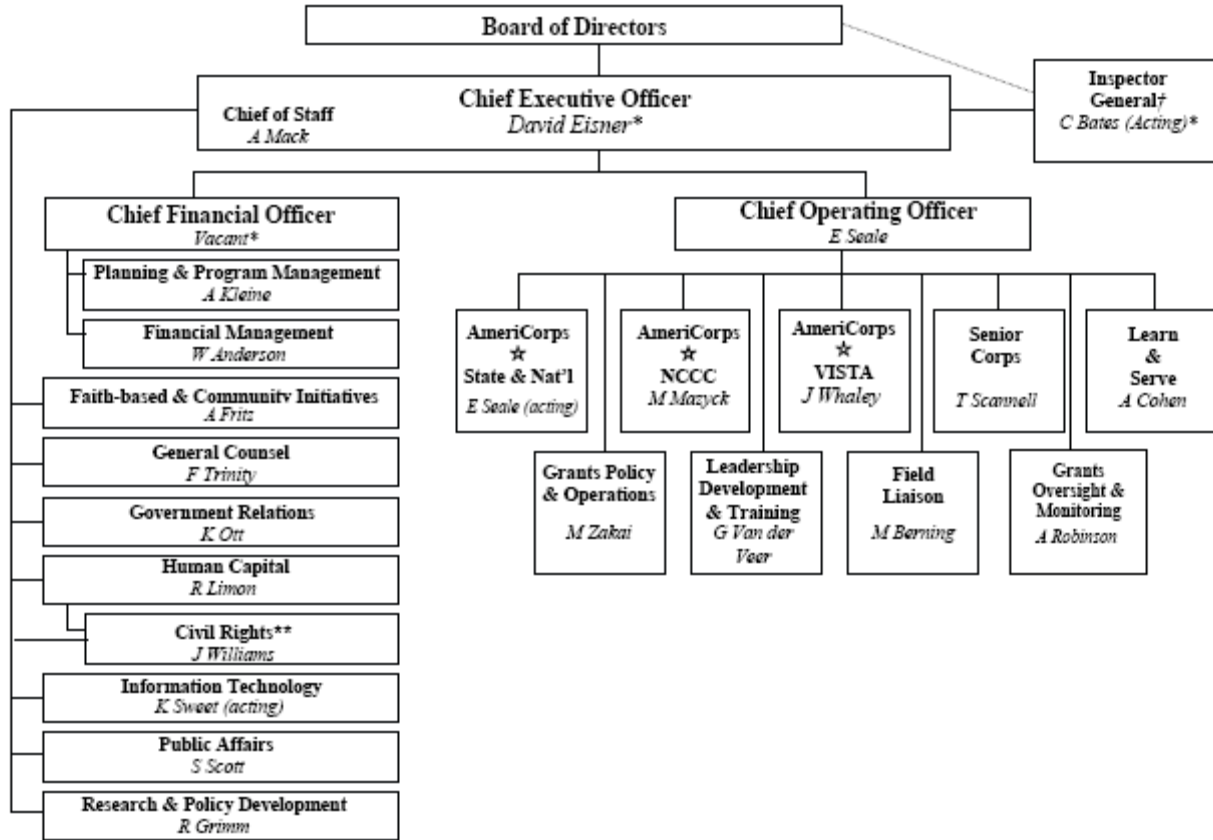
## T a b l e o f C o n t e n t s

Exhibit 94: AmeriCorps*VISTA Training—2005.....	182
Exhibit 95: AmeriCorps Programs Receiving Over \$500,000 in Program Year 2005.....	184
Exhibit 96: AmeriCorps Members by Program Type: FY 1995-2007 .....	187
Exhibit 97: AmeriCorps Members by Program Type (Competitive/Formula): FY 2000-2007.....	188
Exhibit 98: AmeriCorps*State and National Enrollment by Service Term (full-time, part-time, reduced part-time): FY 1995-2007	189
Exhibit 99: AmeriCorps*State and National Formula Grant Allocations by State: FY 2005-2007.....	191
Exhibit 100: Learn and Serve America Grant Allocations by State: FY 1997-2007 .....	193

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PART I

# Corporation Organizational Chart



\* Presidential Appointments

† In accordance with the Inspector General Act, Section 3a

\*\* The director has independent authority to advise the CEO on pre-complaint and complaint issues. The CEO contributes to the director's performance review

# The Corporation for National and Community Service

## OUR MISSION

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

## OUR STRATEGIC PLAN

### STRATEGIC GOALS

- ◆ Meeting Critical Needs in Local Communities through Service
- ◆ Strengthening Communities to Engage Citizens
- ◆ Engaging Americans in a Lifetime of Volunteering and Service

### STRATEGIC FOCUS AREAS

- ◆ Mobilizing More Volunteers
- ◆ Ensuring a Brighter Future for All of America's Youth
- ◆ Engaging Students in Communities
- ◆ Harnessing Baby Boomers' Experience

### GUIDING PRINCIPLES

- ◆ Put the needs of local communities first.
- ◆ Strengthen the public-private partnerships that support all of our programs.
- ◆ Use our programs to build stronger, more efficient, and sustainable community networks capable of mobilizing volunteers to address key challenges such as disaster preparedness and response.
- ◆ Measure and continually improve our programs' outcomes and impact upon service beneficiaries, service participants and community organizations.
- ◆ Build collaborations wherever possible across our programs, as well as between our programs and other federal programs with congruent goals.
- ◆ Help both rural and economically distressed communities obtain access to resources.
- ◆ Support diverse organizations, including faith-based and other community organizations, minority colleges, and disability organizations.
- ◆ Use service-learning principles to put volunteer and service activities into an appropriate context that stimulates life-long civic engagement.
- ◆ Support continued civic engagement, leadership, and public service careers to our programs' participants and community volunteers.
- ◆ Exhibit excellence in management and customer service.

### Cross-cutting Priorities

- ◆ Emergency Preparedness and Disaster Relief
- ◆ Rural and Distressed Communities
- ◆ Independent Living
- ◆ Leveraging Resources

### Management Goal

- ◆ Achieving Management Excellence

## Corporation Response to Hurricane Katrina

Building on experience gained in prior disasters, the Corporation took immediate steps to join with local, state, and national relief and recovery efforts to provide emergency assistance and long-term relief to those affected by Hurricane Katrina. Working largely through FEMA, the American Red Cross, and Governor-appointed state service commissions in the Gulf region, participants in the Corporation's Senior Corps, AmeriCorps, Learn and Serve America, and Special Volunteer programs performed a variety of critically needed services. They established and operated temporary shelters for evacuees, provided meals and social services, assisted with communications, coordinated the warehousing and distribution of donated goods, answered phones, cleared debris, provided information on housing and other resources, organized children's activities, raised funds, and managed hundreds of community volunteers who had offered to help. By the end of September, more than 12,300 Corporation participants had engaged in hurricane relief and recovery, and that number has been growing steadily ever since.

The Corporation also took responsibility for identifying groups of volunteers interested in responding to the disaster and linking them to projects in needy communities. In the months following the hurricanes, more than 330 groups, representing over 13,000 volunteers, contacted the USA Freedom Corps and were directed to the Corporation-managed Katrina Resource Center. These groups were then matched with potential relief projects based on schedule, interests, and capacity. Concurrently, the Corporation worked with the affected states to help build their capacity to develop and coordinate volunteer projects and to ensure that those volunteer opportunities are listed on the USA Freedom Corps website.

All told, Corporation relief and recovery activities for victims and evacuees have been carried out in all but three states across America. Highlights include:

- ◆ Just one day after the storm hit, the AmeriCorps\*National Civilian Community Corps (NCCC) pulled four trained teams from other assignments and sent them to support shelters in Mississippi and Alabama. Since September, over 1,100 NCCC members have served on more than 50 separate disaster services projects in the Gulf Coast region.
- ◆ Several special volunteer programs originally funded by the Corporation in the area of emergency preparedness and disaster relief provided critically needed assistance in the immediate response to the storm. Volunteer pilots with Mercy Medical Airlift, for example, made more than 200 flights to carry patients out of the disaster area, deliver medical supplies, and reunite families separated by the disaster. In addition, the American Amateur Radio Relay League established vital "ham" radio links that allowed local government agencies to coordinate relief activities.
- ◆ Consistent with the Corporation's role in the National Response Plan, some 15 different AmeriCorps state and national programs from around the country have been deployed to more than 30 projects in the Gulf Coast region, primarily through FEMA mission assignments. As



of the end of 2005, more than 700 AmeriCorps members had performed nearly 200,000 hours of service, including staffing the Mississippi Call Center, planning youth activities on an evacuee cruise ship, assisting with housing needs, supporting warehouse operations, removing debris, and putting tarps on roofs.

- ◆ In late September, the Corporation and the AmeriCorps St. Louis program began a yearlong effort to help rebuild the city of Pass Christian, Miss., which was completely destroyed by Katrina. In the months since, the AmeriCorps members have become an integral part of the city’s rebuilding effort. They operate the central Information and Referral Center, staff the city’s temporary housing authority, assess and meet various “special needs” of residents, and manage and organize projects – from mucking out and disinfecting homes to clearing brush and debris – for hundreds of community volunteers from around the country who have offered to help out.
- ◆ The Corporation is working to place AmeriCorps\*VISTA members with Long-Term Recovery Committees in Mississippi and Louisiana. These committees are a critical resource for the long-term recovery of affected communities, and will benefit greatly from VISTA’s expertise in long-term organizational capacity-building.
- ◆ The Corporation revised its 2005 Challenge Grant competition to focus explicitly on disaster relief, which resulted in approval of six multi-state projects to recruit thousands of volunteers to respond to critical needs in the disaster states. Sponsors include the Points of Light Foundation, Habitat for Humanity, Hands On Network, AARP, Big Brothers Big Sisters, and Nazarene Compassionate Ministries.
- ◆ In a joint effort with the Department of Housing and Urban Development, the Corporation launched the Universities Rebuilding America Partnership, offering funding and other resources to college and university students and staff to support rebuilding efforts along the Gulf Coast.
- ◆ Since December, the Corporation has augmented funding to 15 existing programs from our AmeriCorps\*State and National Commission portfolios. These augmentation funds have enabled programs to focus on disaster relief activities such as rehabilitating housing, directing/assisting in disaster clean up, and providing service to vulnerable populations in the gulf region. Thus far, the Corporation has distributed \$9,209,741 in disaster augmentation funds which will generate over 900,000 hours of service and enlist over 700 new AmeriCorps members.

As the above examples indicate, the Corporation—where possible and appropriate—redirected its FY 2005 financial, program, and staff resources to support activities tied to hurricane response. Through these and many other activities, the agency will continue to make an enormous difference in the lives of Katrina victims in 2006 and beyond.

## Overview

The devastation brought down upon the Gulf Coast by Hurricane Katrina and the powerful response of national and community service is a stark reminder of why the federal government has worked to build a national service infrastructure over the past forty years. The Corporation's FY 2007 budget request of \$851.5 million reflects the difficult choices required in a highly constrained budget. At the same time, it maintains the President's commitment to support 75,000 AmeriCorps members, finances nearly 500,000 Senior Corps volunteers, and invests in key management initiatives to increase cost-effectiveness.

This budget is based on a new strategic plan for 2006-2010 that calls for expanding national service and volunteering to meet significant demographic, social and economic challenges facing the nation, including the aging of the population, the plight of children and youth in disadvantaged circumstances, and of course the monumental task of rebuilding after Katrina. To achieve our goals, we will give special focus to enlisting the spirit and energy of college students, the experience and skills of retiring Baby Boomers, and the efforts of children and youth who, in addition to being recipients of service, also have much to give. We will also look to improve volunteer management, extend our reach into more rural and distressed communities, and build new partnerships with faith-based organizations.

Funding for the Corporation grows and strengthens a vast network of non-profit organizations that engage Americans in giving of themselves to others, on both a local and national scale. The power of service is needed now more than ever, not only to care for evacuees and rebuild cities, but also to make society more resilient against future crises.

Exhibit 1: CNCS Request Summary (dollars in millions)

Budget Activity	FY 2005	FY 2006	FY 2007	Change	
	Enacted	Enacted	Pres. Bud.	Amount	Percent
<b>Programs</b>	<b>856.58</b>	<b>827.94</b>	<b>776.20</b>	<b>(51.74)</b>	<b>-6.2%</b>
Learn and Serve America	42.66	37.13	34.16	(2.97)	-8.0%
AmeriCorps* National Civilian Community Corps	25.30	26.73	4.95	(21.78)	-81.5%
AmeriCorps*State and National	287.68	264.83	258.96	(5.87)	-2.2%
AmeriCorps*VISTA	94.24	95.46	95.47	0.00	0.0%
National Senior Service Corps	215.86	217.59	217.59	0.01	0.0%
Special Volunteer Programs	4.96	0.00	0.00	0.00	---
Partnership Grants	14.38	14.85	14.85	0.00	0.0%
Innovation, Demonstration, and Assistance Activities	13.23	16.28	9.03	(7.25)	-44.5%
National Service Trust	142.85	138.60	124.72	(13.88)	-10.0%
Evaluation	3.52	3.96	3.96	0.00	0.0%
State Commission Admin Grants	11.90	12.52	12.52	0.00	0.0%
Program Administration	64.48	66.08	70.32	4.23	6.4%
Inspector General	5.95	5.94	4.95	(0.99)	-16.7%
<b>TOTAL, CNCS</b>	<b>927.01</b>	<b>899.96</b>	<b>851.46</b>	<b>(48.50)</b>	<b>-5.4%</b>

## STRATEGIC FOCUS AREAS

The Corporation's FY 2007 funding priorities reflect four focus areas that are the heart of our new strategic plan:

### MOBILIZING MORE VOLUNTEERS

Since the President's Call to Service in 2002, the number of Americans volunteering in their communities has grown from 60 million to 65 million. Over 2 million of these volunteers are recruited, trained and supervised by national service participants. The Corporation wants to accelerate the volunteering trend so that by 2010, 75 million Americans will be contributing their time and talents to meet community needs. FY 2007 activities in support of this initiative include:

- ◆ Supporting 75,000 AmeriCorps members in FY 2007, up from 73,000 in FY 2006; and
- ◆ Placing even greater emphasis on volunteer leveraging by all Corporation programs and building organizational capacity to engage volunteers.

### ENSURING A BRIGHTER FUTURE FOR ALL OF AMERICA'S YOUTH

Children and youth, particularly those from disadvantaged circumstances, need support from caring adults in their families, schools, and communities. Their lives can be transformed through the help of volunteer mentors and by the experience of helping others. Virtually every Corporation program includes substantial support for this population. The Corporation will lead a national effort to recruit more mentors. Over the next five years, we will directly support mentoring for over 100,000 children of prisoners and provide service opportunities for about 2.2 million children and youth from disadvantaged circumstances.

The Corporation already devotes a significant share of its resources to programs aimed at children and youth. We will support this initiative in FY 2007 by:

- ◆ Targeting grant and training and technical assistance funds to effective mentoring programs and coordinating a broad coalition of organizations, including many from the faith community, to match over 400,000 children and youth in need with caring adults.
- ◆ Engaging more than 500,000 children and youth in disadvantaged circumstances in service to their communities, building skills and self-esteem.

### ENGAGING STUDENTS IN COMMUNITIES

Service-learning has been called the "on ramp" to a lifetime of service, and it is critical to develop a new generation of community-minded citizens. The Corporation will work to engage 5 million college students in service and make

service-learning part of the curriculum in at least 50 percent of America's K-12 schools by 2010. For FY 2007, activities in support of this initiative include:

- ◆ Expanded outreach, training and technical assistance to schools and colleges to help them develop service-learning programs.

## **HARNESSING BABY BOOMERS' EXPERIENCE**

Much of the nation's discussion around the aging of the Baby Boomer generation centers on the increasing costs ahead for taxpayers as health care, Social Security and other government costs soar. But Baby Boomers also represent an enormous asset – 77 million potential volunteers who can help to meet the nation's critical community needs. The Corporation will help to transform the volunteer sector to more effectively recruit and manage retiring Baby Boomers, with a special emphasis on helping elderly Americans live independently. FY 2007 activities in support of this initiative include:

- ◆ Maintaining funding for the Senior Corps programs to engage nearly 500,000 volunteers, including retiring Baby Boomers;
- ◆ Continuing the multi-media public service ad campaign, launched in late 2005, that asks Baby Boomers to get involved in their communities.

## **CROSS-CUTTING INITIATIVE**

### **EMERGENCY PREPAREDNESS AND DISASTER RELIEF—THE CORPORATION'S CROSS-CUTTING PRIORITY**

Emergency preparedness and disaster relief is a priority that directly supports our four strategic focus areas. While volunteers and voluntary associations have always been an integral aspect of how the U.S. responds to emergencies and disasters, the September 11 tragedy and the gulf coast hurricanes clearly demonstrated that communities need to be more purposeful about preparing themselves to address the aftermath of terrorist attacks or unpredictable natural catastrophes. The Corporation intends to serve as a national catalyst and coordinator for volunteer emergency preparedness and disaster relief efforts by building the civic capacity and infrastructure of high priority communities to prevent, where possible, and to respond to the aftermath of terrorist or natural disasters. The Corporation will particularly work with Voluntary Organizations Active in Disaster Relief (VOADS) and Citizen Corps to connect volunteers—whether youth, students or Boomers—with organizations dedicated to disaster response and preparedness.

To help the nation's communities become better prepared to respond to disasters, the Corporation will:

- ◆ Continue to seek high-quality funding applications from organizations engaged in emergency preparedness and disaster relief activities (especially those with a well-defined volunteer generation component or serving rural and economically distressed communities);

## O v e r v i e w

- ◆ Build even stronger partnerships at the national, state and local levels with groups such as VOADS, Citizen Corps and the Red Cross; and
- ◆ Provide research and technical assistance to organizations that will help increase their volunteer management and capacity infrastructure.

The Corporation will also provide resources directly to community organizations to increase the number and quality of their preparedness and response trainings, thereby expanding the number of people ready to respond to a disaster, whether man-made or natural. We recognize that our current program participants, former participants, and community volunteers are themselves a valuable resource and are essential for responding to disasters and coordinating other volunteers responding to disasters. They have a range of skills including rebuilding homes and communities, connecting victims with needed services and meeting health care needs. The Corporation plans to capitalize on their dedication and motivation to benefit those most in need.

## MANAGEMENT AND ACCOUNTABILITY

The Corporation is keenly aware that additional resources are scarce in the current budget environment, which is why we have looked carefully at how we can become more efficient and, over the long term, use internal cost savings to fund emerging management priorities and keep up with a growing workload.

This budget request includes one-time funding to consolidate the Corporation's five field service centers; this action is expected to yield annual savings of over \$1 million.

Ongoing efficiency measures include automating National Service Trust operations, upgrading the VISTA/NCCC member system, integrating grants management systems, consolidating customer call centers, and contracting directly for financial management services instead of through a "middle man." Ultimately, these measures will save the Corporation a total of about \$1.5 million a year.

A staffing review currently underway will eliminate at least ten positions while at the same time increasing resources for grants management and our strategic focus areas.

Our management priorities include:

### 1. Grants Management

- ◆ Increase staffing for grant review and monitoring to keep pace with program growth and resolve audit issues
- ◆ Fund the grantee site visits necessary to carry out our risk-based oversight and monitoring plan

### 2. Information Technology

- ◆ Comply with the new IP Version 6 requirement
- ◆ Strengthen IT security
- ◆ Further enhance our new data warehouse
- ◆ Upgrade our accounting system

### 3. Human Capital

- ◆ Bring performance pay in line with other federal agencies
- ◆ Continue on the path to reaching the government-wide standard for employee training investment

### 4. Customer Service

- ◆ Implement a Customer Relationship Management system to ensure timely and accurate resolution of customer issues

The FY 2007 budget proposes the elimination of two programs: AmeriCorps\*National Civilian Community Corps (NCCC) and the Presidential Freedom Scholarships. The Program Assessment Rating Tool (PART) review rated NCCC ineffective due to significant flaws in the program's design, performance, and cost effectiveness. The purpose of the Presidential Freedom Scholarships—to reward high school students for outstanding community service—is being achieved at lower cost by the President's Volunteer Service Awards.

The FY 2006 conference report requested that this document include information about the economic impact of the Corporation's programs. Research in this area is ongoing, and we plan to share our initial findings in the upcoming appropriations hearings.

## Corporation Strategic Goals

The Corporation's budget request is focused on the four strategic focus areas, but it more broadly supports our strategic goals, continuing the momentum of recent years toward a greatly increased number of Americans who volunteer and whose service provides enormous value to their communities. These goals are:

- ◆ **Meet Critical Needs in Local Communities through Service:** Across America, millions of lives are improved, problems resolved, injuries healed, and injustices overcome as a result of interventions by caring, compassionate, and skilled volunteers and service participants in Corporation-supported programs. These outcomes are reached in partnership with an expanding public-private network of nonprofit organizations, public agencies, and educational institutions.
- ◆ **Strengthen Communities to Engage Citizens:** Strong communities have a robust capacity to engage citizens effectively. Corporation programs help nonprofit organizations, public agencies, educational institutions, and volunteer connector organizations build that capacity for communities. A focus on community capacity and sustainability ensures that every Corporation program leaves a community better equipped to engage local citizens to address pressing local challenges.
- ◆ **Engage Americans in a Lifetime of Volunteering and Service:** Through our programs and partnerships, the Corporation and its partners and grantees offer every American (as a member, program participant, or community volunteer) meaningful opportunities to serve and improve their communities and their own lives. Through service the Corporation helps to create an ethic of responsibility and citizen engagement, as well as helping those that serve to enhance valuable skills, engage in rewarding service projects and also gain health and social benefits.

## Corporation Performance Measures

Exhibit 2: Corporation Performance Measures

Measure	FY 2004	FY 2005	FY 2006 Target	FY 2007 Target	FY 2010 Target	Source
<b>GOAL 1: Meeting Critical Needs in Local Communities through Service</b>						
<b>National-Level Measure:</b>						
Number of children and youth in disadvantaged circumstances who receive mentoring services nationwide (including those directly mentored through Corporation programs)	N/A	2.5M	3.0M	3.5M	5.5M	TBD
<b>Corporation-Level Measures:</b>						
Number of hours of service generated through Corporation programs (in millions of hours) <sup>1</sup>	204M	208M	202M	197M	300M	National Service Trust, Senior Corps Program PPVA
Number of children of prisoners receiving mentoring and other services through Corporation programs	N/A	16,251	16,500	19,000	27,000	eGrants
Number of children and youth in disadvantaged circumstances serving their communities through Corporation-sponsored programs <sup>2</sup>	N/A	486,230	486,000	486,000	605,700 <sup>3</sup>	eGrants/LASSIE
Number of elderly and/or disabled adults who receive support from Corporation participants and community volunteers to live independently <sup>4</sup>	75,000	98,586	135,000	165,000	250,000	eGrants

<sup>1</sup> FY 2004 and 2005 estimated. Includes AmeriCorps members, Learn and Serve America participants and Senior Corps volunteers, as well as unaffiliated community volunteers recruited and/or managed by Corporation members/participants/volunteers, except for Senior Corps.

<sup>2</sup> For FY 2005, excludes AmeriCorps State & National due to data unavailability. Does not include unaffiliated community volunteers recruited and/or managed by Corporation members/participants/volunteers.

<sup>3</sup> Cumulatively from FY 2006-FY 2010, about three million children and youth in disadvantaged circumstances are expected to serve their communities through Corporation-sponsored programs.

<sup>4</sup> Reflects service to primarily elderly adults, as well as those otherwise limited in their ability to maintain independent living. Includes data for Senior Corps only for FY 2004 and FY 2005. FY 2004 data estimated. Includes clients served through leveraged community volunteers. Data will be collected for all Corporation programs in the future.



# Corporation Performance Measures

(Continued from previous page)

Measure	FY 2004	FY 2005	FY 2006 Target	FY 2007 Target	FY 2010 Target	Source
Percent of Corporation-funded grantees meeting program/project performance goals <sup>5</sup>						eGrants
Reporting systems to provide data are under development.						
<b>GOAL 2: Strengthening Communities to Engage Citizens</b>						
<b>Corporation-Level Measures:</b>						
Percent of America's K-12 schools that have incorporated service-learning into curricula <sup>6</sup>	29%	N/A	38%	41%	50%	Westat-NYLC Survey of School Principals, 2004
Percentage of non-profit organizations that regularly use effective volunteer management practices <sup>7</sup>	31%	N/A	34%	40%	50%	Volunteer Management Survey (sponsored by UPS)
Percent of organizations that say AmeriCorps members helped them increase the number of persons served to a large or moderate extent	78%	92%	90%	90%	90%	NPMS
Percent of program/project resources provided by non-Corporation sources <sup>8</sup>	40.6%	39.1%	42.0%	43.5%	47.0%	eGrants
<b>GOAL 3: Engaging Americans in a Lifetime of Volunteering and Service</b>						
<b>National-Level Measure:</b>						
Number of Americans volunteering	64.5M	65.4M	67.8M	69.9M	75M	CPS Supplement on Volunteering
Number of college students engaged in service nationally (in millions; including those serving through Corporation, as well as other programs) <sup>9</sup>	3.3M	3.3M	3.8M	4.0M	5.0M	U.S. Dept. of Education
Number of Baby Boomers engaged in volunteering nationwide (in millions; including those serving through Corporation, as well as other programs)	25.7M	25.8M	26.1M	26.4M	28.7M	CPS supplement on volunteering

<sup>5</sup> Data under development. Beginning in FY 2004, all grantees began submitting proposed performance goals. In FY 2004, the Corporation reviewed the first round of self-assessments against these goals and is developing standards for measuring grantee performance. Data is expected to be available beginning with FY 2007. Data will include those grantees who have met or are on track to meet the performance goals.

<sup>6</sup> Survey not conducted in FY 2005. Prior research (Service-learning and Community Service in K-12 Public Schools by Rebecca Skinner and Chris Chapman, National Center for Educational Statistics, U.S. Department of Education, September 1999; available at <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid-1999904>) reflected schools with formal service-learning programs. Future values to be available through Corporation-sponsored research.

<sup>7</sup> Includes those organizations using effective practices in at least two of the following three areas: serving and matching, training, and recognizing volunteers' contributions. Data may only be collected once or twice during the five-year program period, depending on funding availability and research priorities.

<sup>8</sup> Excludes VISTA

<sup>9</sup> FY 2005 reflects estimated volunteers since data from the Department of Education is not yet available. Also includes students engaged in community services and supported through the Federal College Work-Study Program.

# C o r p o r a t i o n P e r f o r m a n c e M e a s u r e s

*(Continued from previous page)*

Measure	FY 2004	FY 2005	FY 2006 Target	FY 2007 Target	FY 2010 Target	Source
<b>Corporation-Level Measures</b>						
Number of volunteers leveraged through Corporation programs <sup>10</sup>	2.4M	3.2M	3.2M	3.4M	4.0M	eGrants
Percent of former AmeriCorps members who continue to volunteer in their communities after their term of service <sup>11</sup>	82%	72%	86%	87%	90%	NPMS
Percent of former AmeriCorps members who accepted public service employment (including governmental and non-profit work) within one year after completing their AmeriCorps service.	50%	-- <sup>12</sup>	TBD	TBD	TBD	NPMS
Percent of Learn and Serve America grantees reporting positive impacts on academic performance of participants	35%	36%	38%	40%	45%	LASSIE
Percent of former AmeriCorps members who say the skills they learned during their service have helped them in their current community service activities, job, or educational pursuits <sup>13</sup>	92%	86%	93%	93%	93%	NPMS

<sup>10</sup> FY 2004 and FY 2005 estimated. Includes volunteers/participants in the RSVP and Learn and Serve America programs, as well as other unaffiliated community volunteers recruited and/or managed by Corporation members/participants/volunteers; excludes stipended Corporation program member/participants in the AmeriCorps, Senior Companion and Foster Grandparent programs.

<sup>11</sup> Changes in the survey instrument account for the decrease in FY 2005. FY 2004 reflects all forms of civic engagement. FY 2005 reflects only volunteering.

<sup>12</sup> Data for this measure is unavailable for 2005.

<sup>13</sup> Reflects respondents who indicated the skills they learned during their service “greatly” or “moderately” helped them in their current community service activities, job or educational pursuits.

## Corporation Strategic Focus Areas

### MOBILIZING MORE VOLUNTEERS

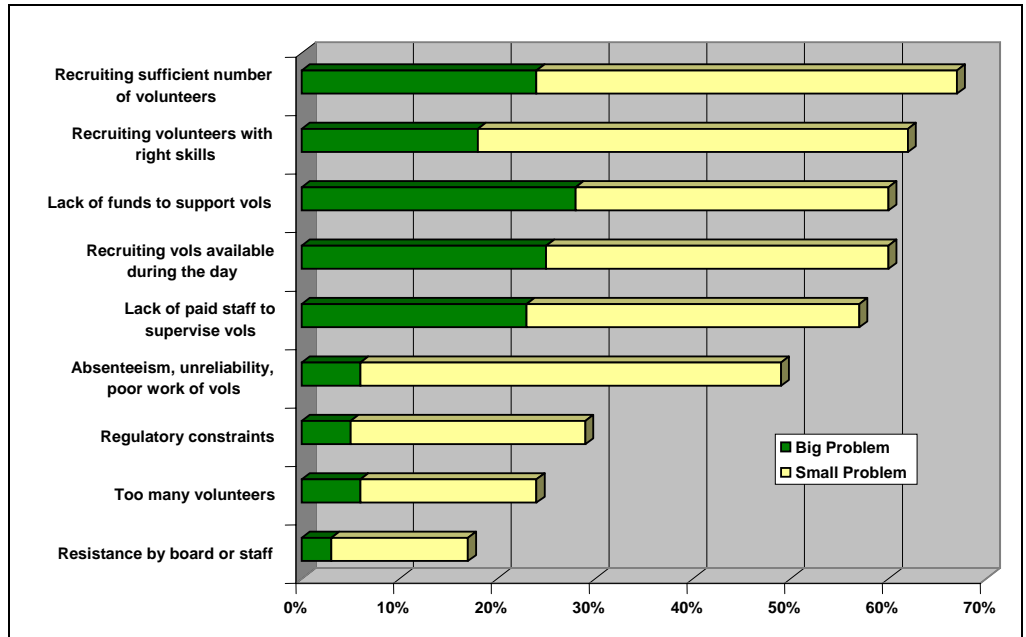
Volunteering creates opportunities for individuals to help their community and feel empowered to make a difference, and provides benefits to the volunteers themselves. Individuals who regularly volunteer are more likely to actively solve problems in their communities, provide financial support to charities, and take an interest in political and social affairs. As part of a path to civic and political engagement, volunteering is a key component to a healthy democracy.

Since President Bush's Call to Service in 2002, the number of Americans ages 16 and older who volunteered has increased by more than 5 million to 65.4 million. According to the Current Population Survey's supplement on volunteering in America, an additional 37 million people have a history of volunteerism, but did not volunteer in 2004. Of this group, 90 percent cited obstacles to volunteering such as lack of time or information, and family responsibilities. Only 10 percent indicated no interest in volunteering.

The Corporation is committed to transforming positive attitudes toward volunteering into actual volunteering behavior. It creates opportunities that are meaningful to the volunteers and responsive to their needs. As the primary federal agency that provides grant funds to nonprofits with volunteer programs, the Corporation actively supports increasing the number of Americans who contribute to society by making volunteering a regular part of their lives.

Increasing the level of individual engagement in volunteer activities requires fostering an ethic of volunteerism; providing an environment that supports volunteer activities; and building the infrastructure of nonprofits and communities to enable them to create meaningful volunteer opportunities. In order to provide for these meaningful opportunities there must be an adequate investment in volunteer management. According to the 2003 study of America's Charities and Congregations, a large majority of nonprofits reported that volunteers increase quality of service, reduce costs, and increase public support; however, most do not have a paid volunteer coordinator to implement the volunteer management practices that have a positive impact on volunteer recruitment, effectiveness and retention.

Exhibit 3: Percentage of Charities and Congregational Social Service Outreach Activities That Cite Various Challenges as a Big Problem in Their Volunteer Programs



## OUR GOALS

- ◆ Increase the number of Americans who make volunteering a priority in their lives by providing and promoting quality volunteer opportunities.
- ◆ Expand volunteer management capacity in communities and organizations.

## OUR MEASURES OF SUCCESS

Exhibit 4: Measures of Success for the Mobilizing More Volunteers Focus Area

Measure	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2007	FY 2010
<b>National Performance Measure</b>					
Number of Americans who volunteer (in millions)	64.5	65.4	67.8	69.6	75.0
Number of Americans who regularly volunteer <sup>14</sup> (in millions)	32.6	31.8	35.8	37.5	43.0
Percent of nonprofit organizations that regularly utilize effective volunteer recruitment and management practices <sup>15</sup>	31%	34%	37%	40%	50%
<b>Corporation Performance Measures</b>					
Number of volunteers recruited and managed through Corporation-funded programs	2.4M	3.2M	3.2M	3.4M	4.0M
Percent of former AmeriCorps members who continue to volunteer in their communities after their term of service	82%	72%	86%	87%	90%

## OUR PLAN OF ACTION

The Corporation will implement the following key strategies and activities to help increase volunteering directly through our programs and nationally:

### **Substantially expand volunteer leveraging in AmeriCorps and Learn and Serve America.**

- ◆ Develop a corps of future volunteer managers and/or nonprofit managers
- ◆ Increase the number of community volunteers recruited by VISTA members from 140,000 in 2005 to 154,350 in 2007
- ◆ Ensure that existing grantees receive training and technical assistance in volunteer management and, when opportunities for new grants arise, ensure that the project director and key staff are qualified to manage volunteers

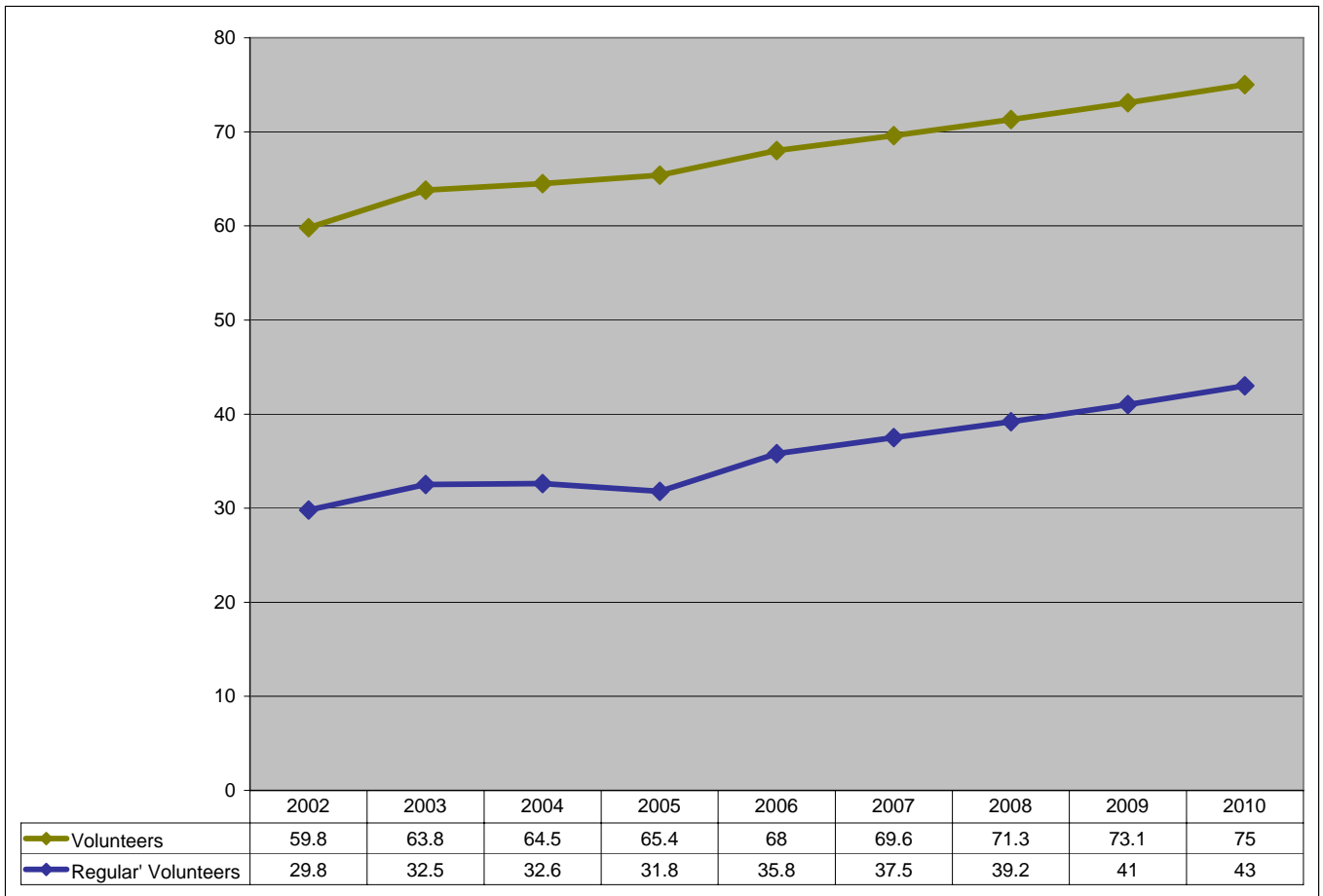
### **Support community volunteer connector organizations**

- ◆ Continue to place AmeriCorps members, particularly VISTA members, in the over 500 volunteer centers, Hands on Network and Volunteer Match organizations and other volunteer connector organizations
- ◆ Continue through Senior Corps to provide grants to existing volunteer centers and other volunteer connector organization sponsors
- ◆ Continue support for technical assistance to volunteer centers through partnership with the Points of Light Foundation

<sup>14</sup> Defined as those who serve at least 12 weeks annually.

<sup>15</sup> Includes those organizations using effective practices in at least two of the following three areas: serving and matching, training, and recognizing volunteers' contributions. Data may only be collected once or twice during the five-year program period, depending on funding availability and research priorities.

Exhibit 5: Number of Americans Who Volunteer (in millions)



**Build volunteer management capacity and expertise in organizations that rely on volunteers**

- ◆ Provide volunteer management training to small organizations
- ◆ Provide training to VISTA members to increase their capacity in recruiting and retaining community volunteers
- ◆ Through RSVP, develop effective models where volunteers serve as volunteer coordinators
- ◆ Coordinate state-based Volunteer Summits to build the capacity of national service participants in recruiting, training, and managing more volunteers
- ◆ Continue surveys on volunteering behavior and volunteer management practices to help better target the agency’s resources and inform community organizations

**Better connect faith-based and other community-based organizations to volunteer needs and efforts**

- ◆ Provide volunteer management training to small organizations

## C o r p o r a t i o n   S t r a t e g i c   F o c u s   A r e a s

- ◆ Encourage programs to train members on partnering with faith-based and community organizations in all of their capacity-building activities
- ◆ Grow and further develop volunteer leveraging program models that extensively partner with congregations and other community organizations that supply large numbers of volunteers
- ◆ Replicate successful, creative mentoring models among AmeriCorps, Senior Corps and Learn and Serve America programs

### **Offer a national platform to promote volunteerism**

- ◆ Promote service through the President’s Council on Service and Civic Participation and the President’s Volunteer Service Award.
- ◆ Build the Martin Luther King, Jr. Day of Service into the nation’s largest annual service event.
- ◆ Engage the business community and other federal agencies in encouraging their employees to serve.
- ◆ Continue the agency’s commitment to the National Conference on Volunteering and Service.

## **OUR RESOURCE COMMITMENTS<sup>16</sup>**

**Exhibit 6: Our Resource Commitments for the Mobilizing More Volunteers Focus Area (dollars in millions)**

Estimated Corporation Funding	FY 2005	FY 2006	FY 2007
AmeriCorps*NCCC	5.8	6.3	0
AmeriCorps*State and National	287.7	264.8	258.9
AmeriCorps*VISTA	22.8	24.0	25.2
Senior Corps—RSVP	3.9	4.0	4.0
MLK Day of Service Grants	0.6	0.5	0.5
President’s Council/Volunteer Service Awards	0	0.3	0.3
Presidential Freedom Scholarships	4.0	4.4	0
Partnership Grants - Points of Light Foundation	10.0	9.9	9.9
Training and Technical Assistance	0	0.7	0.7
Evaluation	1.0	1.0	1.0
<b>Total Funding</b>	<b>\$335.8</b>	<b>\$315.9</b>	<b>\$300.5</b>

<sup>16</sup> Funds contribute to multiple initiatives/goals/priorities. Therefore, the sum of funding supporting all the initiatives/goals/priorities may be greater than the Corporation’s total budget.

## ENSURING A BRIGHTER FUTURE FOR ALL OF AMERICA'S YOUTH

America's children and youth have enormous potential to succeed, yet far too many do not have the consistent, positive presence of an adult in their lives to help them transition to adulthood. Today's children and youth face increasing challenges to becoming productive adults capable of earning a sustainable wage, supporting a family and positively contributing to their communities. Many will turn to drugs, alcohol, tobacco, promiscuity, violence and other risky behaviors. Children who grow up in disadvantaged circumstances are more likely of school failure, entry into the juvenile justice system, persistent poverty, and entry into foster care.

Particularly challenging subsets of these "at-risk" children include those children with an incarcerated parent, children who have been adjudicated and children in foster care. In 2003, over two million children had an incarcerated parent, nearly double the number in 1991. Other statistics that point to the need to further engage communities on behalf of children and youth:

- ◆ 15 percent of American children are living below the poverty level.
- ◆ 5.6 million children live in severely distressed neighborhoods.
- ◆ 25 million children do not live with their fathers.
- ◆ 35 percent of fourth graders and 25 percent of eighth graders cannot read at grade level.

The Corporation has a long history of giving the highest priority to assisting children, youth and families in disadvantaged circumstances.<sup>17</sup> By working with community and faith-based organizations, as well as state and national groups, the Corporation can provide many more young Americans with the opportunity to succeed. Specifically, the agency is focusing on increasing the number of children and youth from disadvantaged circumstances who receive mentoring from caring adults and engaging more such children and youth in national service and volunteering.

Research has shown that younger generations benefit from mentoring.<sup>18</sup> A new study<sup>19</sup> demonstrates that benefits are mutual. The mentoring experience also allows opportunities for older adults to renew positive emotions and reinforce meaning in their lives.

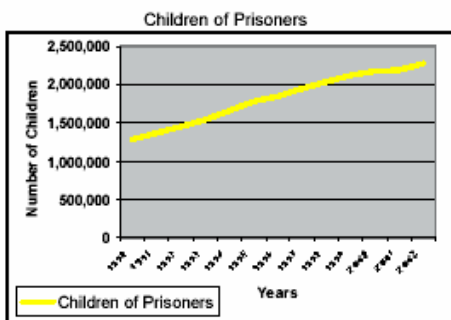
### OUR GOALS

- ◆ Provide mentors and streamline mentoring services for the nation's children and youth.
- ◆ Facilitate the mentoring of 100,000 children of prisoners over the next five years through the Corporation's programs in support of the President's Mentoring Children of Prisoners Initiative.
- ◆ Engage over three million children and youth from disadvantaged circumstances in service through the Corporation's programs over the next five years.

<sup>17</sup> Please see Appendix A for a discussion of the terms, "children and youth from disadvantaged circumstances" and "mentoring," as the Corporation will use them in its programs.

<sup>18</sup> Public/Private Ventures, 2002; Morrow & Styles, 1995; Tierney, Grossman, & Resch, 1995.

<sup>19</sup> Larkin, 2005





## OUR MEASURES OF SUCCESS

Exhibit 7: Measures of Success for the Ensuring a Brighter Future for All of America's Youth Focus Area

Measure	FY 2004 Actual	FY 2005 Est.	FY 2006 Target	FY 2007	FY 2010
<b>National Performance Measure</b>					
Number of children and youth receiving mentoring services (in millions)	N/A	2.5M	3.0M	3.5M	5.5M
<b>Corporation Performance Measures</b>					
Number of children of prisoners receiving mentoring and support through Corporation programs (in thousands)	N/A	16,251	16,500	19,000	27,000
Number of children and youth from disadvantaged circumstances participating as volunteers in the Corporation's programs (in thousands) <sup>20</sup>	N/A	486,230	486,000	486,000	605,700

## OUR PLAN OF ACTION

To help make a major difference in the lives of countless children and youth from disadvantaged circumstances, the Corporation will pursue two major strategies:

### **Provide more direct mentoring services through the Corporation's programs and help to expand mentoring services nationwide**

- ◆ Strengthen the commitment of VISTA resources to programs that serve children and youth from disadvantaged circumstances, with a particular emphasis on children of prisoners and juvenile offenders
- ◆ Continue placing Foster Grandparent volunteers to support children and youth with special needs
- ◆ Devote 25 percent of new RSVP funds to augment services for youth
- ◆ Increase the number of children and youth mentored through the AmeriCorps\*State and National programs and partner with MENTOR, a national organization that specializes in creating effective tools for organizations that train and deploy mentors
- ◆ Encourage higher education Learn and Serve grantees to make service, particularly mentoring services, to children and youth from disadvantaged circumstances a priority

### **Engage children and youth in service**

- ◆ Increase the number of children and youth from disadvantaged circumstances who participate in Corporation-sponsored programs from 486,230 in 2005 to 605,700 in 2010 in part by focusing Learn and Serve grants on schools with high percentages of students eligible for free and reduced-price meals

<sup>20</sup> For FY 2005, excludes AmeriCorps State & National due to data unavailability. Does not include unaffiliated community volunteers recruited and/or managed by Corporation members/participants/volunteers.

*At age 18, Alex San Pedro was a troubled teen admittedly on the road to nowhere. He is now 26 years old and studying art at Lane Community College. He no longer plans to die young. He became a literacy tutor for disadvantaged youth through AmeriCorps. He says "I saw in those kids' eyes that they were so happy to see me...that just made me feel like, hey, maybe I do have something to give. Maybe I should do something more. (The Register-Guard, Eugene, Oregon, June 1, 2004.)*

- ◆ Engage more youth from disadvantaged backgrounds as AmeriCorps\*State and National members by: emphasizing recruitment of disadvantaged youth in program guidance and the grant selection process; providing training and technical assistance to help grantees engage disadvantaged youth in their programs; and, creating a task force to build connections with organizations that work with these youth
- ◆ Promote the Martin Luther King, Jr. Day of Service as an opportunity to introduce young people to service and volunteering

## OUR RESOURCE COMMITMENTS<sup>21</sup>

Exhibit 8: Our Resource Commitments for the Ensuring a Brighter Future for All of America’s Youth Focus Area (dollars in millions)

Estimated Corporation Funding Source	FY 2005 Est.	FY 2006 Target	FY 2007
AmeriCorps VISTA	N/A	N/A	\$25.0
AmeriCorps NCCC	5.7	5.8	0
AmeriCorps State & National	105.0	105.0	110.0
Learn and Serve	8.0	7.0	6.5
Senior Corps FGP	111.4	110.9	110.9
Senior Corps RSVP	1.5	1.6	1.6
MLK Day of Service	0.6	0.5	0.5
<b>Total Funding</b>	<b>\$232.2</b>	<b>\$230.8</b>	<b>\$254.5</b>

<sup>21</sup> Some funding amounts are counted in more than one initiative.

## ENGAGING STUDENTS IN COMMUNITIES

Improving the academic achievement and higher education access of youth from disadvantaged backgrounds is a national priority. The Corporation is uniquely positioned to use volunteer service and service-learning as strategies for putting students on a path toward college access and workforce preparation. Research has shown that service-learning improves the academic performance and civic engagement of students while reducing their risky behaviors.

Renewing a culture of civic engagement in America begins with teaching our students the habits of community participation and service from an early age. From 1984 to 1999, the percentage of American K-12 schools with formal service-learning programs rose from 9 percent to 33 percent, in large part because of Learn and Serve America's seed money and technical assistance. Since 1999, however, the percentage has remained essentially flat.

The Corporation plans to reverse this trend and ensure that 50 percent of America's schools have service-learning programs by 2010. By enabling so many more American children and youth to participate in service-learning, the Corporation will build a larger volunteer resource-base as these children become adults and continue to volunteer over their lifetimes. And, in so doing, the Corporation will help to strengthen American democracy and ensure that America's traditions of service and volunteering endure for the future.

The Corporation also will help to promote a commitment to a lifetime of service by focusing on the college experience in America. Community service and service-learning should be an integral component of a college education. Most colleges consider civic responsibility and community service to be important missions, and many recognize there is growing demand for service opportunities among incoming students. Yet many colleges do not provide adequate support for student volunteer management and coordination, or the development of community partnerships. Currently, about one-quarter of colleges and universities have service-learning programs; 16 percent of federal Work-Study funds are used for community service activities; and 3.5 million college students volunteer. These numbers indicate an enormous untapped potential for higher education institutions to play an even greater role in addressing community needs.

### OUR GOALS

- ◆ Increase the numbers of K-12 schools and higher education institutions that include service-learning in the curriculum.
- ◆ Increase the number of college students engaged in community service, in particular by helping colleges with the development of community partnerships and the coordination of student volunteers.
- ◆ Expand the number of colleges and universities that recognize national service by matching the AmeriCorps education award, providing academic credit for service experience, and offer other kinds of incentives.

*"...through service-learning, students have unique opportunities to learn the value of teamwork and build critical thinking skills...Studies have shown that students who participate in such programs demonstrate increased civic and social responsibility and improved academic achievement."*  
 U.S. Secretary of Education  
 Margaret Spellings



*"The Four Corners region is faced with a shortage of qualified teachers in underserved schools and in the academic content areas of math, science, bilingual education, and special education. UCAN Serve (an AmeriCorps/Campus Compact program for Utah, Colorado, Arizona, and Nevada) helps prepare K-12 teachers to serve diverse students and to serve in critical education priority areas...In 2002-2003...62 percent of the Year I UCAN Serve education members indicated that they would accept positions in a high-need public school for their first year of full-time teaching."*  
 From "Landscapes of Service" —  
 UCAN Serve's 2002-2003 report

## OUR MEASURES OF SUCCESS

### Exhibit 9: Measures of Success for the Engaging Students in Communities Focus Area

Measure	FY 2004 Actual	FY 2005 Est.	FY 2006 Target	FY 2007	FY 2010
<b>National Performance Measure</b>					
Number of college students engaged in service <sup>22</sup>	3.3M	3.3M	3.8M	4.0M	5.0M
Percentage of federal Work-Study funds used for community service	15.4%	16.1%	16.8%	17.5%	20%
Percent of America's K-12 schools that use service-learning <sup>23</sup>	29%	N/A	38%	41%	50%
Number of higher education institutions matching the AmeriCorps Education Award or providing other substantial incentives	40	46	53	60	80
<b>Corporation Performance Measures</b>					
Number of college students who serve as a result of Corporation programs	140,000 (est.)	155,000 (est.)	135,000	124,000	300,000
Percent of Learn and Serve higher education institutions that have service-learning as part of their official core curriculum	N/A	66%	68%	71%	80%
Percent of Learn and Serve schools that have service learning as part of their official core curriculum	N/A	45%	49%	53%	65%

## OUR PLAN OF ACTION

To achieve the performance targets outlined above, the Corporation will:

- ◆ Focus Learn and Serve America's grant competitions on programs that incorporate service-learning into the core curriculum and engage college students in providing mentoring, tutoring, or other services to youth in disadvantaged circumstances.
- ◆ Focus Learn and Serve on activities that institutionalize service-learning and encourage grantees to share service-learning practices with other schools and colleges.
- ◆ Support a national advisory council, conferences, and an annual honor roll and awards program to identify and publicize higher education community service and service-learning "best practices."
- ◆ Assign up to 315 VISTA members as campus volunteer or service site coordinators in 2007, an increase from 295 in 2006, and focus the 2007 VISTA "Summer Associates" program on coordinating college student service.

<sup>22</sup> FY 2005 reflects estimated volunteers since data from the Department of Education is not yet available. Also includes students engaged in community services and supported through the Federal College Work-Study Program.

<sup>23</sup> Survey not conducted in FY 2005. Prior research (Service-learning and Community Service in K-12 Public Schools by Rebecca Skinner and Chris Chapman, National Center for Educational Statistics, U.S. Department of Education, September 1999; available at <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid-1999904>) reflected schools with formal service-learning programs. FY 2004 data from Westa—NYLC Survey of School Principals, 2004. Future values to be available through Corporation-sponsored research.

- ◆ Increase the number of AmeriCorps\*State and National members serving as college student coordinators and recruiters by 15 percent by 2010.

## OUR RESOURCE COMMITMENTS<sup>24</sup>

Exhibit 10: Our Resource Commitments for the Engaging Students in Communities Focus Area (dollars in millions)

Estimated Corporation Funding Source	FY 2005 Est.	FY 2006 Target	FY 2007
AmeriCorps*VISTA	\$5.0	\$5.2	\$7.7
AmeriCorps*NCCC	0.3	0.4	0.0
AmeriCorps*State and National	35.7	38.0	40.0
Learn and Serve America	42.7	37.1	34.2
SeniorCorps—RSVP	----	----	0.8
Innovation, Demonstration and Assistance:	0.7	0.7	2.0
Service-learning business plan and campaign			[0.2]
Advisory Council			[0.1]
Conferences			[0.2]
Higher Education Honor Roll and Awards program			[0.4]
National Service-Learning Clearinghouse	[0.7]	[0.7]	[0.8]
Leader Schools			[0.3]
<b>Total Funding</b>	<b>\$84.4</b>	<b>\$81.4</b>	<b>\$84.7</b>

<sup>24</sup> Some funding amounts are counted in more than one initiative.

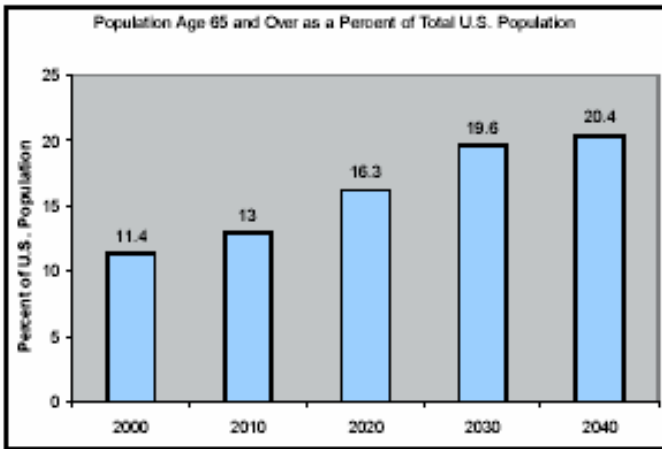
## HARNESSING BABY BOOMERS' EXPERIENCE

The aging of America's 77 million-strong Baby Boom generation (those born between 1946 and 1964) is often characterized as a massive cost bearing down on society, threatening to overburden Social Security, Medicare and other government programs and put impossible demands on caregivers, social service providers and non-profit organizations.

The Corporation sees things differently. The oldest of the Baby Boomer generation includes individuals who are retired, semi-retired, and still in the workforce with various levels and types of education, experiences and talents.

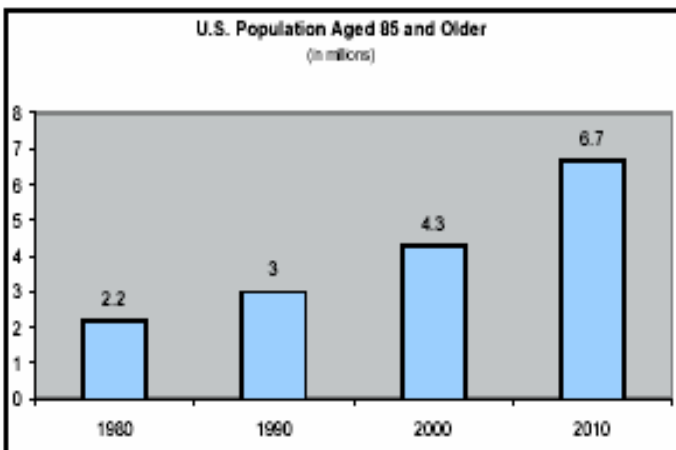
They and the legions of Boomers behind them represent an unprecedented volunteer pool, one that can help to meet growing community needs in areas such as education, health care, public safety and independent living.

Research tells us that Baby Boomers, as a whole, will not withdraw completely from the work place in "traditional retirement." Instead, they will seek a balance of work, leisure, civic engagement, and other interests. Offering opportunities to capture their talents and experience, and engaging them in helping to solve critical social issues through service must become a high-priority goal for the nation in the coming years.



Source: U.S. Census

The Corporation is well-positioned to help community organizations attract and retain Boomers with the kind of flexible, high impact service that they desire. To leverage the agency's relationships with the tens of thousands of non-profits that sponsor its programs, the Corporation will give them the information and tools they need to make the most of Baby Boomer volunteers and support them with a national campaign to activate Baby Boomers as volunteers in their communities.



Source: U.S. Census

As a particular focus of the Baby Boomer initiative, the Corporation will greatly increase the number of frail elderly and people with disabilities receiving assistance from the community to live independently. The fastest growing age group in America is aged 85 and older, and they are a major driver of health care costs. Reducing the need for expensive professional in-home care or nursing home care promises to improve quality of life for millions of Americans and save society billions of dollars.

Demands for affordable long-term care and independent living services in particular will increase sharply in the next four decades. Beginning in 2020, approximately 1 in 6 Americans will be age 65 or older. According to the Administration on Aging in a 2004 Profile of Older

Adults, Americans ages 85+, the group most in need of long term care services, including community-based care, is projected to triple by 2040, from today's 4 million individuals to about 14 million.

## OUR GOALS

- ◆ Increase the numbers of Baby Boomer participants in the Corporation's programs.
- ◆ Increase the overall number of Baby Boomers volunteering.
- ◆ Focus Baby Boomers on increasing the number of frail elderly and people with disabilities receiving assistance from the community to live independently.

## OUR MEASURES OF SUCCESS

Exhibit 11: Measures of Success for the Harnessing Baby Boomers' Experience Focus Area

Measure	FY 2004 Actual	FY 2005 Est.	FY 2006 Target	FY 2007	FY 2010
<b>National Performance Measure</b>					
Number of Baby Boomers engaged in volunteering	25.7M	25.9M	26.1M	26.4M	28.7M
Percent of Baby Boomers engaged in volunteering	33.1%	33.4%	33.7%	34.1%	37.0%
<b>Corporation Performance Measures</b>					
Baby Boomers engaged as participants in Corporation programs	40,885	39,247	45,000	53,000	60,000
Baby Boomer volunteers in Senior Corps and AmeriCorps who believe programs provided a significant chance to bring about change in their community	N/A	N/A	75%	75%	85%
Number of seniors who receive independent living support through Corporation programs <sup>25</sup>	75,000	98,586	135,000	165,000	250,000

## OUR PLAN OF ACTION

To achieve the performance indicated above, the Corporation will:

- ◆ Increase Baby Boomer participation in the RSVP program from 5 percent in 2005 to 10 percent in 2010. To achieve this increase, the Corporation will include Baby Boomer recruitment as a priority in grant competitions.
- ◆ Expand the national recruitment and retention campaign to promote Baby Boomer volunteering both in Corporation programs and in the nonprofit world in general.
- ◆ Provide training and technical assistance to grantees to help them attract and retain Baby Boomers.
- ◆ Conduct partnership outreach to non-profits, the private sector, professional associations and others to help engage Baby Boomers.

<sup>25</sup> Reflects service to primarily elderly adults, as well as those otherwise limited in their ability to maintain independent living. Includes data for Senior Corps only for FY 2004 and FY 2005. FY 2004 data estimated. Includes clients served through leveraged community volunteers. Data will be collected for all Corporation programs in the future.

## OUR RESOURCE COMMITMENTS <sup>26</sup>

Exhibit 12: Our Resource Commitments for the Harnessing Baby Boomers' Experience Focus Area (dollars in millions)

Estimated Corporation Funding Source	FY 2005 Est.	FY 2006 Target	FY 2007
VISTA	\$25.1	\$26.8	\$27.3
AmeriCorps*State/National	30.4	33.0	39.0
Office of Leadership Development and Training	0	0.2	0.2
Research and Policy Development	0	0	0.2
Retired and Senior Volunteer Program	3.7	3.8	3.8
Foster Grandparent Program	0	0	.1
Senior Companion Program	0	.1	.2
Special Volunteer Program	2.0	0	0
<b>Total Funding</b>	<b>\$61.2</b>	<b>\$63.9</b>	<b>\$70.8</b>

<sup>26</sup> Some funding amounts are counted in more than one initiative.



## Corporation Management Goals

In recent years, the Corporation has committed itself to becoming one of the best run, most efficient and effective agencies in the federal government. We initially focused on ensuring the effective internal control of funds and addressing management concerns raised by the Congress and the Office of Inspector General (OIG). The agency's progress in addressing these issues was confirmed through external reviews over the last two years by the Government Accountability Office (GAO), the OIG and an independent auditing firm. These reviews concluded that the agency was following sound business and accounting practices and was addressing identified weaknesses through major management reforms.

The Corporation is building on this progress by moving forward aggressively to implement reforms affecting nearly every aspect of the agency's operations. Our plans will:

### **Improve program and project quality**

We are implementing an enhanced, performance-based grants management system; increasing the competitiveness of our grants through targeted outreach; expanding the participation of volunteer connector, faith-based and other community-based organizations in our programs; conducting research, evaluation and information-sharing activities to help grantees replicate best practices in volunteer recruitment and management, mentoring, service-learning and other areas; and investing in the program and grant management capabilities of grantees.

### **Cultivate a culture of performance and accountability**

We are conducting more targeted and in-depth monitoring and analysis of grantee programmatic and fiscal performance; ensuring grantee use of more rigorous performance metrics; revamping systems for capturing, aggregating and analyzing operational and programmatic data; and, making full use of available technologies, including systems security, data management and streamlined, automated processes that are helping to reduce workloads for both the agency and its grantees. We also continue to conduct business process reviews and have identified a number of operational efficiencies that will result in long-term savings and improved service.

### **Deliver exemplary customer service**

We are working more closely than ever before with our grantees and the volunteer service community, including, for example, involving countless stakeholders in the development of our strategic plan and rulemaking processes and conducting annual customer satisfaction surveys. We are also working to eliminate any undue burdens on our customers and to establish systems and staffing to assure them comprehensive, reliable, prompt and helpful service.

### **Build a diverse, energized and high-performing workforce.**

We are working to expand workforce diversity at all levels; improving performance management systems to more effectively identify and reward high performers; providing more opportunities for training and professional growth; and implementing systems to ensure knowledge sharing and management.

**Exhibit 13: Corporation Management Goal Performance Measures**

Measure	FY 2004	FY 2005	FY 2006	FY 2007	FY 2010	Source
<b>Improve Program and Project Quality</b>						
Percent of Corporation-funded grantees meeting or on track to meet program/project performance goals <sup>27</sup>	Reporting systems to provide data are under development.					eGrants
Number of material weaknesses (MW) and reportable conditions (RC) identified in the most recent financial statement audit	0 MW 1 RC	0 MW 2 RC	0 MW 0 RC	0 MW 0 RC	0 MW 0 RC	OIG financial statement audit report
Percentage of Government-wide financial management metrics for which the Corporation is rated "green" <sup>28</sup>	N/A	78%	89%	100%	100%	Momentum
Overall Corporation score on the American Customer Satisfaction index <sup>29</sup>	N/A	69%	70%	71%	80+%	ACSI Customer Satisfaction Survey
Percent of grantees who are satisfied with the overall usability and effectiveness of the agency's major technology systems <sup>30</sup>	N/A	55%	63%	70%	80%	ACSI Customer Satisfaction Survey
Percentage of employees who report overall satisfaction with their jobs <sup>31</sup>	67.5%	N/A	71.7%	73.8%	80%	Federal Human Capital Survey

<sup>27</sup> In FY 2004 the Corporation began requiring its grantees to identify and report on their performance against goals and measures established by the grantee. Since most Corporation grants cover a three-year period, data for the percentage of all Corporation grantees that meet the program/project performance goals will not be available until FY 2007.

<sup>28</sup> Metrics were recently established by the U.S. CFO Council. The FY 2005 value represents the agency's baseline.

<sup>29</sup> To reflect all the major programs combined, weighted by the dollar value of each program's grants. Actual FY 2004 data (57 percent) available only for AmeriCorps\*State and National. Government-wide average is 71 percent in FY 2004, but is not available for FY 2005.

<sup>30</sup> In FY 2004, only the AmeriCorps\*State and National program's performance was assessed with a score of 38. For FY 2005, reflects the scores of all Corporation programs weighted by the programs' funding level.

<sup>31</sup> From the Human Capital Survey by the U.S. Office of Personnel Management; results not available for FY 2005 because the survey was not conducted during that year; the survey is expected to be completed again in FY 2006; results not available for prior years because the survey was not previously conducted at the Corporation; percentage includes those reporting "very satisfied" or "satisfied."

# Resource Exhibits

## FY 2007 TOTAL BUDGET REQUEST

Exhibit 14: FY 2007 Budget Request by Activity (dollars in thousands)

Activity	FY 2005 Enacted <sup>1</sup>	FY 2006 Enacted <sup>3</sup>	FY 2007 Request	Difference 2007-2006
<b>Programs</b>				
Learn and Serve America: K-12 and Higher Ed	\$42,656	\$37,125	\$34,155	(2,970)
AmeriCorps*National Civilian Community Corps	25,296	26,730	4,950	(21,780)
AmeriCorps*State and National	287,680	264,825	258,959	(5,866)
AmeriCorps*Volunteers in Service to America (VISTA)	94,240	95,464	95,466	2
<b>National Senior Service Corps</b>				
Retired and Senior Volunteer Program	58,528	59,685	59,685	-
Foster Grandparent Program	111,424	110,937	110,943	6
Senior Companion Program	45,905	46,964	46,964	-
<i>Subtotal, Senior Programs</i>	215,857	217,586	217,592	6
<b>Special Volunteer Programs</b>				
Homeland Security	4,960	-	-	-
<i>Subtotal, Special Volunteer Programs</i>	4,960	-	-	-
<b>Partnership Grants</b>				
Points of Light Foundation	9,920	9,900	9,900	-
America's Promise	4,464	4,950	4,950	-
<i>Subtotal, Partnership Grants</i>	14,384	14,850	14,850	-
Innovation, Assistance, and Other Activities	13,227	16,281	9,029	(7,252)
Evaluation	3,522	3,960	3,960	-
National Service Trust	142,848	138,600	124,720	(13,880)
State Commission Admin Grants	11,904	12,516	12,516	-
<i>Total Programs</i>	856,574	827,937	776,197	(51,740)
Program Administration <sup>2</sup>	64,480	66,083	70,315	4,232
Office of the Inspector General	5,952	5,940	4,950	(990)
<b>Total, Corporation</b>	<b>927,006</b>	<b>899,959</b>	<b>851,461</b>	<b>(48,498)</b>

<sup>1</sup> Fiscal 2005 amounts reflect the government-wide rescission of .8 percent

<sup>2</sup> Reflects consolidation of DVSA Program Administration and NCSA Salaries and Expenses into a single account.

<sup>3</sup> Fiscal 2006 amounts reflect the government-wide rescission of 1 percent

**DETAIL OF FULL-TIME EQUIVALENTS**

**Exhibit 15: Detail of Full-time Equivalents (FTEs)**

Offices and Programs	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request
<b>National and Community Service Act Programs</b>			
Chief Executive Officer	6	6	7
General Counsel	9	9	10
COO Immediate Office	17	17	17
Human Capital	18	19	19
AmeriCorps*State and National	32	32	33
Learn and Serve America	12	12	12
Chief Financial Officer (Immediate Office)	13	13	13
Trust	14	11	12
Office of Information Technology	17	18	18
Grants Management	15	15	15
Financial Management Services	7	8	8
Public Affairs	6	6	6
Office of Leadership Development and Training	12	12	13
AmeriCorps*NCCC	93	91	10
<i>Total, NCSA</i>	<u>271</u>	<u>270</u>	<u>192</u>
<b>Domestic and Volunteer Service Act Programs</b>			
AmeriCorps*VISTA	15	16	16
Senior Corps	11	11	12
Research & Policy Development	12	13	13
State Offices	154	156	158
Administrative Services	10	10	10
Procurement	8	8	8
Financial Management Services	15	12	13
Field Services Team	34	33	34
Public Affairs	10	9	9
Government Relations	4	4	4
<i>Subtotal DVSA</i>	<u>273</u>	<u>271</u>	<u>275</u>
DVSA Recruitment/Outreach	5	7	7
<i>Total, DVSA</i>	<u>278</u>	<u>278</u>	<u>282</u>
<b>Inspector General</b>			
Inspector General	21	26	28
<b>Total, Corporation</b>	<b>570</b>	<b>574</b>	<b>502</b>

## NCSA OBLIGATIONS BY OBJECT CLASSIFICATION

Exhibit 16: Total NCSA Obligations by Object Classification

Object Class Number	Object Classification	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Difference 2007-2006
	Total number of permanent positions	101	103	45	(58)
	Full-time equivalent employment (FTE)	93	91	10	(81)
	Personnel compensation:				
11.1	Permanent positions (FTP)	5,445	5,764	580	(5,184)
11.3	Positions other than FTP	-	-	-	-
11.5	Other personnel compensation	-	-	-	-
11.8	Special personal services payments	-	-	-	-
11.9	<i>Total, personnel compensation</i>	<i>5,445</i>	<i>5,764</i>	<i>580</i>	<i>(5,184)</i>
12.1	Personnel benefits	1,913	1,997	149	(1,848)
13.0	Benefits for former personnel	-	-	3,000	3,000
21.0	Travel and transportation of persons	2,709	2,709	400	(2,309)
22.0	Transportation of things	52	54	-	(54)
23.1	Rental payments to GSA	-	-	-	-
23.2	Rental payments to others	228	235	-	(235)
23.3	Communications, utilities, and miscellaneous charges	1,093	1,053	-	(1,053)
24.0	Printing and reproduction	92	92	-	(92)
25.0	Other services	9,705	15,814	7,427	(8,387)
26.0	Supplies and Materials	563	560	-	(560)
31.0	Equipment	-	-	-	-
41.0	Grants, subsidies and contributions	362,911	385,454	363,763	(21,691)
42.0	Claims	9	9	-	(9)
43.0	Interest and Dividends	-	-	-	-
93.0	Deposits to the National Service Trust	137,848	140,900	127,420	(13,480)
	<b>Total obligations</b>	<b>522,568</b>	<b>554,641</b>	<b>502,739</b>	<b>(51,902)</b>
	Carryover from prior year	60,405	79,354	39,600	
	Carryover to next year	79,354	39,600	-	
	<b>Budget Authority</b>	<b>541,517</b>	<b>514,887</b>	<b>463,139</b>	

**DVSA OBLIGATIONS BY OBJECT CLASSIFICATION**

Exhibit 17: Total DVSA Obligations by Object Classification

Object Class Number	Object Classification	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Difference 2007-2006
	Total number of permanent positions	7	7	7	-
	Full-time equivalent employment (FTE)	5	7	7	-
	Personnel compensation:				
11.1	Permanent positions (FTP)	366	377	386	9
11.3	Positions other than FTP	-	-	-	-
11.5	Other personnel compensation	-	-	-	-
11.8	Special personal services payments	-	-	-	-
11.9	<i>Total, personnel compensation</i>	<i>366</i>	<i>377</i>	<i>386</i>	<i>9</i>
12.1	Personnel benefits	121	124	127	3
13.0	Benefits for former personnel	-	-	-	-
21.0	Travel and transportation of persons	5,669	5,802	6,015	214
22.0	Transportation of things	149	152	158	6
23.1	Rental payments to GSA	-	-	-	-
23.2	Rental payments to others	1	1	1	0
23.3	Communications, utilities, and miscellaneous charges	-	-	-	-
24.0	Printing and reproduction	20	20	21	1
25.0	Other services	20,940	21,428	21,924	495
26.0	Supplies and materials	152	156	161	5
31.0	Equipment	-	-	-	-
41.0	Grants, subsidies and contributions	287,637	284,989	284,262	(726)
42.0	Claims	2	2	2	-
	Lapse	-	-	-	-
	<b>Total obligations</b>	<b>315,057</b>	<b>313,050</b>	<b>313,058</b>	<b>8</b>

**PROGRAM ADMINISTRATION OBLIGATIONS BY OBJECT CLASSIFICATION**

Exhibit 18: Total Program Administration Obligations by Object Classification

Object Class Number	Object Classification	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Difference 2007-2006
	Total number of permanent positions	495	475	475	-
	Full-time equivalent employment (FTE)	451	450	461	10
	Personnel compensation:				
11.1	Permanent positions (FTP)	33,690	34,796	36,329	1,533
11.3	Positions other than FTP	-	-	-	-
11.5	Other personnel compensation	95	346	361	15
11.8	Special personal services payments	149	153	157	4
11.9	<i>Total, personnel compensation</i>	<i>33,934</i>	<i>35,295</i>	<i>36,847</i>	<i>1,552</i>
12.1	Personnel benefits	8,697	7,993	9,373	1,380
13.0	Benefits for former personnel	45	46	47	1
21.0	Travel and transportation of persons	2,098	1,944	2,146	202
22.0	Transportation of things	349	314	322	8
23.1	Rental payments to GSA	2,575	6,743	6,794	51
23.2	Rental payments to others	4	-	-	-
23.3	Communications, utilities, and miscellaneous charges	1,493	1,523	1,555	32
24.0	Printing and reproduction	265	247	253	6
25.0	Other services	10,520	10,774	11,753	979
26.0	Supplies and materials	3,994	790	809	19
31.0	Equipment	200	108	111	3
41.0	Grants, subsidies and contributions	-	-	-	-
42.0	Claims	306	306	306	-
	<b>Total obligations</b>	<b>64,480</b>	<b>66,083</b>	<b>70,315</b>	<b>4,231</b>

**OIG OBLIGATIONS BY OBJECT CLASSIFICATION**

**Exhibit 19: Total OIG Obligations by Object Classification**

Object Class Number	Object Classification	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Difference 2007-2006
	Total number of permanent positions	30	28	28	0
	Full-time equivalent employment (FTE)	21	26	28	2
	Personnel compensation:				0
11.1	Permanent positions (FTP)	1,844	2,446	2,974	528
11.3	Positions other than FTP	0	0	0	0
11.5	Other personnel compensation	30	34	54	20
11.8	Special personal services payments	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>11.9</i>	<i>Total, personnel compensation</i>	<i>1,874</i>	<i>2,480</i>	<i>3,028</i>	<i>548</i>
12.1	Personnel benefits	426	611	775	164
13.0	Benefits for former personnel	0	0	0	0
21.0	Travel and transportation of persons	146	214	195	(19)
22.0	Transportation of things	1	0	2	2
23.1	Rental payments to GSA	4	318	324	6
23.2	Rental payments to others	5	0	2	2
23.3	Communications, utilities, and miscellaneous charges	11	75	52	(23)
24.0	Printing and reproduction	4	8	8	0
25.0	Other services	4,329	3,601	1,503	(2,098)
26.0	Supplies and materials	108	96	41	(55)
31.0	Equipment	22	47	20	(27)
41.0	Grants, subsidies and contributions	0	0	0	0
42.0	Claims	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total obligations</b>	<b>6,930</b>	<b>7,450</b>	<b>5,950</b>	<b>(1,500)</b>
	Carryover from prior year	3,488	2,510	1,000	
	Carryover to next year	<u>2,510</u>	<u>1,000</u>	<u>-</u>	
	<b>Budget Authority</b>	<b>5,952</b>	<b>5,940</b>	<b>4,950</b>	



PART II

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# FY 2007 Appropriations Language

## CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

### Federal Funds

#### *General and Special Funds*

#### **National and Community Service Programs, Operating Expenses**

(Including Transfer of Funds)

For necessary expenses for the Corporation for National and Community Service (the "Corporation") in carrying out programs, activities, and initiatives under the National and Community Service Act of 1990 [520,087,000] \$463,139,000, to remain available until September 30, [2007] 2008: *Provided*, That not more than [267,500,000] \$258,959,000 of the amount provided under this heading shall be available for grants under the National Service Trust Program authorized under subtitle C of title I of the Act (42 U.S.C. 12571 et seq.) (relating to activities of the AmeriCorps program), including grants to organizations operating projects under the AmeriCorps Education Awards Program (without regard to the requirements of sections 121(d) and (e), section 131(e), section 132, and sections 140(a), (d), and (e) of the [Act:] *Act*: *Provided further*, That not less than [140,000,000] \$124,720,000 of the amount provided under this heading, to remain available without fiscal year limitation, shall be transferred to the National Service Trust for educational awards authorized under subtitle D of title I of the Act (42 U.S.C 12601)[, of which up to \$4,000,000 shall be available to support national service scholarships for high school students performing community service, and of which \$7,000,000 shall be held in reserve as defined in Public Law 108-45]: *Provided further*, That in addition to amounts otherwise provided to the National Service Trust under the second proviso, the Corporation may transfer funds from the amount provided under the first proviso, to the National Service Trust authorized under subtitle D of title I of the Act (42 U.S.C 12601) upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to Congress: [*Provided further*, That of the amount provided under this heading for grants under the National Service Trust program authorized under subtitle C of title I of the Act, not more than \$55,000,000 may be used to administer, reimburse, or support and national service program authorized under section 129(d)(2) of such Act (42 U.S.C 12581(d)(2)):] *Provided further*, That not more than [16,445,000] \$9,029,000 shall be available for quality and innovation activities authorized under subtitle H of title I of the Act (42 U.S.C. 12853 et seq.): [*Provided further*, That notwithstanding subtitle H of title I of the Act (42 U.S.C. 12853), none of the funds provided under the previous proviso shall be used to support salaries and related expenses (including travel) attributable to Corporation employees: *Provided further*, That to the maximum extent feasible, funds appropriated under subtitle C of title I of the Act shall be provided in a manner that is consistent with the recommendations of peer review panels in order to insure that priority is given to programs that demonstrate quality, innovation, replicability, and sustainability]: *Provided further*, That [27,000,000] \$4,950,000 of the funds made available under this heading shall be available [for] *to carry out the orderly closure of the Civilian Community Corps* authorized under subtitle E of title I of the Act (42 U.S.C. 12611 et seq.), *including unemployment compensation and severance payments for employees who are terminated as a result of the elimination of the Civilian Community Corps*: *Provided further*, That, in addition to the amounts provided under the previous proviso, the Corporation may transfer and use up to an additional \$3,000,000 of the funds appropriated under this heading or other available funds, upon determination that such funds are necessary for the orderly closure of the Civilian Community Corps, and after notice is transmitted to Congress: *Provided further*, That [37,500,000] \$34,155,000 shall be available for school-based and community-based service-learning programs authorized under subtitle B of title I of the Act (42 U.S.C. 12521 et seq.): *Provided further*, That [4,000,000] \$3,960,000 shall be available for audits and other evaluations authorized under section 179 of the Act (42 U.S.C. 12639): *Provided further*, That [10,000,000] \$9,900,000 of the funds made available under this heading shall be made available for the Points of Light Foundation for activities authorized under title III of the Act (42 U.S.C. 12661 et seq.), of which not

more than \$2,500,000 may be used to support an endowment fund, the corpus of which shall remain intact and the interest income from which shall be used to support activities described in title III of the Act, provided that the Foundation may invest the corpus and income in federally insured bank savings accounts or comparable interest bearing accounts, certificates of deposit, money market funds, mutual funds, obligations of the United States, and other market instruments and securities but not in real estate investments: [*Provided further*, That no funds shall be available for national service programs run by Federal agencies authorized under section 121(b) of such Act (42 U.S.C. 12571(b)):] *Provided further*, That [\$5,000,000] \$4,950,000 of the funds made available under this heading shall be made available to America’s Promise-The Alliance for Youth, Inc.: [*Provided further*, That to the maximum extent practicable, the Corporation shall increase significantly the level of matching funds and in-kind contributions provided by the private sector, and shall reduce the total federal costs per participant in all programs] *Provided further*, That notwithstanding section 501(a)(4) of the Act, of the funds provided under this heading, not more than [\$12,642,000] \$12,516,000 shall be made available to provide assistance to state commissions on national and community service under section 126(a) of the Act: *Provided further*, That the Corporation may use up to one percent of program grant funds made available under this heading to defray its costs of conducting grant application reviews, including the use of outside peer reviewers.

**Language Analysis**

Language Provision/Change	Explanation
Delete: , of which up to \$4,000,000 shall be available to support national service scholarships for high school students performing community service, and of which \$7,000,000 shall be held in reserve as defined in Public Law 108-45	Due to funding constraints we are not requesting funding for Presidential Freedom Scholarships in 2007; additionally, the Corporation intends to transfer \$7 million of Trust funds deobligated from expired, unfilled slots to the reserve account required by P.L. 108-45, thus making new budget authority unnecessary. (See National Service Trust chapter for more details)
Delete: <i>Provided further</i> , That of the amount provided under this heading for grants under the National Service Trust program authorized under subtitle C of title I of the Act, not more than \$55,000,000 may be used to administer, reimburse, or support any national service program authorized under section 121(d)(2) of such Act (42 U.S.C 12581(d)(2)):	The Corporation is concerned that capping funding for the National Direct grants may prevent us from supporting outstanding service programs.
Delete: <i>Provided further</i> , That notwithstanding subtitle H of title I of the Act (42 U.S.C. 12853), none of the funds provided under the previous proviso shall be used to support salaries and related expenses (including travel) attributable to Corporation employees:	While the proposed FY 2007 subtitle H budget does not include any salaries or related expenses, deleting this language gives effect to section 198(a) of the authorizing statute, which permits the Corporation to carry out identified activities directly with subtitle H funds.
Delete: <i>Provided further</i> , That to the maximum extent feasible, funds appropriated under subtitle C of title I of the Act shall be provided in a manner that is consistent with the recommendations of peer review panels in order to insure that priority is given to programs that demonstrate quality, innovation, replicability, and sustainability.	Removes an unnecessary provision, as the Corporation is already required under Section 133 of the National and Community Service Act to use peer review panels and has institutionalized this practice.

Language Provision/Change	Explanation
<p>Add: <i>to carry out the orderly closure of</i> and Add: <i>, including unemployment compensation and severance payments for employees who are terminated as a result of the elimination of the Civilian Community Corps: Provided further, That, in addition to the amounts provided under the previous proviso, the Corporation may transfer and use up to an additional \$3,000,000 of the funds appropriated under this heading or other available funds, upon determination that such funds are necessary for the orderly closure of the Civilian Community Corps, and after notice is transmitted to Congress</i></p>	<p>Because the program received a rating of ineffective commensurate with its relatively high per-participant cost in a recent Program Assessment Rating Tool review, the FY 2007 budget is proposing to cease operation of the National Civilian Community Corps program. Added language provides for specific activities related to closure of the Civilian Community Corps, including transfer of additional funding, if necessary, to assure the orderly closure of the program.</p>
<p>Delete: <i>Provided further, That no funds shall be available for national service programs run by Federal agencies authorized under section 121(b) of such Act (42 U.S.C. 12571(b)):</i></p>	<p>Deleting this language gives effect to section 121(b) of the authorizing statute, which permits the Corporation to enter into contracts or cooperative agreements with Federal agencies to support national service programs.</p>
<p>Delete: <i>to the maximum extent practicable, the Corporation shall increase significantly the level of matching funds and in-kind contributions provided by the private sector, and shall reduce the total federal costs per participant in all programs</i></p>	<p>Pursuant to Executive Order 13331, the Corporation has undertaken a set of initiatives, including AmeriCorps rulemaking, to leverage federal resources in all programs, making this provision unnecessary.</p>

***Salaries and Expenses***

For necessary expenses of administration as provided under section 501(a)(4) of the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.) and under section 504(a) of the Domestic Volunteer Services Act of 1973, including payment of salaries, authorized travel, hire of passenger motor vehicles, the rental of conference rooms in the District of Columbia, the employment of experts and consultants authorized under 5 U.S.C. 3109, and not to exceed \$2,500 for official reception and representation expenses, [ \$66,750,000 ] *\$70,315,000.*

***Administrative Provisions***

Notwithstanding any other provision of law, the term “qualified student loan” with respect to national service education awards shall mean any loan determined by an institution of higher education to be necessary to cover a student’s cost of attendance at such institution and made, insured, or guaranteed directly to a student by a State agency, in addition to other meanings under section 148(b)(7) of the National and Community Service Act.

Notwithstanding any other provision of law, funds made available under section 129(d)(5)(B) of the National and Community Service Act to assist entities in placing applicants who are individuals with disabilities may be provided to any entity that receives a grant under section 121 of the Act.

[The Inspector General of the Corporation for National and Community Service shall conduct random audits of the grantees that administer activities under the AmeriCorps programs and shall levy sanctions in accordance with standard Inspector General audit resolution procedures which include, but are not limited to, debarment of any grantee (or successor in interest or any entity with substantially the same person or persons in control) that has been determined to have committed any substantial violations of the requirements of the AmeriCorps

programs, including any grantee that has been determined to have violated the prohibition of using Federal funds to lobby the Congress: *Provided*, That the Inspector General shall obtain reimbursements in the amount of any misused funds from any grantee that has been determined to have committed any substantial violations of the requirements of the AmeriCorps programs.

For fiscal year 2006, the Corporation shall make any significant changes to program requirements or policy only through public notice and comment rulemaking. For fiscal year 2006, during any grant selection process, no officer or employee of the Corporation shall knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of the Corporation that is authorized by the Corporation to receive such information.]

Language Provision/Change	Explanation
<p>Delete: The Inspector General of the Corporation for National and Community Service shall conduct random audits of the grantees that administer activities under the AmeriCorps programs and shall levy sanctions in accordance with standard Inspector General audit resolution procedures which include, but are not limited to, debarment of any grantee (or successor in interest or any entity with substantially the same person or persons in control) that has been determined to have committed any substantial violations of the requirements of the AmeriCorps programs, including any grantee that has been determined to have violated the prohibition of using Federal funds to lobby the Congress: <i>Provided</i>, That the Inspector General shall obtain reimbursements in the amount of any misused funds from any grantee that has been determined to have committed any substantial violations of the requirements of the AmeriCorps programs.</p>	<p>The Corporation supports a strong OIG audit function, but believes that conducting audits based on risk assessment is more cost-effective than conducting them randomly. Moreover, the imposition of sanctions and the collection of amounts due is best left to the Corporation's management, as is the case with other Federal agencies. The Corporation's OIG agrees with this position.</p>
<p>Delete: For fiscal year 2006, the Corporation shall make any significant changes to program requirements or policy only through public notice and comment rulemaking.</p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>Delete: For fiscal year 2006, during any grant selection process, no officer or employee of the Corporation shall knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of the Corporation that is authorized by the Corporation to receive such information</p>	<p>The provisions of the Privacy Act and the Freedom of Information Act provide an appropriate set of rules in this area, making this provision unnecessary.</p>

**OIG FY 2007 Appropriation Language**

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, as amended, [\$6,000,000,] \$4,950,000 to remain available until September 30, 2007.

***Language Analysis***

Language Provision/Change	Explanation
No change to appropriation language.	The Office of Inspector General is moving from two-year to one-year budget authority.

**DVSA PROGRAMS FY 2006 APPROPRIATION LANGUAGE**

**DOMESTIC VOLUNTEER SERVICE PROGRAMS, OPERATING EXPENSES**

For expenses necessary for the Corporation for National and Community Service to carry out the provisions of the Domestic Volunteer Service Act of 1973, as amended, [\$316,212,000] \$313,058,000: [*Provided*, That none of the funds made available to the Corporation for National and Community Service in this Act for activities for activities authorized by section 122 of part C of title I and part E of title II of the Domestic Volunteer Service Act of 1973 shall be used to provide stipends or other monetary incentives to volunteers or volunteer leaders whose incomes exceed 125 percent of the national poverty level.]

***Language Analysis***

Language Provision/Change	Explanation
Delete: <i>Provided</i> , That none of the funds made available to the Corporation for National and Community Service in this Act for activities for activities authorized by section 122 of part C of title I and part E of title II of the Domestic Volunteer Service Act of 1973 shall be used to provide stipends or other monetary incentives to volunteers or volunteer leaders whose incomes exceed 125 percent of the national poverty level	Removes restrictions on the design of innovative and demonstration programs. The President's national service reauthorization principles call for removal of income thresholds from all senior volunteer programs.

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# Budget Activity 1: Learn and Serve America

Exhibit 20: Summary of Budget Estimates for Learn and Serve America  
(dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
School-based service-learning programs [formula]	\$19,783	\$17,218	\$17,109	(109)
School-based service-learning programs [competitive]	6,594	5,740	4,012	(1,728)
School-based service-learning [set-aside for Indian tribes and U.S. territories]	816	710	653	(57)
Community-based service-learning programs	4,799	4,176	3,842	(334)
<i>Subtotal</i>	<i>31,992</i>	<i>27,844</i>	<i>25,616</i>	<i>(2,228)</i>
Higher education	10,664	9,281	8,539	(742)
<b>Total budget authority</b>	<b>\$42,656</b>	<b>\$37,125</b>	<b>\$34,155</b>	<b>(2,970)</b>
Program administration [direct]:*				
Personnel compensation	1,222	1,340	1,370	30
Other expenses	81	54	55	1
Staff FTE	12	12	12	0

\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

## REQUEST SUMMARY

Learn and Serve America is a small grant program, yet has sustained a national movement to connect students to their communities and deliver academic excellence through meaningful, experiential learning. Learn and Serve provided the seed money and technical assistance to turn service-learning from an intriguing idea into an important part of the curriculum in one-third of America's K-12 schools and many colleges and universities.

The FY 2007 budget includes \$34.155 million for Learn and Serve America, a decrease of \$2.970 million from the FY 2006 enacted level. This level will support the participation of about 1.2 million students in 1,500 local service-learning programs.

Learn and Serve America programs will continue to support the Corporation's strategic focus areas, with particular emphasis on engaging disadvantaged youth in service and embedding service and service-learning in the nation's educational institutions. In higher education, Learn and Serve will support service-learning projects aimed at increasing secondary school completion and college enrollment of disadvantaged students. The initiative will help achieve the Corporation's goal of increasing the number college students engaged in service and will increase the number of youth from disadvantaged backgrounds who complete high school and enroll in college. The Corporation's Innovation, Demonstration, and Assistance (Subtitle H) request includes funding for new initiatives to stimulate the adoption of service-learning programs by more schools.

### Help for Victims of Hurricane Katrina

#### *K-12 Programs*

In Bradenton, Florida, more than 100 student participants in the ManaTEENs program are working at a call center, matching evacuees with organizations and individuals willing to share housing.

#### *Community-based Programs*

In Houston, Texas, CTCnet, a technology focus program, established a computer center in the Astrodome so evacuees can communicate with family, apply for support, and search for jobs.

#### *Higher Education Programs*

In Tempe, Arizona, the Community College National Center for Community Engagement at Maricopa Community College has mobilized its network of colleges to coordinate fundraising and volunteer mobilization, host displaced students and families, and operate phone banks.

Exhibit 21: Learn and Serve America Vital Statistics

Program Statistics	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Appropriation (\$000's)	\$43M	\$42.7M	\$42.7M	\$37.1M	\$34.2M
Number of grantee/sponsor applications	384	43	0	500	0
Number of new awards	133	10	0	120	0
Number of grantees (including continuing grantees)	133	143	146	120	120
Number of participants*	1.8M	1.1M**	1.5M	1.3M	1.2M
Cost per participant	\$37	\$36	\$29	\$28	\$28

\* Learn and Serve participants in School- and Community-Based programs are school-age youth. Higher Ed participants include undergraduate/graduate students, faculty, staff, and community members.

\*\* Analysis of program data shows a cyclical trend in participant numbers related to Learn and Serve's three- year funding cycle. Participant numbers dip in year 1 of a new cycle as programs get underway, while years 2 and 3 see significant and moderate increases, respectively, as programs are fully implemented.

## ABOUT THE PROGRAM

### OVERVIEW

Since 1990, Learn and Serve America (Learn and Serve) has provided funding and leadership to educational institutions and nonprofits to promote sustainable community service and service-learning. Learn and Serve furthers America's traditional values of civic participation and volunteerism, the values that help maintain our democracy and communities, by making grants that integrate community service with curricula.

Learn and Serve grant-making fosters collaboration among schools, community-based organizations, and institutions of higher education to meet immediate community needs and strengthen the capacity of communities to address long-term needs. Learn and Serve programs in kindergarten through 12<sup>th</sup> grade schools support the achievement of academic standards and enhance student civic responsibility. Between one and two million students annually participate in local Learn and Serve supported projects in which community service is integrated into both classroom and extracurricular learning. While Learn and Serve reaches only a small number of schools each year, about one-third of all public schools now conduct service-learning programs nationwide, generating an estimated 20 million hours of community service.

Learn and Serve America, per statute, administers the following types of grants:

- ◆ **School-Based Formula:** Allotments to State Education Agencies (SEAs) that are based on a statutory formula. The SEAs train teachers, administrators, adult volunteers, service-learning coordinators, and students in service-learning and make sub-grants to local partnerships between schools and community organizations to plan, create, replicate or sustain new service-learning programs. State Education Agencies may also conduct program evaluations, support local partnerships, and develop curriculum aligned with service activities.
- ◆ **School-Based Competitive:** Competitive grants awarded to state education agencies, Indian Tribes, U.S. Territories, and nonprofit organizations to promote innovative, high quality programming and

expand the field of service-learning. Funds are used to provide training and technical assistance and are subgranted to local partnerships between schools and community organizations, which conduct service-learning projects.

- ◆ ***Indian Tribes and U. S. Territories Set-aside:*** Three percent of school-based funds go to competitive grants for Indian tribes and U.S. Territories to operate local service-learning programs or to organize service-learning throughout a region. Programs engage youth in service activities in partnership with elders to strengthen cultural ties and improve communities.
- ◆ ***Community-Based:*** Competitive grants to nonprofit organizations that work in two or more states and State Commissions on National and Community Service, working in their own states. Funds are subgranted to local community and faith-based non-profit organizations to operate service-learning programs for young people. Funds also support training and technical assistance including curriculum development.
- ◆ ***Higher Education:*** Competitive grants to colleges and universities or consortia of higher education institutions to implement service-learning programs designed to foster college service and support to the local community and engage faculty, staff and students in community service. Funds support community programs, faculty training, course development, curricular and extra-curricular service by students, activities to strengthen the community service infrastructure of institutions, and community service Federal Work-Study programs.

## Program Impact

### *Service to Communities*

Local programs indicate that Learn and Serve youth participants are frequently engaged in service to other young people by providing tutoring and mentoring, homework support, or recreational activities. Participants are also frequently engaged in environmental improvement activities, including neighborhood renewal efforts and community gardens. Other efforts include a range of service activities from refurbishing computers and teaching elders how to use them to community mapping for homeland security efforts.

### *Expanding Service-Learning*

Since Learn and Serve was established in 1990, it has helped to foster the development of service and service-learning in America's schools. In 1984, approximately 9 percent of schools in the United States offered service-learning opportunities. By 1999, about one-third of all public schools in the United States offered service-learning for their students, including a quarter of all elementary schools and almost one-half of all high schools. Through expanded outreach and technical assistance to all schools, regardless of grant funding from Learn and Serve, and by encouraging grantees to expand subgrants to new schools, Learn and Serve is committed to seeing service-learning incorporated into at least 50 percent of all public schools. Reductions in funding may defer the achievement of that goal beyond 2010.

### FY 2005 Impact

- ◆ 1.5 million student participants in service-learning
- ◆ 40 million combined hours of service to communities

Key finding from 2003 RMC  
Research study on Michigan Learn  
and Serve:

- ◆ Service-learning students outperformed their peers in many academic areas, including writing, social studies and history



Higher education preparation is an important aspect of Learn and Serve America

### *Positive Outcomes for Students*

Recent research has shown that the service-learning experiences created in Learn and Serve programs produce a positive and statistically significant impact on students' academic and civic engagement, as well as a reduction in risky behaviors.

### **Program Accomplishments**

- ◆ In 2005, more than 1.47 million students from almost every state in the country participated in Learn and Serve America programs, completing almost 40 million hours of service. Learn and Serve has also increased the diversity of its programs and participants and provided effective support to its grantees and schools throughout the country.
- ◆ In FY 2005, about 38 percent of Learn and Serve participant students attended schools where more than one-half of the students qualified for the federal subsidized school lunch program.
- ◆ About 28 percent of Learn and Serve participant students were from minority demographic groups, and approximately 10 percent had disabilities.
- ◆ From 2003 to 2004, the percentage of Learn and Serve programs working with faith-based organizations increased from 26 to 39 percent. Funds granted directly to faith-based organizations increased 147 percent from the 2000-03 grant cycle to the 2003-06 grant cycle.
- ◆ In 2004, Learn and Serve made 10 new School-Based Competitive Homeland Security grants that were designed to engage students in local homeland security and disaster preparation and planning. The programs involve students in their school districts' and communities' efforts to prepare for, prevent, and in some cases, respond to disasters. For example, 10 grantees from Florida collaborated with ManaTEENS—a youth-driven community-based Learn and Serve program—to open a volunteer resource center to coordinate responses to the hurricane disaster in Florida. These grantees also piloted common performance measures that will enable Learn and Serve to aggregate program impact across the homeland security grant portfolio.

## Management Improvements

In FY 2005, Learn and Serve enhanced its on-line data collection system that collects program-wide performance data directly from grantees and sub-grantees. The revamped data collection tool, combined with training and outreach to grantees, resulted in a 90 percent completion rate for the instrument.

- ◆ In FY 2005, Learn and Serve implemented a core competencies initiative to codify effective fiscal and grants management strategies and catalog grantee best practices. The project is increasing the capacity of grantees to administer federal funds and manage high-quality programs. The competencies will also help grantees conduct self-assessments to improve their policies and procedures and identifies areas for targeted technical assistance.
- ◆ Learn and Serve developed and began distributing new print and video promotional materials to schools and organizations across the country as well as to Learn and Serve grantees, state commissions and state offices. These materials will help attract new schools and community-based organizations to service-learning.
- ◆ Learn and Serve improved the monitoring of grants through a risk-based monitoring plan that ensures greater responsiveness to the needs of grantees; especially those with challenges in administering their grants. The system is similar to the credit score of a borrower.

**PERFORMANCE PLAN**

Initiatives/Goals	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Strategic Focus Areas</b>							
Engaging Students in Communities	(Outcome) Percent of elementary and secondary schools adopting service-learning programs	Target	N/A	35%	38%	41%	50%
		Actual	29%	N/A			
	(Outcome) Percent of LSA schools and school districts that have service-learning as part of their core curriculum	Target	N/A	45%	49%	53%	65%
		Actual	40.3%	44.9%			
	(Outcome) Percent of higher education institutions with multiple service-learning courses	Target	N/A	N/A	35%	40%	50%
		Actual	N/A	N/A			
	(Outcome) Percent of LSA higher education institutions that have service-learning as part of their official core curriculum	Target	N/A	66%	68%	71%	80%
		Actual	59.9%	66.1%			
	(Outcome) Number of college students engaged in service	Target	N/A	N/A	3.8M	4.0M	5.0M
		Actual	3.3M	3.3M			
<b>Other Corporation Goals</b>							
Goal 1: Meeting Critical Needs in Local Communities Through Service	(Outcome) Percent of grantees and sub-grantees reporting that Learn and Serve activities had positive impacts on the community organizations served	Target	N/A	61%	65%	69%	81%
		Actual	60.2%	64.3%			
Goal 3: Engaging Americans in a Lifetime of Volunteering and Service	(Outcome) Percent of grantees and sub-grantees reporting that Learn and Serve activities have a significant positive impact on participants' civic engagement	Target	N/A	56%	58%	60%	70%
		Actual	48%	53.8%			
	(Outcome) Percentage of grantees and sub-grantees reporting positive impacts on academic performance of participants	Target	N/A	37%	40%	50%	65%
		Actual	34.4%	35.6%			

## SUPPORT FOR CORPORATION STRATEGIC INITIATIVES

### Engaging Students in Communities

#### Performance statements:

- ◆ Increase from 30 percent in 2005 to 50 percent in 2010 the percentage of public schools engaged in service-learning.
- ◆ Increase the number of Learn and Serve consortia grants, which in turn will increase the number of subgrants to individual schools and colleges.
- ◆ Increase the percent of Learn and Serve schools and school districts that have service-learning as part of their core curriculum through the 2006 funding guidance.

*The California State University, a national leader in the field of community service learning, is a pioneer in developing a systemwide approach to the issue. Its effect upon the state is significant and growing. "CSU students are strong contributors to the needs of their local communities. As they engage in these campus-sponsored activities, they develop deep, life-long values for community service and leadership," said Chancellor Charles B. Reed.*

#### Implementation activities:

- ◆ Create a business plan and market outreach strategy to incorporate service-learning in 50 percent of public K-12 institutions, including establishment of a Leader Schools program that focuses on high performing schools that will train other schools in higher quality practice. (\$275,000 in Subtitle H)
- ◆ Establish an annual Honor Roll program to recognize exemplary education institutions that organize student service and service-learning activities. (\$100,000 in Subtitle H)

**Performance statement:** Increase the number of college students engaged in community service from 3.3 million in 2004 to 5 million in 2010.

#### Implementation activities:

- ◆ Increase the percentage of Learn and Serve higher education institutions that have service-learning as a part of their official core curriculum (in at least one discipline or school major).
- ◆ Continue the policy begun in FY 2006 of increasing the use of higher education consortia. This approach capitalizes on economies of scale to increase the number of individual campus sub-grantees while holding administrative costs down. This approach will also increase the number of student participants on college campuses.

### Ensuring a Brighter Future for All of America's Youth

**Performance statement:** Increase from 40 percent in 2005 to 60 percent in 2010 the percentage of Learn and Serve participants who are youth from disadvantaged circumstances.

According to the 2004 Campus Compact Annual Member Survey, more than 30 percent of students participate in community service, averaging four hours of service a week. Using the latest Independent Sector figures (based on data from the U.S. Bureau of Labor Statistics) for the value of volunteer work, these students contribute \$2,246.40 each in service during the school year.

With 44 percent of member campuses responding, this figure can reasonably be extrapolated to a total of \$4.45 billion in volunteer service contributed to local communities.  
*Campus Compact*

#### **Implementation activities:**

- ◆ Use the FY 2006 funding guidelines to strongly encourage applicants to give priority to both those schools where more than half the students qualify for the federal–subsidized school lunch program and schools with programs that engage targeted populations who come from disadvantaged circumstances.
- ◆ Provide outreach targeted to potential applicants in school districts and sub-districts with large populations of youth from particularly disadvantaged circumstances.
- ◆ Place emphasis on youth from disadvantaged circumstances serving and being served in FY 2006 funding guidelines.
- ◆ Collect data on disadvantaged youth being served through the Learn and Serve annual performance survey
- ◆ Provide outreach and training to grantees/sub-grantees on providing effective services to youth from disadvantaged circumstances.

#### **Harnessing Baby Boomers’ Experience**

**Performance statement:** Increase the number of Boomers who are engaged as volunteers in Learn and Serve programs.

#### **Implementation activities:**

- ◆ Target the participation of Boomers as Learn and Serve project volunteers as a priority in the FY 2006 guidance.
- ◆ Monitor and report on the use of Seniors as service-learning coordinators in the Seniors and Youth Engaged in Service (SAYes) initiative, which taps into Seniors as a resource to help schools and local organizations support service-learning programs

### **SUPPORT FOR CORPORATION STRATEGIC GOALS**

#### **Goal One: Meeting Critical Needs in Local Communities through Service**

**Performance statement:** Increase the percent of grantees and sub-grantees reporting that Learn and Serve-related activities had a positive impact on the organizations served from 57 percent in 2005 to 81 percent in 2010.

**Implementation activity:** Direct programs to focus on reporting community impacts in annual performance surveys and in the development of their program performance measures.

#### **Goal Two: Strengthening Communities to Engage Citizens**

**Performance statement:** Increase support and outreach to faith-based organizations and small community based organizations.

**Implementation activity:** Provide outreach to faith-based and community based organizations for the FY 2006 grant competition.



### Goal Three: Engaging Americans in a Lifetime of Volunteering and Service

**Performance statement:** Increase from 37 percent in 2005 to 65 percent in 2010 the percentage of grantees and sub-grantees reporting that Learn and Serve activities have a positive impact on participants' academic engagement.

**Implementation activities:** For the FY 2006 guidelines, programs will be asked to report on the impacts of service-learning on participants' academic engagement; Learn and Serve guidance will emphasize providing services to youth in disadvantaged environments aimed at improving their likelihood of high school completion and college enrollment; and increase training and technical assistance resources focused to support this goal.

**Performance Statement:** Increase from 56 percent in 2005 to 70 percent in 2010 the percentage of grantees and sub-grantees reporting that Learn and Serve activities have a positive impact on participants' civic engagement.

**Implementation Activity:** For FY 2006 guidelines programs will be asked to report on impacts utilizing standardized performance measures and indicators that focus on civic engagement; and increase training and technical assistance resources focused to support this goal.

## EVALUATION PLAN

The Corporation will continue to enhance its capacity to measure program outcomes and will document the impact of the program on student participants and communities. In addition, as part of the Education and Disadvantaged Youth strategic focus areas, Learn and Serve America will obtain valuable insights on the impacts of service-learning programs.

## LEARN AND SERVE PERFORMANCE MEASUREMENT SYSTEM

In FY 2005 Learn and Serve America updated eGrants to better capture data on the outputs, intermediate outcomes, and end outcomes of grantees, sub-grantees, enabling the program to better capture program impact across the grant portfolio. As part of the 2006 grant competition, the Corporation will require grantees to utilize standard performance measures and instruments in one or more of the following categories: academic improvement, civic engagement, institutionalization and reduction of risky behaviors. As a result of these national measures, Learn and Serve America will be better positioned to demonstrate overall program effectiveness and to identify cost effective practices.

In 2007 Learn and Serve will continue to use the Learn and Serve Survey Information Exchange (LASSIE)<sup>32</sup> to capture program activity at the local

<sup>32</sup> LASSIE is conducted annually by an outside contractor. It is administered to every grantee and sub-grantee that implements a program. The survey collects a wide range of program activity and demographic data, most of which is output data.

level. This year the instrument had a 90 percent response rate, which Learn and Serve intends to increase for 2007.

## **YOUTH VOLUNTEERING AND CIVIC ENGAGEMENT SURVEY**

In collaboration with the U.S. Census, the Corporation conducted a survey on volunteering and civic engagement among America's youth (ages 12 to 18) in FY 2005. The survey is the only national study on teen volunteering and civic engagement, which includes motivations, attitudes, experiences, and demographics that would be utilized in promoting, fostering, facilitating, managing, and evaluating participation at the national level. The Corporation intends to implement the Youth Volunteering and Civic Engagement Survey again in 2008 and semi-annually thereafter. Through the survey, the Corporation is gaining valuable national-level data on service-learning and its relationship with volunteering and other forms of civic engagement. (See Evaluation chapter for more information.)

## Budget Activity 2: AmeriCorps\*National Civilian Community Corps

Exhibit 22: Summary of Budget Estimates for AmeriCorps\*NCCC (dollars in thousands)

Budget Activity Item	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Member support	\$13,837	\$13,964		
Program support	8,913	8,851		
<i>Subtotal, support</i>	<i>22,750</i>	<i>22,815</i>		
Facility improvements	296	495		
Performance Audit/Site Placement Study		1,485		
Health insurance for members	2,250	1,935		
<b>Total budget authority*</b>	<b>\$25,296</b>	<b>\$26,730</b>	<b>\$4,950</b>	<b>(\$21,780)</b>
Program administration [direct]:**				
Staff FTE	93	91	10	(81)
Trust fund [non-add]:				
Education award members	1,180	1,145	0	(1145)
Education award MSY	1,180	1,145	0	(1145)
Education award cost	3,381	2,975	0	(2975)

\* Use of FY 2007 requested funding is outlined in the narrative request summary.

\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

### REQUEST SUMMARY

The FY 2007 budget requests \$4.95 million to close out operations of the program. The Program Assessment Rating Tool (PART) found that NCCC is ineffective due to significant flaws in the program's design, performance, and cost effectiveness. The requested funding will be used to support the completion of 440 members at the Central and Northeast Region campuses, close out program operations and facilities at Perry Point, MD, Denver, CO, Charleston, SC, Washington, DC, and Sacramento, CA, and support approximately 45 staff salaries and benefits at two of the five campuses and the national office through the end of the first quarter 2007. The Corporation requests the flexibility to transfer up to \$3 million from other programs, if necessary, to support closeout activities.

In the absence of disaster response and relief activities by AmeriCorps\*NCCC, the Corporation will focus on building rapid and flexible disaster recovery capacity within the rest of the national service portfolio.

### ABOUT THE PROGRAM

The AmeriCorps\*National Civilian Community Corps (NCCC) is a full-time, team-based residential community service program for young adults between the ages of 18 and 24. The program was created as a demonstration project in 1993 to test whether a federally funded, residential program can increase support for national service. NCCC members live and train at five regional

## Budget Activity 2: AmeriCorps\*National Civilian Community Corps

campuses, and partner with community-based organizations, national non-profits, educational institutions, state institutions and local municipalities to help meet critical needs in all 50 states. Members support disaster recovery, environmental, educational, public safety, and other unmet needs through approximately 600 separate projects every year. NCCC members learn valuable skills and work habits through their service, and develop leadership attributes that help them in subsequent educational or professional experiences.

## Budget Activity 3: AmeriCorps\* State and National

Exhibit 23: Summary of Budget Estimates for AmeriCorps\* State and National (dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Formula grants to states	\$87,216	\$80,808	\$78,374	(\$2,434)
Competitive grants to states	114,639	102,317	96,350	(5,967)
Direct national competitive grants to eligible nonprofit organizations	54,560	54,450	55,695	1,245
Education award program	5,622	4,760	8,159	3,399
Set-asides for U.S. territories	2,616	2,424	2,351	(73)
Set-asides for Indian tribes	2,616	2,424	2,351	(73)
<i>Subtotal, grants budget authority</i>	<i>267,269</i>	<i>247,183</i>	<i>243,280</i>	<i>(3,903)</i>
Child care for members	8,000	8,000	7,800	(200)
Training and other grantee support	9,800	9,642	7,879	(1,763)
Transfer to Trust	2,611	0	0	0
<b>Total budget authority</b>	<b>\$287,680</b>	<b>\$264,825</b>	<b>\$258,959</b>	<b>(\$5,866)</b>
Carryover from prior year*	\$40,240	\$58,411	\$13,000	
Carryover to next year	\$58,411	\$13,000	\$0	
<b>Total obligations</b>	<b>\$269,509</b>	<b>\$310,236</b>	<b>\$271,959</b>	
Program administration [direct]**				
Personnel Compensation	2,832	3,090	3,184	94
Other Expenses	388	339	357	18
Staff FTE	32	32	33	1
Trust fund [non-add]:				
Education award members	66,477	64,175	67,350	3,175
Education award MSY	38,843	37,652	40,121	2,469
Education award cost	111,284	107,812	114,344	6,532

\* Details on the sources and uses of the funds carried over from FY 2005 are provided on page 66.

\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

### REQUEST SUMMARY

The FY 2007 budget requests \$259 million in new budget authority to enable the AmeriCorps\* State and National program to support 67,350 members, an increase of 3,000 members above the FY 2006 enacted level. The new budget authority will be supplemented by \$13 million in anticipated and planned carryover, for a total resource level of about \$272 million.

Exhibit 24: State and National Vital Statistics

Program Statistics	FY 2004	FY 2005	FY 2006	FY 2007
Appropriation (\$000's)	\$312,147	\$287,680	\$264,825	\$258,959
Number of member slots approved (or estimated)	69,000	66,500	64,175	67,350
Number of member slots enrolled (as of January, 2006)	53,077	56,042	34,306	TBD
Number of volunteers leveraged by State & National members	580,000	843,754	900,000	950,000
Number of grants approved and funded (as of July 31, 2005)	134	57	TBD	TBD
Amount of non-Corporation dollars generated by AmeriCorps grants (\$000's; as of August 31, 2005)	\$165,985	\$139,635	TBD	TBD
Average grant to national direct grantees (\$000's)	\$311	\$373	TBD	TBD

**ABOUT THE PROGRAM**

**OVERVIEW**

Created in 1993, the primary purpose of the AmeriCorps\*State and National (State and National) program is to engage Americans of all backgrounds in demonstrable service addressing unmet community needs in areas such as education, public safety, health, and the environment. AmeriCorps\*State and National members strengthen organizations and leverage volunteers in the communities where they serve.

**HOW WE APPORTION AMERICORPS FUNDING**

Beginning with the appropriation of \$258.959 million, the following items are taken off the top: Training and Technical Assistance, Childcare, Grant Application Review Process (GARP; including eGrants and Grants.gov), and the Education Award Program (EAP). If we are to transfer any funds to the trust, which is not planned for FY 2007, this amount would be subtracted as well. With the remaining balance which for FY 2007 equals \$235.122 million, exactly 33.3 percent is allocated to Formula, one percent to Tribes and one percent to Territories. Of the remaining amount, \$55.695 million is applied toward National Direct and the remainder to State Competitive, which must receive at least 33.3 percent.

<b>Total Appropriation</b> (dollars in thousands)	<b>\$258,959</b>
Less training and technical assistance costs	<u>7,000</u>
	251,959
Less childcare funding	<u>7,800</u>
	244,159
Less GARP (including eGrants and Grants.gov) costs	<u>878</u>
	243,281
Less education award program funding	<u>8,159</u>
	235,122
Transfer to National Service Trust	<u>0</u>
<i>Balance (base for Formula, Tribes &amp; Territories)</i>	235,122
Formula 33.3 percent of balance	<u>78,374</u>
<i>Balance</i>	156,748
Tribes	2,351
Territories	<u>2,351</u>
<i>Balance</i>	152,045
National Directs	<u>55,695</u>
<b>Balance going to Competitive grants</b>	<b>\$96,350</b>

The State and National program provides financial support through grants to non-government and government entities sponsoring national service programs that focus on critical community needs. One-third of State and National grant funds are distributed based on a population-based formula to Governor-appointed state service commissions, which in turn make grants to local nonprofit organizations and public agencies. One percent of program funds are set aside for tribal entities, and one percent of program funds are set aside for U.S. territories. Roughly one-quarter of grant funds are awarded to national nonprofits operating national service projects in two or more states. The remaining approximately 40 percent of grant funds are awarded to state service commissions on a

competitive basis to fund local nonprofit and public entities operating local community service projects.

State and National grants have enabled sponsoring organizations to manage and fund about 65,000 to 70,000 AmeriCorps\*State and National members per year since 2004 to provide intensive services in communities across the country. AmeriCorps members serve through more than 900 nonprofit organizations, public agencies, and faith-based and other community organizations. Members tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, and help communities respond to disasters. In addition, these trained and dedicated people enable nonprofits to accomplish more by helping to recruit, train, and make more effective use of community volunteers.

The State and National program is built on the idea that communities and community institutions, whether public agencies or private organizations, can best identify community needs and develop and implement appropriate responses to those needs. The Corporation's support for community-based solutions serves to leverage additional financial and in-kind support, making local efforts more sustainable. Equally important, State and National support is designed to increase the involvement and contribution of community volunteers to solve community problems. The State and National program is an effective way to help communities strengthen their ability to respond to local concerns.

### Program Impact

Data from the Corporation's National Performance Benchmarking Survey demonstrates the significant impact AmeriCorps\*State and National has made in communities, such as:

- ◆ 92 percent of organizations reported that AmeriCorps member service has helped them to increase the number of persons served to a large or moderate extent.
- ◆ Three-quarters of grantees said that AmeriCorps assistance had increased by a considerable amount the number of end beneficiaries served.
- ◆ More than 800,000 community volunteers were generated in 2005 as a result of program activity.

The impact of AmeriCorps service on AmeriCorps members includes:

- ◆ 71 percent of former members said they have done volunteer work since completing their service.
- ◆ 86 percent have indicated that their service experience and training helped to a large or moderate extent in their job, educational pursuits or community service activities.
- ◆ 82 percent of AmeriCorps members utilize their education award

### Help for Victims of Hurricane Katrina

*"Members and staff are all working around the clock. Members are terrific in this crisis. We have so many efforts going on; I am even receiving calls from as far away as Chicago. I have gotten a car donated plus thousands to give to families. The outpouring is unbelievable... We are ready to do all we can."* From a Louisiana AmeriCorps grantee

Thousands of AmeriCorps members are working in community centers, shelters, and call centers in support of the evacuees in the states affected by Hurricane Katrina. Their relief efforts include serving meals, coordinating volunteers, collecting and distributing supplies, assisting with blood drives and ensuring educational support/activities for the children.

Results from an ongoing longitudinal study of AmeriCorps\*State and National members<sup>33</sup> also demonstrate that participation in the program resulted in statistically significant positive impacts on members, including their:

- ◆ Connection to community;
- ◆ Knowledge about problems facing their community;
- ◆ Participation in community-based activities;
- ◆ Neighborhood obligations such as reporting crime and keeping neighborhoods clean; and
- ◆ Grassroots efficacy, such as starting new programs to meet community needs.

### **Crisis Preparedness**

All Alabama AmeriCorps Programs trained a portion of their members in Certified Emergency Response Training (CERT) during the 2004-05 Program Year. This planning, preparation and training positioned the AmeriCorps members to respond more rapidly and provide better support to the first responders in the wake of hurricane Katrina. These members are actively and effectively engaged in local relief efforts.

### **Program Accomplishments**

Since 1994, more than 450,000 Americans have served in programs supported by AmeriCorps\*State and National grants. Over the years, members have served in every state and territory, in rural and urban communities, and in tribal communities, to meet educational, environmental, public safety, and other human needs.

In the 2006-07 program year, about 67,350 State and National members will:

- ◆ Serve over 2 million children and youth in education-related programs by providing more opportunities for them to: receive services, particularly mentoring; serve as volunteers; and help create more connected and supportive families, schools, and communities
- ◆ Recruit and train more than 950,000 community volunteers, reflecting the Corporation's goal of increasing the level of individual engagement in volunteer activities and building the infrastructure of nonprofits and communities to enable the creation of positive, meaningful volunteer opportunities

### **Management Improvements**

State and National has demonstrated significant improvement in its financial management practices over the last several years and continues the implementation of those recommendations resulting from reviews by the Government Accountability Office (GAO), the Office of Management and Budget (OMB), and the Corporation's Board of Directors.

- ◆ Integration of the program management system in FY 2006 will result in more comprehensive, efficient, and accurate information to inform management decisions. Data collection will capture accomplishments and activities of grantee projects (e.g., number of children tutored or mentored). As the system's capacity to gather and report data is expanded, the Corporation will enhance the results tracking of individual programs, as well as document the accomplishments of the overall State and National program.
- ◆ State and National completed a major review of its organizational structure, staffing, and position allocations in FY 2005. Based on the

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<sup>33</sup> For more information about the positive impact of AmeriCorps on members and communities please access [www.nationalservice.org/research/index.html](http://www.nationalservice.org/research/index.html).



results of this review, State and National has modified its business processes to promote more effective customer service, increased program support, and enhanced overall operational efficiency.

- ◆ Successful completion of the rulemaking process resulted in a requirement that one set of performance measures (outputs, intermediate-outcomes and end-outcomes) related to the primary activity of the grantee must be implemented.
- ◆ State and National continues to increase the competitiveness of the application process through the expansion of outreach and refinement of selection criteria, and is thereby increasing the overall quality of funded programs.
- ◆ New grantee match requirements, as identified in the rulemaking process and implemented in FY 2005, require a gradual increase to a one-to-one match level by the tenth year of a grant. This sustainability requirement strengthens the national service field by creating incentives to deepen and broaden grantees' ties with their community and ensures a broader diversity of revenue streams for grantees while expanding their access to non-federal funding.

State and National completed a Program Assessment Rating Tool (PART) reassessment in FY 2005 and demonstrated significant improvement over the initial FY 2002 results. The program was rated “adequate” and given an overall score of 64 percent—an increase of 28 points over the PART review in 2002. The PART reassessment found that the program’s purpose and design, strategic planning and program management were effective in helping to address unmet community needs. Moreover, the PART review endorsed the program’s recently-developed set of outcome-based performance measures, and identified specific measures for which the program is already able to demonstrate impressive results (e.g., number of community volunteers recruited and/or managed).

However, the program has not yet collected enough performance information over time to meaningfully and comprehensively inform the management of the program.

The PART review also recognized the significant improvement made in the program’s financial management, but recommended that the Corporation continue to improve the reliability of the AmeriCorps portfolio planning tool and finalize program control measures. Since the 2002 Anti-Deficiency Act violation, the Corporation has greatly improved the grant and member enrollment award procedures and fully implemented the Strengthen AmeriCorps Program Act of 2003, including using conservative assumptions to calculate education award obligations and to obligate funds for education awards before making grant awards.

The Corporation also has established a reserve fund to protect the Trust’s solvency in the event that actual trust liabilities differ from estimates. The Trust has received three clean audit opinions since 2002 and has implemented a set of controls to further ensure the availability of Trust resources.

PERFORMANCE PLAN

Exhibit 25: State and National's Key Program Performance Measures

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Focus Area</b>							
Mobilizing More Volunteers	(Output) Number of community volunteers generated resulting from program activity	Target	600,000	625,000	900,000	950,000	1M
		Actual	580,000	843,754			
<b>Corporation Goals</b>							
Goal 1: Meeting Critical Needs in Local Communities through Service	(Outcome) Percentage of organizations reporting that assistance provided by AmeriCorps members helped them to increase the number of persons served to a large or moderate extent	Target	N/A	78%	92%	92%	95%
		Actual	75%	92%			
	(Efficiency) Overall resource matching rate for state and national grantees	Target	44%	45%	46%	47%	50%
		Actual	45%	43.3%			
Goal 3: Engaging Americans in a Lifetime of Volunteering and Service	(Outcome) Percentage of AmeriCorps members who use their education award	Target	75%	77%	77%	79%	81%
		Actual	76%	81.6%			
	(Output) Percentage of AmeriCorps members completing their term of service	Target	80%	80%	89%	89%	90%
		Actual	82%	89%			
	(Outcome) Percentage of members who accepted public service employment one year after completing AmeriCorps service <sup>34</sup>	Target	N/A	51%	53%	55%	61%
		Actual	50%	-- <sup>35</sup>			
	(Outcome) Percentage of former state and national members who since completing service have done community service <sup>36</sup>	Target	N/A	85%	86%	87%	90%
		Actual	82%	71%			

<sup>34</sup> Changes in the survey instrument account for the increase in FY 2005. Outyear targets are currently being revised.

<sup>35</sup> Data on this measure for 2005 is unavailable.

<sup>36</sup> Changes in the survey instrument account for the decrease in FY 2005. FY 2004 reflects all forms of civic engagement. FY 2005 reflects only volunteering.

## **SUPPORT FOR CORPORATION STRATEGIC INITIATIVES**

### **Ensuring a Brighter Future for All of America's Youth**

**Performance statement:** Recruit three million mentors to serve youth from disadvantaged circumstances by 2010.

#### **Implementation activities:**

- ◆ Use the FY2006 funding guidelines to strongly encourage applicants to provide mentors and streamline mentoring services for the nation's children and youth from disadvantaged circumstances.
- ◆ Engage more youth from disadvantaged backgrounds as AmeriCorps\*State and National members by 1) emphasizing recruitment of disadvantaged youth in program guidance and in the grant selection process, and 2) by providing training and technical assistance to help grantees engage disadvantaged youth in their programs
- ◆ Partner with MENTOR, a national organization specializing in creating effective tools for organizations that train and deploy mentors.
- ◆ Encourage grantees to develop community volunteering opportunities that will help to strengthen healthy child and youth connections with family, schools, and the community.

### **Mobilizing More Volunteers**

**Performance Statement:** AmeriCorps members will increase the number of community volunteers leveraged, including Baby Boomers and college students, to 950,000 in FY 2007.

#### **Implementation activities:**

- ◆ Continue to support and encourage AmeriCorps grantees to maximize their use of community volunteers to achieve their program goals, primarily through program guidance and the grant selection process.
- ◆ Ensure that existing grantees receive training and technical assistance in volunteer management and, when opportunities for new grants arise, ensure that the program is qualified to manage volunteers.
- ◆ Support volunteer connector organizations by placing AmeriCorps members in the over 500 volunteer centers, Hands On Network and Volunteer Match organizations and other volunteer connector organizations.
- ◆ Support state-based Volunteer Summits to train national service participants in recruiting, training, and managing more volunteers.
- ◆ Connect faith-based and community-based organizations to volunteer efforts by: 1) training members in building effective partnerships with faith-based and community organizations, 2) growing and developing programs and programs that effectively partner with congregations

and other community organizations that supply large numbers of volunteers, and 3) by replicating successful, creative mentoring models.

### **Harnessing Baby Boomers' Experience**

**Performance Statement:** AmeriCorps will maximize the participation and contribution of Baby Boomers in achieving program goals.

#### **Implementation activities:**

- ◆ Support the Corporation's national recruitment and retention campaign to promote Baby Boomer volunteering both in Corporation programs and in the non-profit world in general.
- ◆ Promote and encourage programs through strategic outreach to more effectively utilize Baby Boomer volunteers.

### **Engaging Students in Communities**

**Performance statement:** The program will support the increase of college students engaged in community service from 3.3 million in 2004 to 5 million in 2010.

#### **Implementation activities:**

- ◆ Encourage more colleges and universities to recognize national service by matching the AmeriCorps education award, providing academic credit for service, and offering other incentives to serve.
- ◆ Expand the number of AmeriCorps members directly support colleges and universities in developing student volunteering programs and building/enhancing partnerships with community organizations.
- ◆ Support Corporation efforts to increase the number of colleges and universities that include service-learning in their curriculum.

## **SUPPORT FOR CORPORATION STRATEGIC GOALS**

### **Goal One: Meeting Critical Needs in Local Communities Through Service**

State and National will demonstrate its effectiveness in meeting local community needs by strengthening the ability of state commissions and direct grantees to develop and manage high quality, cost effective programs.

#### **◆ Performance Measures/Targets:**

##### **○ In FY 2007:**

- 90 percent of grantees will achieve their program's performance goals (baseline to be determined in FY 2006 as eGrants/WBRS data integration is completed).
- 92 percent of organizations will report the assistance provided by AmeriCorps members has increased the

number served by a considerable amount over the last 12 months.

- **By FY 2010:**
  - 95 percent of grantees will achieve their program's performance goals.
  - 95 percent of organizations will report the assistance provided by AmeriCorps members have increased the number served by a considerable amount over the last 12 months.

## **Goal Two: Strengthening Communities to Engage Citizens**

State and National will help to strengthen civic engagement in communities across America by maximizing the generation and coordination of community volunteers:

- ◆ **Performance Measures/Targets:**
  - **In FY 2007:** AmeriCorps members will increase the number of community volunteers leveraged, including Baby Boomers and college students, to 950,000.
  - **By FY 2010:** Over one million volunteers will be leveraged annually by AmeriCorps grantees.

## **Goal Three: Engaging Americans in a Lifetime of Volunteering and Service**

State and National will continue its focus on enhancing the lives of Americans dedicated to service by continually improving the member service experience:

- ◆ **Performance Measures/Targets:**
  - **In FY 2007:**
    - 95 percent of former AmeriCorps members will say the skills they learned during their service have helped them greatly or moderately in their community service activities, current job, or educational pursuits.
    - 87 percent of former AmeriCorps members will say they have performed volunteer work since completing their service.
  - **By FY 2010:**
    - 97 percent of former AmeriCorps members will say the skills they learned during their service have helped them greatly or moderately in their current job, educational pursuits, or community service activities
    - 90 percent of former AmeriCorps members will say they have performed volunteer work since completing their service

## AmeriCorps Budget Detail

The following projections and assumptions were used to build the overall FY 2007 AmeriCorps portfolio plan (including State and National, VISTA, and NCCC).

### Number of Members

The Corporation plans to support about 46,900 Member Service Years (MSYs)<sup>1</sup> generated by an estimated 75,000 new AmeriCorps members (including AmeriCorps\*VISTA members) in FY 2007.

The FY 2007 projected State and National portfolio includes:

- ◆ 38 percent Education Award Program (EAP) members. EAP grants will provide \$600 per MSY for operating costs to the grantee,<sup>2</sup> plus an education award for the member. The grantee is responsible for any stipend, but is subject to only minimal reporting requirements.
- ◆ 3,200 Professional Corps members in the National Direct program, 500 greater than the FY 2006 planned level.

### Cost Per Member Service Year

- ◆ The FY 2007 projected average cost per MSY of State and National stipended programs (not including EAP) is about \$9,400, \$300 lower than the projected FY 2006 level. This amount includes the Corporation's share of member support (other than the education award and child care) and program operating costs.
- ◆ Cost per MSY for education awards is estimated at \$2,850. Budgeting for education award costs is detailed in the National Service Trust chapter.

### Prior Year Carryover

The following table details both the sources and planned uses of funds carried over from 2005 to 2006 (dollars in thousands).

Fund Description	Carryover	Source	Planned use
FY 2005 Total Carryover	\$58,411 <sup>3</sup>		
<i>Allowance</i>	10,000	The Corporation established an allowance in FY 2004 due to uncertainties in portfolio assumptions	The Corporation plans to reduce the allowance to \$5M and use the difference for grants in FY 2007
<i>Formula</i>	21,279	States have requested less than full formula allocation for several years in a row	Hurricane relief grants, reserve for FY 2006 Formula needs, carryover to FY 2007
<i>State Competitive</i>	13,892	Deduction from FY 2005 grant awards for unexpended funds	Hurricane relief grants
<i>National Direct</i>	4,510	Deduction from FY 2005 grant awards for unexpended funds	Hurricane relief grants
<i>Tribes</i>	1,639	Tribes applied for less than the available amount in FY 2005	FY 2006 Tribes grants
<i>Territories</i>	1,784	Territories applied for less than the full amount in FY 2005	FY 2006 Territories grants
<i>EAP</i>	526	Demand for EAP grant funds was lower than expected in FY 2005	Carryover to FY 2007
<i>Childcare</i>	2,170	Childcare funding need was overestimated	FY 2006 TTA and FY 2007 carryover
<i>Trust Set Aside</i>	2,611	Funds set-aside for transfer to Trust based on initial AmeriCorps portfolio plan, but were not needed for that purpose	Planned for use in FY 2006

1 A Member Service Year is defined as 1,700 hours, whether provided through full-time, part-time, or reduced part-time service.

2 This represents an increase of \$200 per MSY over the FY 2006 level of \$400 per MSY—an increase designed to address difficulties in attracting and retaining grant applicants.

3 Does not include approximately \$28 million made available for hurricane relief grants through a process called "recoding," because OMB has not apportioned the funds.

## EVALUATION PLAN

### LONGITUDINAL STUDY OF AMERICORPS MEMBERS

Early findings from a longitudinal study of AmeriCorps members<sup>37</sup> were released in late 2004. The study, which has been underway since 1998, includes a nationally representative sample of more than 2,000 AmeriCorps members and compares changes in the outcomes over time to those of similarly interested individuals not enrolled in AmeriCorps. Overall, the study found that participation in AmeriCorps led to many positive and statistically significant impacts on members. Effects of participation were especially strong in the area of civic engagement, a key priority for AmeriCorps.

### NATIONAL PERFORMANCE BENCHMARKING EFFORT

State and National is also currently collecting survey data from grantees and members completing service through the National Benchmarking Initiative. This effort provides annual information on grantees' assessment of the impact of AmeriCorps members on their organizational capacity and ability to serve their communities, and members' assessments of the impact of AmeriCorps on their educational and workplace skills.

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<sup>37</sup> *Serving Country and Community: A Longitudinal Study of Service in AmeriCorps*, conducted under contract to the Corporation by Abt Associates Inc., 2004. An executive summary, fact sheet, and the full report are available at: [www.nationalservice.org/research/index.html](http://www.nationalservice.org/research/index.html)

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## Budget Activity 4: AmeriCorps\*Volunteers in Service to America

Exhibit 26: Summary of Budget Estimates for AmeriCorps\*VISTA (dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Member support				
Subsistence allowance	\$40,041	\$42,051	\$40,157	(\$1,894)
Post-service stipend	2,280	2,353	2,035	(318)
Health care*	13,641	14,700	18,380	3,680
Child care	1,335	1,335	1,300	(35)
Travel, relocation, settling-in cost, etc.	2,620	3,844	3,619	(225)
<i>Subtotal</i>	<i>59,917</i>	<i>64,283</i>	<i>65,491</i>	<i>1,208</i>
Grants**	13,359	11,015	10,527	(488)
Project support	4,634	4,347	4,091	(256)
System Development/Data Analysis	2,661	800	388	(412)
Training and technical assistance (TTA)	12,255	13,586	13,538	(48)
Recruitment	1,414	1,432	1,431	(1)
<b>Total budget authority</b>	<b>\$94,240</b>	<b>\$95,464</b>	<b>\$95,466</b>	<b>\$2</b>
Program administration [direct]:***				
Personnel Compensation	1,552	1,613	1,690	77
Other Expenses	80	131	140	9
Staff FTE	15	16	16	0
Trust fund [non-add]:				
Education award members	5,112	5,396	5,679	283
Education award MSYs	4,452	4,924	4,828	(96)
Education award cost	12,755	14,099	13,089	(1,010)

\*FY 2006 health care costs reflect a one-time savings (reflected as a smaller increase) due to a change in how claims are processed; FY 2006 and FY 2007 levels each include an anticipated 10.4% inflationary increase in health care costs from the prior year.

\*\*FY 2006 Grant levels reflect renewals of FY 2004 year-end grants that did not require renewal funding in FY05; no new grants. FY 2007 reflects FY 2004 grants closing; no new grants.

\*\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

### REQUEST SUMMARY

The FY 2007 budget request provides \$95 million—essentially the same level as the FY 2006 enacted level—to support AmeriCorps\*VISTA's anti-poverty programs with 7,651 members providing service resulting in organizational and community capacity-building.

In FY 2007, AmeriCorps\*VISTA will:

- ◆ Increase VISTA member enrollment by 2.7 percent over FY 2006;

## Budget Activity 4: AmeriCorps\*Volunteers in Service to America

- ◆ Implement effective, lower cost training to strengthen sustainable capacity-building efforts through best practices;
- ◆ Institute new efficiency controls, including increasing accuracy in cost projections and budget implementation; and
- ◆ Partially offset rising health care and subsistence costs through increased cost sharing with VISTA partners.

Exhibit 27: AmeriCorps\*VISTA Vital Statistics

Program Items	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Appropriation (\$000's)	\$93,674	\$93,731	\$94,240	\$95,463	\$95,466
Number of Projects served	1,541	1,355	1,638	1,660	1,660
Number of Members Enrolled	6,754	6,765	6,707	7,452	7,650
Number of Member Service Years	5,569	5,694	5,510	5,719	5,640
Cost per Member Service Year	\$16,820	\$16,461	\$17,103	\$16,692	\$16,926
Average Health Care Cost per Member	\$1,781	\$2,076	\$2,650	\$2,565	\$3,123
Number of Community Volunteers Leveraged*	-	-	140,000	147,000	154,350

\* Targets in FY 2006 and 2007 have been revised based on FY 2005 actuals.

## ABOUT THE PROGRAM

### OVERVIEW

#### Help for Victims of Hurricane Katrina

VISTA volunteers are helping to meet the needs of people affected by Hurricane Katrina by providing support such as the following:

- ◆ Coordinating long-term housing to help evacuees from Red Cross shelters by contacting landlords seeking reduced rent and matching housing units with families;
- ◆ Supporting over 1500 evacuees in Tulsa and organizing more than 53,000 meals;
- ◆ Assisting Rhode Island Emergency Management Agency to prepare for evacuees to be housed at Newport Naval Base; and
- ◆ Supporting 250 evacuee families at the United Methodist Outreach ministries Shelter in Arizona.

Authorized in 1964, AmeriCorps\*VISTA provides full-time volunteers to nonprofit community and faith-based organizations and public agencies to create and expand programs that ultimately bring low-income individuals and communities out of poverty. During 2007, 7,650 VISTA members will leverage human, financial, and material resources to increase the capacity of thousands of low-income communities across the country to solve their own problems.

AmeriCorps\*VISTA sponsoring organizations absorb most of the costs related to project supervision and logistical support. VISTA provides benefits for members and their sponsoring organizations. The concept of self-reliance is fundamental to the VISTA program because sponsoring organizations must plan for the eventual phasing out of VISTA members and absorption of functions by the organization or community.

AmeriCorps\*VISTA embraces the following objectives:

- ◆ **Anti-Poverty Focus**—any private nonprofit organization or public agency with a program idea that is poverty-related in scope and falls within the CNCS mission can apply for a VISTA project. The project's goal addresses helping individuals and communities out of poverty.
- ◆ **Community Empowerment**—Organizations must ensure that each project engages residents of the low-income community in planning, developing, and implementing the project to ensure that it is

responsive and relevant to low-income residents' ownership and self-help initiatives, tapping inherent community strengths.

- ◆ **Capacity-Building**—VISTA achieves its mission by assigning members to organizations to expand the ability of those organizations and local communities to fight poverty. Through activities such as community organizing, asset development, fundraising, volunteer recruitment and management, and outreach, VISTA members mobilize community resources and increase the capacity of organizations and communities to better address the needs of the communities and citizens they serve.
- ◆ **Sustainable Solutions**—VISTA members help organizations and communities address a new program area or enhance an existing program area related to their mission. However, it is crucial to the concept of local self-reliance that organizations plan for the eventual phase out of VISTA members and the absorption of their functions by other facets of the organization or community.

### Program Impact

Through efforts such as resource development, recruiting/leveraging volunteers, building coalitions, and facilitating community involvement, VISTA members build the capacity of the organizations and communities in which they serve. As evidence of this impact, 66 percent of organizations in which VISTA members served in 2004 stated that the projects have been “very successful.”

### Program Accomplishments

Through capacity-building efforts such as fundraising, volunteer recruitment, and training, VISTA members contribute to their sponsoring organization's and host community's ability to positively impact low-income individuals and families. For example, throughout 2005 VISTA:

- ◆ Supported 548 financial asset development projects, with 2,259 members serving in areas such as home ownership, individual development accounts, micro enterprise development, technology access, and job training.
- ◆ Supported the Faith-Based and Community Initiative with 2,884 members in 690 distinct projects.

### Management Improvements

In FY 2007, AmeriCorps\*VISTA will implement three key strategies to more effectively support building community capacity while growing the program in a cost-effective manner: enhanced training and technical assistance for VISTA members and sponsors; expanded systems to measure program performance; and enhanced program planning and management, including continued expansion of non-Corporation program funding.

#### *Implement Enhanced Training and Technical Assistance*

Historically, the bulk of VISTA training has focused on members, with two-thirds of the costs covering travel/lodging for face-to-face events. Using the results of a Training and Technical Assistance survey, VISTA began shifting away from these higher cost models, investing in the development of client-

centered training and technical assistance (TTA) tools that address local community, organization and member needs, and can be delivered via a variety of cost-effective methods. For more detailed information on VISTA's training strategy, please see Appendix F.

### *Expand Systems to Measure Program Performance*

#### **Compliance Monitoring**

In fiscal 2007, VISTA will complete the transition of all its program portfolio to an agency-wide risk-based system for project monitoring and oversight. The protocols for assessing risk and establishing monitoring plans for these grants will be consistent with those established for all CNCS grant programs.

#### **Performance Measurement**

In FY 2006, VISTA plans to fully implement a performance measurement requirement for its project sponsors. Projects applying for renewal agreements, as well as new project applicants, are required to identify performance measures and a primary goal for their project. This strategy includes providing enhanced technical assistance tools for sponsoring organizations and communities to increase their capacity to implement successful anti-poverty programming.

Performance measurement provides VISTA projects with a variety of benefits including:

- ◆ Helping to document their program's achievements and legacy;
- ◆ Serving as a yardstick/assessment tool for identifying progress and planning for improvement in order to enhance the project's impact on the community; and
- ◆ Helping projects achieve sustainability by demonstrating effectiveness to future funders – from foundations and public agencies.

### *Enhance Program Planning and Management*

The pressures of increasing costs balanced with a growing community network of members and projects drives VISTA's goal to be more efficient in using appropriated funds while continuing to provide higher levels of quality programming and program/member support. FY 2007 strategies illustrate a range of these efficiencies—the first being the enhanced T/TA model outlined above.

In FY 2007, VISTA completes its transition to more effective member healthcare payment and processing. Historically, invoices were linked to the fiscal year the claim occurred. In FY 2006, VISTA will begin linking the claim to the year it was “approved” by the contractor, thereby eliminating long gaps of time between when the claim was incurred, when it was sent in for payment and when it was approved. This processing change enables us to more accurately estimate costs, thereby using appropriated funds more effectively. A one-time shift of costs from FY 2006 to FY 2007 occurs due to the transition period.

Finally, VISTA continues to expand financial partnerships with non-Corporation sources, increasing the total “cost-share” investment from 12% of total member service years (MSYs) in FY 2005 to 15% in FY 2007, an increase



VISTA member Erin Gregory developed microenterprise programming for Appalachian FCU, Berea KY. (Photo courtesy: NCFDCU)

## Budget Activity 4: AmeriCorps\*Volunteers in Service to America

of more than \$2.5 million. This investment does not include the millions in local matching and resource generation, but is cash investment in VISTA programming at the local level. FY 2007 cost-share policies will be based upon the results of a FY 2006 study identifying the factors associated with a community's ability to cost share. This informed policy will ensure communities will not be denied access to VISTA resources solely based upon an inability to directly invest in the program.

### PERFORMANCE PLAN

Exhibit 28: AmeriCorps\*VISTA Key Program Performance Measures\*

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Strategic Focus Areas</b>							
Ensuring a Brighter Future for All of America's Youth	(Output) Number of youth, including children of prisoners, mentored as a result of VISTA programs	Target		4,500	6,500	7,000	10,000
		Actual		6,126			
	(Output) Number of youth serving as community volunteers as a result of VISTA programs	Target	Measure under development				
		Actual	Measure under development				
Mobilizing More Volunteers	(Output) Number of community volunteers recruited by VISTA members	Target		N/A	147,000	154,350	180,000
		Actual		140,000			

\*Targets and actuals reflect the number of project sponsors only, and not all organizations that benefit from VISTA service. Actual is lower than target due to intentional increase of intermediary organizations [fewer projects with more members].

Budget Activity 4: AmeriCorps\*Volunteers in Service to America

(Continued from previous page)

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Other Corporation Goals</b>							
Goal 1: Meeting Critical Needs in Local Communities	(Output) Number of ex-offenders served through the efforts of VISTA programs.	Target		7,000	7,590	8,349	10,000
		Actual		6,900			
Goal 2: Strengthening Communities to Engage Citizens	(Outcome) Percent of organizations reporting that member services helped them increase the numbers of people served by expanding their program or services, offering new programs or services, and/or improving infrastructure.	Target		90%	90%	90%	90%
		Actual		Data Avail. In 2006			
	(Outcome) Percent of organizations reporting services of members "considerably helped" or "moderately helped" the organization to develop financial and non-financial resources.	Target		62%	65%	65%	70%
		Actual		Data Avail. In 2006			
	(Outcome) Percent of total service years supported by projects sharing costs of VISTA members.	Target	11%	12%	13%	15%	20%
		Actual	11%	12%			
	(Output) Increased percent of VISTA programs that support the most economically distressed and rural communities	Target					
		Actual					Measure under development
Goal 3: Engaging Americans in a Lifetime of Volunteering and Service	(Output) Percent of former members who, after conclusion of their service, have exhibited a high level of community participation	Target		90%	90%	90%	90%
		Actual		Data Avail. In 2006			

## SUPPORT FOR CORPORATION STRATEGIC FOCUS AREAS

### Ensuring a Brighter Future for All of America’s Youth

**Performance Statement:** AmeriCorps\*VISTA will provide opportunities for children and youth from (or in) disadvantaged circumstances, by increasing the number of children mentored from 6,200 to 10,000, with a focus on children of prisoners. AmeriCorps\*VISTA will accomplish this using the listed strategies.

Exhibit 29: Ensuring a Brighter Future for All of America’s Youth

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing the number of mentors serving youth, particularly juvenile offenders and children of incarcerated parents</li> <li>◆ Increasing partnerships between program sponsors and non profit/public entities engaged in youth services</li> <li>◆ Increasing the number of youth serving full time or part time as AmeriCorps*VISTA members and/or community volunteers</li> <li>◆ Improving the professional and job skills of youth serving through national service programs</li> <li>◆ Increasing the number of youth served through AmeriCorps*VISTA programs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Participate in targeted promotional recruitment and outreach efforts to attract youth to national service</li> <li>◆ Increase the number of AmeriCorps*VISTA program sponsors who are developing mentoring programs for youth</li> <li>◆ Implement Summer Associates Program aimed at engaging youth in national and sustained community service</li> <li>◆ Develop/provide training and technical assistance that                             <ul style="list-style-type: none"> <li>a) Focuses on skills needed to overcome key barriers in recruiting, leveraging and placing mentors</li> <li>b) Increases sponsor and nonprofit partner capacity to effectively youth in service, including providing youth leadership opportunities</li> <li>c) Develops members’ skills and awareness in recruiting and retaining mentors</li> </ul> </li> <li>◆ Continue providing ongoing support and services to AmeriCorps*VISTAs incorporating increases in numbers of members serving in this area</li> </ul>

### Mobilizing More Volunteers

**Performance Statement:** AmeriCorps\*VISTA will improve the capacity of communities and organizations to effectively recruit and engage community volunteers resulting in an increase in the number of volunteers serving youth from 140,000 to more than 180,000, and an increase (from 82 to 95 percent) in the number of volunteer management organizations indicating the services of VISTA members considerably or moderately helped the organization leverage volunteers. Additionally, 90 percent of former members will exhibit a high level of community participation after conclusion of their service.

Exhibit 30: Mobilizing More Volunteers

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing the number of community volunteers recruited by VISTA</li> <li>◆ Increasing the number of hours donated by community volunteers</li> <li>◆ Increasing the percentage of organizations with community volunteer management as part of their outcomes that report that the service of VISTA members “considerably helped” or “moderately helped” the organization to leverage additional community volunteers</li> <li>◆ Increasing the percentage of former members who, since they concluded service, have exhibited a high level of community participation</li> <li>◆ Increasing sponsor and non-profit capacity to effectively use VISTA to achieve sustainable results</li> <li>◆ Increasing the number of program/project staff demonstrating new competency in effectively engaging members and community volunteers to address local issues in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ensure that training and technical assistance materials related to volunteer generation and management are available from our TA providers</li> <li>◆ Provide curriculum and support materials for VISTA sponsors and members that reflect constituent targeted information (e.g., Baby Boomers, Disadvantaged Youth)</li> <li>◆ Execute a targeted outreach campaign to rural communities, community-based organizations, and faith-based organizations on program development, member recruitment, community volunteer recruitment, and sustainability</li> <li>◆ Develop partnerships with federal, public, and private organizations to leverage VISTA resources and expand program and outreach resources</li> <li>◆ Emphasize projects directed toward supporting volunteer connectors in members to develop skills and awareness in recruiting and retaining community volunteers</li> <li>◆ Conduct research and analysis related to rural initiatives</li> <li>◆ Continue providing ongoing support and services to AmeriCorps*VISTAs incorporating increases in numbers of members serving in this area (particularly in rural communities)</li> </ul>



### Harnessing Baby Boomers' Experience

**Performance Statement:** AmeriCorps\*VISTA will be established as a civic engagement leader in attracting Baby Boomers to service and volunteering, and will look to the Boomer population to successfully meet VISTA's key performance measure goals.

Exhibit 31: Harnessing Baby Boomers' Experience

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing the number of Baby Boomers serving as AmeriCorps*VISTA members and/or as community volunteers recruited through AmeriCorps*VISTA programs</li> <li>◆ Increasing the number of sponsoring organizations enrolling Baby Boomers</li> <li>◆ Increase sponsor and nonprofit partner capacity to effectively engage Baby Boomer volunteers</li> </ul>	<ul style="list-style-type: none"> <li>◆ Participate in Corporation-wide multifaceted boomer promotional and recruitment campaign that:                             <ul style="list-style-type: none"> <li>a) Includes some segmenting to different types of Boomers and acknowledges diversity within boomers</li> <li>b) Devotes targeted resources toward recruitment and outreach of Baby Boomers as members and as community volunteers</li> </ul> </li> <li>◆ Develop training and technical assistance that focuses on:                             <ul style="list-style-type: none"> <li>a) Skills needed to overcome key barriers in recruiting and placing Boomers</li> <li>b) Nonprofit readiness to appeal to the Boomer volunteer with action steps to help organizations shift from the "greatest generation" volunteers to the Boomer volunteers</li> </ul> </li> <li>◆ Continue providing ongoing support and services to AmeriCorps*VISTAs incorporating increases in numbers of members serving in this area</li> </ul>

### Engaging Students in Communities

**Performance Statement:** AmeriCorps\*VISTA will be established and perceived as a key resource in increasing the number of college students who engage in community services, and will look to the higher education population as a partner in successfully meeting VISTA's performance measure goals.

Exhibit 32: Engaging Students in Communities

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing the number of college students who engage in community service</li> <li>◆ Increasing the number of campus-affiliated VISTA-supported projects</li> <li>◆ Increasing the capacity of higher education institutions to coordinate and support student service, and to collaborate with nonprofit community and faith-based organizations and volunteer connectors</li> </ul>	<ul style="list-style-type: none"> <li>◆ Implement Summer Associates program with intentional higher education partnerships</li> <li>◆ Develop training and technical assistance that focuses on:                             <ul style="list-style-type: none"> <li>a) Skills needed to overcome key barriers to higher education/community service partnerships</li> <li>b) Higher education and non profit readiness to effectively engage community volunteers from both sectors</li> </ul> </li> </ul>

## SUPPORT FOR CORPORATION STRATEGIC GOALS

### Goal One: Meeting Critical Needs in Local Communities Through Service

#### *Emergency Preparedness and Disaster Relief*

**Performance Statement:** AmeriCorps\*VISTA will be an important resource in the building of community capacity to support the nation’s emergency preparedness and disaster relief efforts.

Exhibit 33: Emergency Preparedness and Disaster Relief

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing the number of organizations demonstrating new competency in effectively engaging VISTA members and community volunteers to address emergency preparedness and disaster relief issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ Provide guidance on replicable program models to sponsors and relevant partners</li> <li>◆ Develop training and technical assistance products that focus on the skills needed to address emergency preparedness and disaster relief issues</li> <li>◆ Provide support to new and existing AmeriCorps*VISTA projects working in emergency preparedness and disaster relief</li> </ul>

#### *Support to Rural and Distressed Communities*

**Performance Statement:** AmeriCorps\*VISTA will be a key resource for organizations in rural and distressed communities to help build sustainable infrastructure which supports the engagement of civic capacity to address local economic and asset development needs.

Exhibit 34: Support to Rural and Distressed Communities

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increasing VISTA programs that support the most economically distressed and rural communities</li> <li>◆ Developing sponsor and nonprofit partner capacity to effectively use VISTA members to address rural issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ Capture information from demonstration projects that explore various program models and develop best practices</li> <li>◆ Develop training and technical assistance products that focus on the skills needed to address issues faced by rural communities, particularly in financial asset development</li> <li>◆ Issue policy guidance highlighting rural communities as a priority area for future programming, with an emphasis on economic and financial asset development</li> <li>◆ Increase grant funds to support more projects with rural transportation needs</li> <li>◆ Conduct an evaluation of rural initiatives</li> <li>◆ Provide support to new and existing AmeriCorps*VISTA projects working in rural and distressed communities</li> </ul>

*Support for Senior Independent Living*

**Performance Statement:** AmeriCorps\*VISTA will play a key role in helping low-income elderly remain free of poverty and isolation, and experience an increase in quality of life.

Exhibit 35: Support for Senior Independent Living (Goal One)

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Supporting VISTA programs that provide transportation, home health care alternatives, other health and nutrition needs and housing modifications to help low income seniors overcome shut-in/dependence situations</li> <li>◆ Developing sponsor and nonprofit partner capacity to effectively use VISTA members to address elder issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ Develop training and technical assistance products that focus on the skills needed to address elder issues.</li> <li>◆ Issue policy guidance encouraging Seniors in Poverty as a priority area</li> <li>◆ Provide resources to support existing and new VISTA projects working to support low-income elderly</li> </ul>

**Goal Two: Strengthening Communities to Engage Citizens**

*Support to Faith-based and Community Organizations*

**Performance Statement:** AmeriCorps\*VISTA will remain a key vehicle for supporting faith-based and community organizations to address community needs.

Exhibit 36: Support to Faith-based and Community Organizations (Goal Two) Implementation Activities

Goals	Strategies
<ul style="list-style-type: none"> <li>◆ Increase efforts to partner with faith based and community organizations that mentor children of prisoners, or serve ex-offenders, particularly in rural areas</li> <li>◆ Increase the number of project sponsors and mentors working with children of prisoners and prisoner reentry programs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Develop training and technical assistance products to provide skills needed to overcome key barriers in providing services to children of prisoners and ex-offenders</li> <li>◆ Conduct research on AmeriCorps*VISTA engagement with faith based and community organizations to better inform future programming and policy</li> <li>◆ Continue to leverage resources from key federal partners to support the efforts of faith based and community organizations serving children of prisoners and prisoner reentry programs</li> <li>◆ Provide resources to support existing and new VISTA programs working with faith based and community organizations</li> </ul>

## **NATIONAL PERFORMANCE BENCHMARKING INITIATIVE**

VISTA is currently collecting survey data from grantees, members completing their service, and end beneficiaries of AmeriCorps programs. Among other things, these surveys will regularly measure:

- ◆ Effectiveness of VISTA in helping project sponsors increase their capacity by leveraging community volunteers and building service partnerships;
- ◆ Effect of VISTA service on members' education, careers, and lifelong civic engagement; and
- ◆ Member satisfaction with their VISTA service experience.

## **VISTA FORTY-YEAR STUDY OF VOLUNTEERING IMPACTS**

VISTA is in the process of conducting a study to assess the long-term effects of participation in the VISTA program. The study seeks to gather information from former members and volunteers going back through the 40 years of the program's history. The study is currently in the data collection phase and we anticipate having preliminary results by late 2006.

## **EVALUATION OF FAITH-BASED AND COMMUNITY INITIATIVES**

VISTA enters the third year of evaluating projects within its Faith-Based and Community initiatives portfolio. The study assesses how and to what extent VISTA resources increased the capacity of organizations to provide services specific to their intended goals and outcomes. The study also evaluates project processes and identifies common performance indicators within the faith-based and community initiatives portfolio, thereby aggregating projects' collective impact within this strategic area.

## Budget Activity 5: National Senior Service Corps

Exhibit 37: Summary of Budget Estimates for Senior Corps (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Retired and Senior Volunteer Program (RSVP) Budget Authority	\$58,528	\$59,685	\$59,685	\$0
Foster Grandparent Program (FGP) Budget Authority	111,424	110,937	110,943	6
Senior Companion Program (SCP) Budget Authority	45,904	46,964	46,964	0
<b>Total Budget Authority</b>	<b>\$215,856</b>	<b>\$217,586</b>	<b>\$217,592</b>	<b>\$6</b>
Program Administration [direct]:*				
Personnel Compensation	1,113	1,293	1,297	4
Other expenses	39	43	44	1
Staff FTE	11	11	12	1

\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

### REQUEST SUMMARY

The FY 2007 budget requests \$217.6 million for the Senior Corps, the same as the FY 2006 enacted level.

The FY 2007 request will provide the following support for Senior Corps programs:

- ◆ Continued services at the same level as FY 2006, with approximately 500,000 Senior Corps volunteers;
- ◆ Continued training and technical assistance opportunities for all Senior Corps projects.
- ◆ Continued investment in the Corporation's Baby Boomer initiative at the FY 2006 level.

Exhibit 38: Senior Corps Vital Statistics

Program Statistics	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Number of federally funded CNCS awards/grantees	1,263	1,272	1,272	1,272	1,272	1,272
Average federal award/grant						
Retired and Senior Volunteer Program (RSVP)	\$71,987	\$75,046	\$74,348	\$76,283	\$77,840	\$77,840
Foster Grandparent Program (FGP)	317,299	330,996	329,382	335,400	333,890	333,890
Senior Companion Program (SCP)	228,703	236,938	236,153	233,270	238,732	238,732
Number of direct volunteers						
RSVP	484,600	468,600	447,514	439,650	440,950	440,950
FGP	30,900	32,500	31,506	31,550	31,420	31,420
SCP	16,200	16,500	16,275	16,250	16,350	16,350
<i>Total Senior Corps</i>	<i>531,700</i>	<i>517,600</i>	<i>495,295</i>	<i>487,450</i>	<i>488,720</i>	<i>488,720</i>

## ABOUT THE SENIOR CORPS PROGRAMS

### OVERVIEW

The Senior Corps’ three programs, RSVP (Retired Senior Volunteer Program), Foster Grandparent Program (FGP), and Senior Companion Program (SCP), enable volunteers age 55 and over to meet the needs of their communities and benefit from a meaningful volunteer experience. In FY 2005, Senior Corps volunteers provided approximately 120 million hours of service. Senior Corps volunteers mentored “at-risk” children and teenagers; modeled parenting skills to adolescent mothers; cared for premature infants and children with disabilities; enabled frail seniors to stay living in their own homes by helping them with daily living tasks and providing companionship, as well as providing respite for the primary caregivers; coordinated blood drives; organized Neighborhood Watch programs; provided business and technical expertise to local community groups; and helped meet many other critical community needs. While federal funds supply about two-thirds of Senior Corps projects’ funds, grantees generate about one-third of their project funding from non-federal sources.

Each of the three Senior Corps programs has distinct characteristics and fills a niche in the volunteer delivery systems in communities nationwide.

### PROGRAM IMPACT/ACCOMPLISHMENTS

Information on program impacts and accomplishments is provided in the program sections that follow.

### MANAGEMENT IMPROVEMENTS

The Corporation will continue to improve the management of the Senior Corps programs to increase program accountability and provide more cost effective and responsive service to the grantees, individuals and organizations served, as well as to the senior volunteers, through activities such as the following:

- ◆ Senior Corps has taken steps to increase Volunteer Service Year (VSY) production in the SCP and FGP programs. A new policy facilitates the

## Budget Activity 5: National Senior Service Corps

redistribution of VSYs from under-performing programs to those with waiting lists. In FY 2005, a total of 87 FGP VSYs and 36 SCP VSYs have been permanently redistributed.

- ◆ We have also developed a system for redistribution of temporary VSYs to be funded from aggregated unexpended grant funds.
- ◆ The Corporation implemented a new standardized risk-based compliance monitoring system that ensures both more priority monitoring of those projects at higher risk of management problems and regular monitoring of all projects at least every four years.
- ◆ Customer service to Senior Corps grantees will continue to improve through the implementation of key enhancements to the Corporation's grants management system, eGrants.

### Focus on Program Support

This budget request includes \$824,000 for recruitment and retention and \$1,627,000 for training and technical assistance. Details are provided below.

#### Exhibit 39: Recruitment and Retention Priorities for FY 2007

Activities	RSVP	FGP	SCP	Total
Public awareness campaign to attract Baby Boomers and other communications support for publications, media outreach & support	\$409,230	\$99,600	\$165,275	\$674,105
Fullfillment activities for distribution of materials to local projects	60,270	16,900	22,725	99,895
Web based recruitment system	30,500	7,500	12,000	50,000
<b>Total Estimated for FY 2007</b>	<b>\$500,000</b>	<b>\$124,000</b>	<b>\$200,000</b>	<b>\$824,000</b>

#### Exhibit 40: Training and Technical Assistance Priorities for FY 2007

Activities	RSVP	FGP	SCP	Total
<b>Training Logistics Support</b> —Support for Senior Corps Project Director participation in cluster, state and multi-state events	\$50,000	\$20,000	\$15,000	\$85,000
<b>Competency Training &amp; TA</b> —includes volunteer recruitment & development, leveraging additional volunteers, community engagement, resource & fund development, performance measurement & evaluation, financial & grants management, and eGrants.	\$500,000	\$86,000	\$167,000	\$753,000
<b>The Resource Center</b> —a platform for “knowledge management” of all training and technical assistance resources on service and volunteering including interactive web-based resources and an information clearinghouse.	\$260,000	\$34,000	\$70,000	\$364,000
<b>Special Focus Areas</b> —Provide grantees with expertise in priority areas such as recruiting college student volunteers, independent living, mentoring	\$214,000	\$48,000	\$121,000	\$383,000
<b>Other Activities</b>				
Miscellaneous-Invitational Travel, printing etc.	\$22,000	\$10,000	\$10,000	\$42,000
<b>Total Estimated for FY 2007</b>	<b>\$1,046,000</b>	<b>\$198,000</b>	<b>\$383,000</b>	<b>\$1,627,000</b>

## EVALUATION PLAN

To provide a more comprehensive assessment of the Senior Corps programs' end outcomes, the Corporation implemented its National Performance Benchmarking effort, including surveying Senior Corps volunteers, the volunteer stations where they serve, the grantees through which projects are conducted and the people and organizations that benefit from the volunteers' service. Similar surveys will be conducted in FY 2007 that will retest the progress made toward meeting key performance goals. In addition, the Corporation will expand the use of operational data and data reported by all grantees to assess progress in achieving key management goals and identifying areas for management and program improvement.



**RETIRED AND SENIOR VOLUNTEER PROGRAM**

Exhibit 41: RSVP Budget Summary (dollars in thousands)

Budget/Program Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Grants to projects				
Continuing Grants	\$56,165	\$56,795	\$57,913	\$1,118
Administrative Cost Increase	468	733	0	-733
Programs Of National Significance Expansions	123	385	0	-385
New Projects				0
<i>Subtotal, grants to projects</i>	<i>56,756</i>	<i>57,913</i>	<i>57,913</i>	<i>-</i>
Recruitment and retention	541	500	500	0
Grants.gov/eGrants Support	223	226	226	0
Training & Technical Assistance	1,008	1,046	1,046	0
<b>Total RSVP Budget Authority</b>	<b>\$58,528</b>	<b>\$59,685</b>	<b>\$59,685</b>	<b>\$0</b>

Since 1971, Retired and Senior Volunteer Program (RSVP) volunteers have provided a wide array of community services, including health and nutrition, other human needs, education, and community and economic development to nonprofit organizations in their communities.

Building on the original purpose of the program—to enhance the quality of life for older Americans—RSVP adopted a dual mission in 1998 to focus volunteer resources on meeting needs identified by communities and to deliver a high quality volunteer experience. One anticipated consequence of this dual mission is a decline in RSVP volunteer numbers over the past several years, which we believe will be temporary and self-correcting, as RSVP evolves from a program historically focused on the volunteer experience to a program increasingly directed by the Congress and the Corporation to expand to outcome-based programming and volunteer assignments with performance measures. Consequently grantees incorporate volunteer assignments, such as mentoring children of prisoners, conducting environmental activities, and assisting with homeland security assignments, that have a demonstrable impact and provide volunteers with high quality volunteer experiences rather than simply recruiting large numbers of volunteers for more traditional activities, such as nutrition programs, and mailings. Often the RSVP projects encourage volunteer stations to sponsor established volunteer activities without continued RSVP project involvement.

RSVP offers the most flexibility of service among the Senior Corps programs. Volunteers choose how, where, and how often they want to serve. Commitments range from a few hours a week to 40 hours per week, depending on the volunteers’ interests and the agency’s needs. Volunteers are eligible to receive reimbursement for mileage and insurance coverage while on assignment, but do not receive monetary incentives or stipends.

**Help for Victims of Hurricane Katrina**

RSVP programs such as the following are helping to meet the needs of people affected by Hurricane Katrina:

- ◆ Brazos Valley Council of Governments RSVP in College Station, Texas, is supporting the volunteer efforts for two shelters that are full to capacity. RSVP volunteers are assisting individuals with special needs and helping the local Red Cross respond to calls. They are also coordinating the caravan of food, goods donations, and other services with the Salvation Army and United Way.
- ◆ Colbert County RSVP in northwest Alabama, which was established as a Homeland Security RSVP project in 2002, is serving as the point of contact for evacuees seeking temporary housing in that county. The Red Cross, Salvation Army, and United Cares are all referring evacuees to RSVP for assistance with temporary housing.

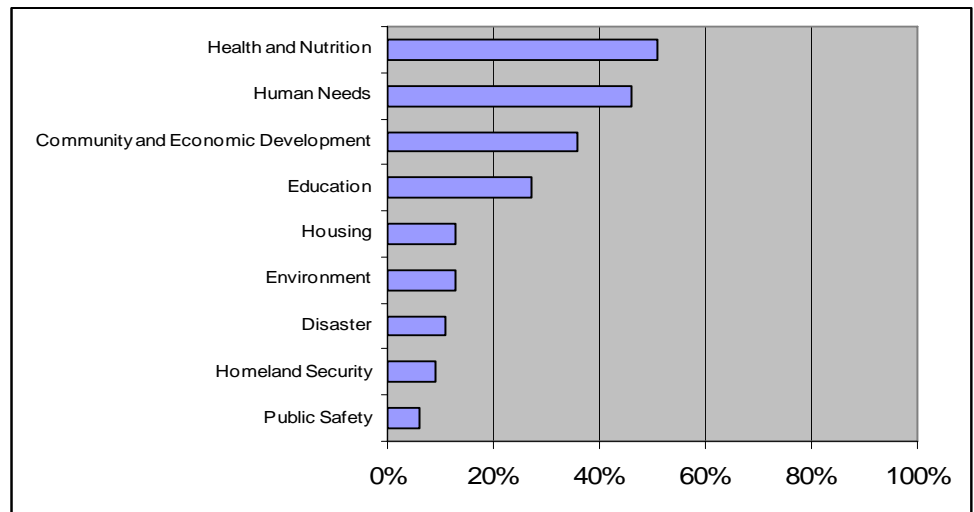
## RSVP IMPACTS

- ◆ 73 percent of volunteer station supervisors reported that RSVP volunteers helped them increase the quality of service they offer (40 percent to a great extent; 33 percent to a moderate extent);
- ◆ 76 percent of volunteer station supervisors reported that RSVP volunteers assisted significantly with recruitment of community volunteers (29 percent to a great extent; 47 percent to a moderate extent);
- ◆ Most RSVP volunteers indicated that involvement with the program led to decreased isolation by making them feel closer to their community (39 percent strongly agreed; 59 percent agreed) and helping them to make more friends or close acquaintances (37 percent strongly agreed; 61 percent agreed);
- ◆ Over 90 percent indicated that they had experienced personal growth through the program; and
- ◆ 32 percent of RSVP volunteers said they learned new skills and knowledge through the program,

## RSVP ACCOMPLISHMENTS

In FY 2005, over 448,000 RSVP volunteers contributed 78.1 million hours of service through the 780 organizations that received RSVP grants from Corporation and non-Corporation resources.

**Exhibit: Percentage of RSVP Volunteer Stations by Service Activity**  
(2004 data; projects may support more than one category of service activity)



During FY 2004, under the RSVP program:

- ◆ 2,400 volunteers spent 358,000 hours providing natural disaster preparedness training (such as Red Cross training) to 18,700 people;
- ◆ 3,700 RSVP volunteers spent a total of 84,700 hours assisting in providing immunizations to 348,000 people in clinics, hospitals, and other community-based settings;

# Budget Activity 5: National Senior Service Corps

- ◆ 5,000 RSVP volunteers spent 22,700 hours coordinating or participating in rehabilitation services for 35,500 adult offenders/ex-offenders;
- ◆ Volunteers helped almost 5,400 children of incarcerated parents and almost 24,000 offenders and ex-offenders; and
- ◆ 10 percent of RSVP sponsors were faith-based organizations.

## RSVP PERFORMANCE PLAN

Exhibit 42: RSVP Key Performance Measures

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Focus Areas</b>							
Ensuring a Brighter Future for All of America's Youth	(Output) Number of children of prisoners mentored	Target			3,176	3,176	7,052
		Actual	1,620	2,870			
Mobilizing More Volunteers	(Output) Number of community volunteers recruited by RSVP volunteers	Target			35,000	39,000	60,000
		Actual	42,500	27,394			
	(Output) Percent of volunteer station supervisors who reported that RSVP volunteers assist significantly with recruitment of community volunteers	Target		N/A	Great extent: 40% Moderate: 60%	N/A	Great extent: 60% Moderate: 40%
		Actual	Great extent: 29% Moderate: 47%	N/A (Survey conducted every other year)			
Harnessing Baby Boomers' Experience	(Output) Number of Baby Boomers serving in RSVP	Target			23,848	23,848	49,980
		Actual	23,100	23,252			
Engaging Students in Communities	(Output) Number of RSVP volunteers placed to support service-learning in K-12 and higher education	Target			2,000	2,000	2,000
		Actual	N/A	1,700			

(Continued from previous page)

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Corporation Goals</b>							
Goal 1: Meeting Critical Needs in Local Communities Through Service and Volunteering	(Outcome) Percent of volunteer station supervisors who reported that RSVP volunteers helped them increase the quality and scope of core services they offer to help meet local needs	Target		N/A	Great extent: 65% Moderate: 30%	N/A	Great extent: 70% Moderate: 30%
		Actual	Great extent: 40% Moderate: 33%	N/A (Survey conducted every other year)			
	(Output) Number of adults in need of independent living services served by RSVP	Target			37,000	39,000	42,000
		Actual	35,100	35,100			
Goal 3: Engaging Americans in a Lifetime of Volunteering and Service Goal	Percent of RSVP volunteers indicating that their volunteer assignment decreased isolation by: a) Making them feel closer to community b) Helping them make new friends	Target			a) 95% b) 95%	N/A	a) 95% b) 95%
		Actual	a) 99% b) 98%	N/A (Survey conducted every other year)			

### Support for Corporation Strategic Initiatives

#### *Ensuring a Brighter Future for All of America's Youth*

**Performance Statement:** Increase the number of children of prisoners mentored from 1,620 in 2004 to more than 3,000 in 2007.

#### **Implementation Activities:**

- ◆ Devote 25 percent of new 2006 RSVP funds to augment services for mentoring children and youth
- ◆ Provide RSVP grantees and other partners with training and technical assistance on working with children of prisoners.

#### *Harnessing Baby Boomers' Experience*

RSVP is establishing itself as a leader in the volunteer sector with respect to attracting, placing, and developing nonprofit capacity to benefit from the skills and experience of Baby Boomers.

**Performance Statement:** Increase the number of Baby Boomers serving in RSVP from 23,000 in 2004 to nearly 24,000 in 2007.

### **Implementation Activities**

- ◆ Play lead role in a Baby Boomer focused recruitment and outreach campaign
- ◆ Work with partners from the nonprofit, government, for profit sectors to build awareness of and roles for Baby Boomer volunteers.

#### *Mobilizing More Volunteers*

**Performance Statement:** Increase the number of community volunteers recruited by RSVP volunteers from 27,300 in 2005 to 39,000 in 2007.

### **Implementation Activities**

- ◆ Continue to provide grants to existing volunteer centers and other volunteer connector organization sponsors
- ◆ Develop effective models where volunteers serve as volunteer coordinators
- ◆ Increase the number RSVP volunteers placed to recruit community volunteers
- ◆ Increase the capacity of RSVP grantees to effectively prepare RSVP volunteers to serve as volunteer coordinators and managers
- ◆ Focus 25 percent of funds available for new competition in 2006 on RSVP volunteers placed to recruit and help manage volunteers
- ◆ Provide RSVP grantees and other partners with training and technical assistance on volunteer leveraging
- ◆ Share effective practices and examples of success to inform the field

#### *Engaging Students in Communities*

**Performance Statement:** Increase the number RSVP volunteers placed specifically to help expand service-learning in K-12 and higher education settings from 1,700 in 2005 to 2,000 in 2007.

### **Implementation Activities**

- ◆ Make RSVP volunteer service-learning focused assignments a priority element of new RSVP grant augmentations.
- ◆ Provide RSVP grantees and other partners with training and technical assistance on recruiting college students as volunteers.

### **Support for Other Corporation Goals**

#### *Goal One: Meeting Critical Needs in Local Communities to Engage Citizens*

RSVP volunteers will continue to direct their service to a wide variety of needs and priorities, including disaster preparedness and response; adult education; English as a second language (ESL); placing retired professionals to assist struggling nonprofits; or conducting public safety patrols. The flexibility of RSVP is one of its greatest strengths as resource to local communities, its ability to quickly retool to support an emerging priority.

**Performance Statement:** Increase the percentage of volunteer station supervisors who report that RSVP volunteers helped them increase the quality and scope of core services they offer

**Implementation Activity:** Continue to increase the percentage of RSVP volunteers serving in outcome-based assignments.

*Goal Three: Engaging Americans in a Lifetime of Volunteering and Service*

RSVP will continue to provide high quality and fulfilling experiences for its volunteers and will focus on designing volunteer opportunities that attract Baby Boomers.

**Performance Statement:** Maintain the high percentages of volunteers reporting that their RSVP experiences improve quality of life.

**Implementation Activities:** Use the results of volunteer surveys and research on Baby Boomer attitudes and interests to ensure that RSVP assignments appeal to the new generation of senior volunteers.

**FOSTER GRANDPARENT PROGRAM**

Exhibit 43: FGP Budget Summary (dollars in thousands)

Budget/Program Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request (Decrease)	Increase/ Decrease
Grants to Projects				
Continuing grants	\$109,583	\$110,519	\$110,519	\$0
Administrative cost increase	910	0	0	0
Programs of national significance expansions	503	0	0	0
<i>Subtotal, grants to projects</i>	<i>110,996</i>	<i>110,519</i>	<i>110,519</i>	<i>0</i>
Recruitment and retention	131	124	124	0
Grants.gov/eGrants support	101	102	102	0
Training & Technical Assistance	196	192	198	6
<b>Total FGP Budget Authority</b>	<b>\$111,424</b>	<b>\$110,937</b>	<b>\$110,943</b>	<b>\$6</b>

Since 1965, Foster Grandparents have provided aid, support and service to children and youth with exceptional needs in a variety of settings including schools, hospitals, drug treatment centers, correctional institutions, and Head Start and child care centers. They mentor children and troubled teenagers, model parenting skills to adolescent mothers, and care for premature infants and children with disabilities. In many cases, Foster Grandparents maintain an ongoing relationship with specific children for a year or longer. In other cases, such as that of Foster Grandparents assigned to a hospital pediatric ward where they help to comfort young patients, they serve a higher number of children for shorter durations of time.

Foster Grandparents serve schedules ranging from 15 to 40 hours per week, during which they provide one-on-one service to children and youth. Foster Grandparents must be age 60 or over and must meet certain income eligibility guidelines to receive the monetary stipend of \$2.65 per hour. They also receive accident, liability, and automobile insurance coverage, if needed, during their assignments.

**FGP IMPACTS**

Based on data collected for FY 2004:

- ◆ Three out of four community representatives said that Foster Grandparents met needs that other services in the community did not adequately address;
- ◆ 97 percent of volunteer station supervisors reported that Foster Grandparents helped them increase the quality of services they offer to a great extent (66 percent) or a moderate extent (31 percent);
- ◆ FGP volunteers overwhelmingly agreed that the program led to decreased isolation by making them feel closer to their community (56 percent strong agree; 36 percent agree) and helping them to make more friends or close acquaintances (64 percent strongly agree; 33 percent agree);

**Help for Victims of Hurricane Katrina**

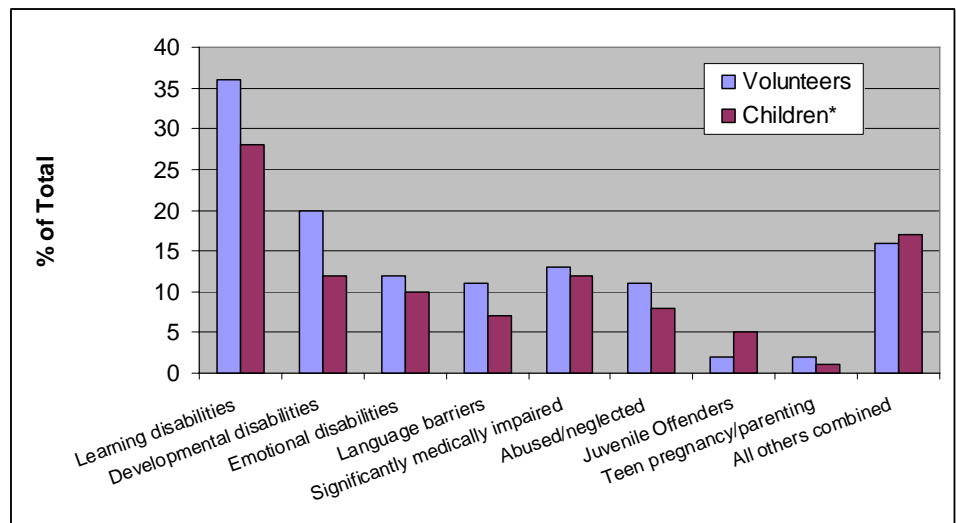
Ninety-seven Foster Grandparents from Shreveport and Bossier FGP, sponsored by Caddo Council on Aging, Inc., deployed to the Shreveport Hirsch Coliseum, a Red Cross Shelter, to assist over 600 evacuees that had arrived from New Orleans by September 1, 2005. The Foster Grandparents helped by meeting each family with words of encouragement. They then made sure that each family received a personal hygiene package, new clothing, and a bed for the night. Some accompanied victims to receive first aid and arranged for wheel chairs for seniors and children who needed them. The Foster Grandparents also donated \$600.00 worth of food items

- ◆ More than 90 percent agreed that their volunteer assignments were satisfying because they provided opportunities to make direct positive changes in the lives of the children and youth they serve (68 percent strongly agreed; 24 percent agreed); and
- ◆ Over 90 percent of children mentored by Foster Grandparents demonstrated significant increases in pro-social behavior, according to the staff who supervise the Foster Grandparents.

## FGP ACCOMPLISHMENTS

In FY 2005, more than 31,000 Foster Grandparent volunteers contributed 27.9 million hours of service to help nearly 263,000 children with special and exceptional needs. Foster Grandparents served through a network of 342 local projects nationwide supported with Corporation and non-Corporation funds. These grantees in turn worked with more than 10,000 community organizations that supervise the Foster Grandparents during their service.

Exhibit 44: Percentage of Children and Volunteers (2003 data; clients may have more than one type of need)





## FGP PERFORMANCE PLAN

Exhibit 45: FGP Key Performance Measures

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Focus Areas</b>							
Ensuring a Brighter Future for All of America's Youth	(Output)	Target			a) 48,000 b) 6,255	a) 48,000 b) 6,255	a) 60,000 b) 8,000
	a) Number of children/youth mentored	Actual	a) 47,100 b) 1,110	a) 48,000 b) 6,255			
	b) Number of children of prisoners mentored						
	Percent of children/youth mentored who demonstrate improvement in their:	Target		N/A	a) 98% b) 92% c) 100% d) 97% e) 99%	a) 98% b) 92% c) 100% d) 97% e) 99%	a) 98% b) 92% c) 100% d) 97% e) 99%
	a) Behavior	Actual	a) 98%				
	b) Relationships		b) 92%				
	c) Respect to others		c) 100%				
	d) Academic performance		d) 97%				
	e) Self-image		e) 99%				
Harnessing Baby Boomers' Experience	(Output)	Target			2,700	3,000	4,000
	Number of Baby Boomers serving in FGP	Actual	Not eligible due to age requirements	Not eligible due to age requirements			
<b>Corporation Goals</b>							
Goal 1: Meeting critical needs in local communities through service	(Output)	Target			Great extent: 75% Moderate: 24%	N/A	Great extent: 80% Moderate: 19%
	Percent of volunteer station supervisors who reported that Foster Grandparents helped them increase the quality and scope of core services they offer to help meet local needs	Actual	Great extent: 66% Moderate: 33%	N/A (Survey conducted every other year)			
Goal 3: Engaging Americans in a lifetime of service and volunteering	(Output)	Target			a) 95% b) 95%	N/A	a) 95% b) 95%
	Percent of Foster Grandparents indicating that their volunteer assignment decreased isolation by:	Actual	a) 99% b) 98%	N/A (Survey conducted every other year)			
	a) Making them feel closer to community						
	b) Helping them make new friends						

## Support for Corporation Strategic Initiatives

### *Ensuring a Brighter Future for All of America's Youth*

**Performance Statement:** Senior Corps will position its Foster Grandparent Program to serve as a primary source of volunteers mentoring children and youth to help them succeed and successfully transition to adulthood and will continue to focus on mentoring children and youth, including children of prisoners, children in foster care, and youth offenders.

**Implementation Activity:** Encourage grantees to redirect existing Foster Grandparent volunteers to mentoring children of prisoners and youth offenders.

### *Harnessing Baby Boomers' Experience*

**Performance Statement:** Increase the number of Baby Boomers serving as SCP volunteers as Baby Boomers become eligible to serve beginning in 2006.

#### **Implementation Activities**

- ◆ Play lead role in a Baby Boomer focused recruitment and outreach campaign
- ◆ Work with partners from the nonprofit, government, for profit sectors to build awareness of and roles for Baby Boomer volunteers.

## Support for Other Corporation Goals

### *Goal Three: Engaging Americans in a Lifetime of Service*

FGP will continue to provide high quality and fulfilling experiences for its volunteers and will focus on designing volunteer opportunities that attract Baby Boomers.

**Performance Statement:** Maintain the high percentages of volunteers reporting that their FGP experiences improve quality of life.

**Implementation Activity:** Use the results of volunteer surveys and research on Baby Boomer attitudes and interests to ensure that FGP assignments appeal to the new generation of senior volunteers.

**SENIOR COMPANION PROGRAM**

Exhibit 46: SCP Budget Summary (dollars in thousands)

Budget/Program Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$45,254	\$45,254	\$46,314	\$1,060
Administrative cost increase	0	707	0	(707)
Programs of national significance expansions	0	353	0	(353)
New volunteer service years				
<i>Subtotal, grants to projects</i>	<i>45,254</i>	<i>46,314</i>	<i>46,314</i>	<i>-</i>
Recruitment and Retention	216	200	200	0
Grants.gov/eGrants support	69	67	67	0
Training & Technical Assistance	365	383	383	0
<b>Total SCP Budget Authority</b>	<b>\$45,904</b>	<b>\$46,964</b>	<b>\$46,964</b>	<b>\$0</b>

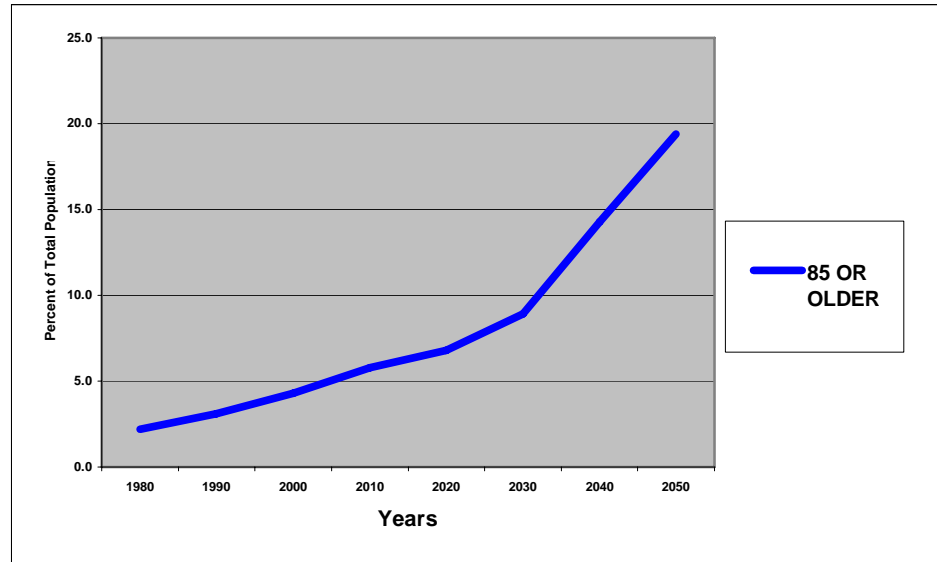
Established in 1974, the Senior Companion Program, like the Foster Grandparent Program, provides persons age 60 and over with the opportunity to serve. Senior Companions assist frail, homebound individuals, most of them elderly, with daily living tasks such as bill paying, buying groceries, and finding transportation to medical appointments, thus helping them retain their dignity and independence. They also provide companionship and support to their clients, many of whom are isolated and living alone. While some Senior Companions serve in community settings such as adult day care or respite centers, the majority of Senior Companions serve directly in the private homes of their clients, where their care provides respite for clients' primary caregivers. Senior Companions also serve as "eyes and ears" for social service case managers, identifying potential problems or services needed of their more than 57,500 mostly frail and elderly clients

Senior Companions serve weekly schedules ranging from 15 to 40 hours per week and receive ongoing training in topics such as Alzheimer's disease, stroke, diabetes, and mental health. Companions who meet income guidelines are eligible to receive an hourly stipend of \$2.65.

**FOCUS ON INDEPENDENT LIVING**

As the U.S. population "grays," the need for cost-effective independent living services is exploding. The single fastest-growing segment of the population is the elderly—people over 85 years old (see Exhibit 47). Enabling the elderly and others with physical limitations to remain independent has a huge economic upside by saving the Nation billions of dollars in home health care and nursing home costs. Moreover, it allows people to age with dignity and enjoy an improved quality of life—benefits that are incalculable.

Exhibit 47: Projected Growth in Percent of Americans 85 years and Older



## SCP IMPACTS

In studies conducted in 2002, individuals served by Senior Companions showed significant, long-term mental health benefits, and reduced depression, in particular. Family caregivers also indicated that Senior Companions improved their ability to cope with the responsibility of caring for a frail, senior family member. Almost 80 percent of the program’s clients indicated that Senior Companions addressed critical needs; while 96 percent said that Senior Companion services met or exceeded expectations.<sup>38</sup>

In the 2004 Service Recipient Survey, clients reported the following benefits:

- ◆ Able to maintain overall physical health (64 percent);
- ◆ Able to eat regular meals (49 percent);
- ◆ Peace of mind (84 percent); and
- ◆ Able to maintain the home (49 percent).

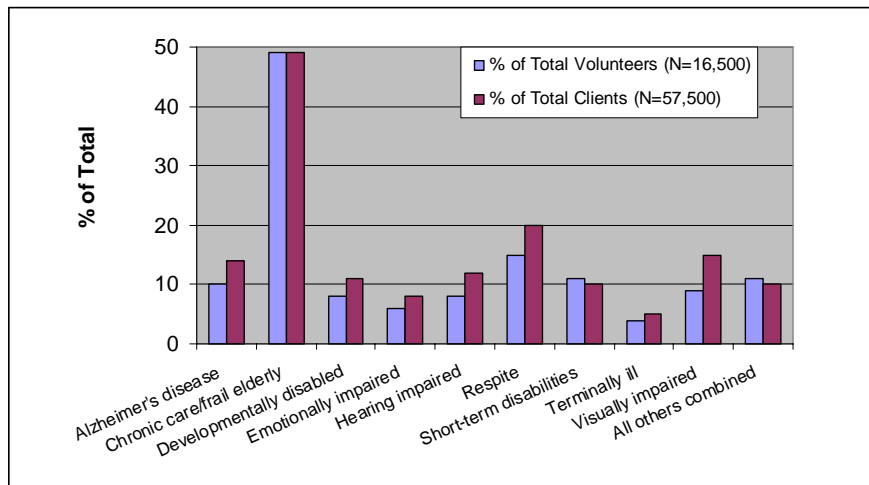
SCP has also proved to be a valuable resource for states. For a number of years, some local projects have expanded opportunities and service through the Home and Community Based Waivers in the Medicaid Program. States that have obtained waivers can use SCP projects as providers of approved services, including homemaker services, respite care, personal care, etc. In 2004, a total of 12 states contracted with 23 Senior Companion projects to provide in-home support to Medicaid eligible clients. These states provided \$1,346,536 to support 515 Volunteer Service Years. A total of 1,202 clients were served.

<sup>38</sup> In 2003, the Corporation published the results of a rigorous evaluation that focused on the outcomes for the recipients of Senior Companion Program services. This study compared outcome data for a sample of Senior Companion clients with data collected from random samples from two control groups (individuals on the Senior Companion Program wait list and individuals who received care from other providers). The final report is available online (Senior Companion Quality of Care Evaluation Final Report, March 2003; [http://www.seniorcorps.org/about/role\\_impact/research.asp](http://www.seniorcorps.org/about/role_impact/research.asp)).

## SCP ACCOMPLISHMENTS

In FY 2005, over 16,000 SCP volunteers contributed 13.9 million hours of service to nearly 58,000 clients through the 224 organizations that received SCP grants from Corporation and on-Corporation sources.

**Exhibit 48: Percentage of SCP Volunteers and Clients Served by Their Type of Need** (2003 data; clients may have more than one type of need)



During FY 2004, under the SCP program:

- ◆ 5,700 Senior Companions spent 3,343,000 hours providing services such as light housekeeping, meal preparation and nutritional education to 79,900 frail adults in their homes;
- ◆ 5,800 Senior Companions spent 3,116,000 hours peer counseling, writing letters, visiting, listening, reading and speaking with 64,500 frail adults to ease their feelings of loneliness;
- ◆ 4,100 Senior Companions spent 2,011,000 hours providing respite for 9,000 caregivers of frail adults; and
- ◆ 16 percent of Senior Companion sponsors were faith-based organizations.

## SCP PERFORMANCE PLAN

**Exhibit 49: SCP Key Performance Measures**

Focus Area/Goal	Measure	FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Focus Areas</b>						
Harnessing Baby Boomers' Experience	(Output) Number of Baby Boomers serving in SCP	Target		1,575	1,776	4,000
		Actual	Not eligible due to age requirements	Not eligible due to age requirements		
<b>Corporation Goals</b>						
Goal 1: Meet Critical Needs in Local Communities Through Service	(Output) Percent of volunteer station supervisors who reported that Senior Companions helped them increase the quality and scope of core services they offer to help meet local needs	Target		Great extent: 75% Moderate: 24%	N/A	Great extent: 80% Moderate: 19%
		Actual	Great extent: 68% Moderate: 30%	N/A (Survey conducted every other year)		
	(Output) Number of caregivers provided with respite services	Target	9,000	9,400	9,400	10,000
		Actual	9,000			
Goal 3: Engaging Americans in a Lifetime of Service	(Outcome) Percent of SCP clients: a) Demonstrating decreases in social isolation b) Who indicated that the Senior Companions help to meet needs critical to them	Target		a) 90% b) 90%	N/A	a) 90% b) 90%
		Actual	a) 80% b) 80%	N/A (Survey conducted every other year)		

## Support for Corporation Strategic Initiatives

### *Harnessing Baby Boomers' Experience*

#### **Performance Statements:**

- ◆ Increase the number of Baby Boomers serving as SCP volunteers as Baby Boomers become eligible to serve beginning in 2006.
- ◆ Use results of surveys conducted to highlight the benefits realized by clients through independent living support from Senior Companions.

#### **Implementation Activities:**

- ◆ Play lead role in a Baby Boomer focused recruitment and outreach campaign
- ◆ Work with partners from the nonprofit, government, for profit sectors to build awareness of and roles for Baby Boomer volunteers.

## Support for other Corporation Goals

### *Goal One: Meeting Critical Needs in Local Communities through Volunteering and Service*

**Performance Statement:** Increase the number of caregivers served by SCP volunteers.

**Implementation Activity:** Provide Senior Companion grantees with training and technical assistance on independent living and respite.

### *Goal Three: Engaging Americans in a Lifetime of Volunteering and Service*

SCP will continue to provide high quality and fulfilling experiences for its volunteers and will focus on designing volunteer opportunities that attract Baby Boomers.

**Performance Statement:** Maintain the high percentages of volunteers reporting that their SCP experiences improve quality of life.

**Implementation Activity:** Use the results of volunteer surveys and research on Baby Boomer attitudes and interests to ensure that SCP assignments appeal to the new generation of senior volunteers.

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## Budget Activity 6: Partnership Grants

Exhibit 50: Summary of Budget Estimates for Partnership Grants (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Points of Light Foundation	\$9,920	\$9,900	\$9,900	\$0
America's Promise	4,464	4,950	4,950	0
<b>Total</b>	<b>\$14,384</b>	<b>\$14,850</b>	<b>\$14,850</b>	<b>\$0</b>

### REQUEST SUMMARY

The FY 2007 budget requests \$14.85 million, the same as the FY 2006 enacted level, to provide grants to two partner organizations whose programs are critical to the accomplishment of the Corporation's strategic initiatives:

- ◆ \$9.9 million to support the Points of Light Foundation in its efforts to engage more people through volunteer centers and employee volunteer programs in volunteer activities in order to help meet the nation's critical social problems.
- ◆ \$4.95 million to support America's Promise in its efforts to mobilize individuals and organizations across the country to build the character and competence of America's youth by fulfilling the Five Promises: ongoing relationships with caring adults; safe places with structured and positive activities; a healthy start; marketable skills, and; opportunities to give back through service.

These two partners directly support the Corporation's strategic initiatives to mobilize more American volunteers and ensure a brighter future for all of America's youth.

## ABOUT OUR PARTNERSHIPS

The Corporation has partnered with the Points of Light Foundation for more than a decade as a critical element of the national agenda to encourage and increase volunteerism in America. Similarly, the agency has partnered with America's Promise for nearly ten years because of its vital role in improving the lives of children and youth. Both of these organizations are national in scope and capable of providing support to local organizations and schools to help achieve the Corporation's strategic goals.

### POINTS OF LIGHT FOUNDATION

#### Overview

The Points of Light Foundation (POLF; [www.pointsoflight.org](http://www.pointsoflight.org)) encourages every American and every American institution—public, private and nonprofit—to respond to America's critical social problems. Its specific objectives include:

- ◆ Identifying and disseminating information about successful and promising community service projects and initiatives with non-profit organizations, corporations, families, and youth;
- ◆ Building the capacity of organizations to support volunteer services;
- ◆ Developing individuals as leaders to serve as strong examples of a commitment to serving others and to convince all Americans that a successful life includes serving others;
- ◆ Raising public awareness around the societal benefits of community volunteering; and
- ◆ Providing leadership through local delivery systems to mobilize volunteers.

A portion of this partnership grant is used to support a major share of the Foundation's infrastructure and administrative costs. This grant also supports broad training and specialized technical assistance for volunteer centers, business volunteer programs, and local nonprofit groups—especially efforts focusing on volunteering by families and youth. In addition, POLF successfully raises funds from private donors and is awarded other government grants to carry out activities related to enhanced volunteering.

While its “signature” activity is providing leadership, support, and a national voice for the 420 community volunteer centers that comprise the Volunteer Center National Network, POLF leads a number of other initiatives as well:

- ◆ Youth and family volunteering outreach and assistance;
- ◆ Non-profit outreach and support, including working with over 1,000 national, state, and local organizations and businesses to strengthen volunteering;
- ◆ Faith-based organization involvement, including supporting and integrating the 150-member Interfaith Community Ministries Network to support its efforts to expand volunteering among its members and the larger community of faith-based organizations;

- ◆ Recognition, such as POLF's Daily Point of Light awards to promote quality community volunteering, coordinating with the Corporation to implement the President's Community Volunteer Award, and managing the President's Volunteer Service Award which made over 200,000 awards in 2004;
- ◆ Specialized training through national seminars, the Volunteer Management Training Series, and the Prudential Youth Leadership Institute;
- ◆ Disaster Preparedness/Response, including serving as lead coordinator for unaffiliated volunteers in disaster response on behalf of the National Voluntary Organizations Active in Disaster; and
- ◆ National Conference sponsorship, helping the Corporation to provide an opportunity for service and volunteer professionals and participants to share information and best practices and improve volunteering nationwide.

## Program Impact and Accomplishments

In the past program year, POLF:

- ◆ Provided 112 training workshops for over 7,200 individuals in the Volunteer Center National Network, local nonprofit organizations, private businesses who have or are developing employee volunteer programs, and other organizations that focus on volunteering by youth and families;
- ◆ Provided technical support to nearly 400 organizations in the Volunteer Center National Network to assist them in the development of outcome measures and indicators of success to better reflect their results and to improve their capacity to connect community volunteers to volunteer opportunity;
- ◆ Connected more than two million community volunteers to meaningful volunteer opportunities through the Volunteer Center National Network;
- ◆ Responded to over 2,000 technical assistance requests from national and local organizations to help them more effectively engage youth and families in volunteer activities;
- ◆ Provided a specialized volunteer management training curriculum to 100 organizations in the Volunteer Center National Network to help the centers work with local nonprofit organizations to build effective volunteer management capacity and increase the probability of the volunteer having a good experience and continuing to volunteer;
- ◆ Expanded and re-launched [www.1-800-volunteer.org](http://www.1-800-volunteer.org) which took over 12,000 calls, 4,000 volunteer placements, and nearly two million website hits; and
- ◆ Expanded support for development of employee volunteer programs in the workplace.

While POLF effectively reports on its activities, the Corporation has been working closely with them to develop stronger measures of performance that go beyond indicators of activity to identify the results and impacts of that

activity. Potential measures are being piloted during the 2005/2006-program year.

## AMERICA'S PROMISE

### Overview

America's Promise ([www.americaspromise.org](http://www.americaspromise.org)) is a national organization established to follow-through on the recommendations of the President's Summit for America's Future, held in Philadelphia in 1997. The conclusion of the Conference was that every young person, in order to succeed, needs the Five Promises:

- ◆ Caring adults in their lives (parents, mentors, tutors, coaches, etc.);
- ◆ Safe places with structured activities in non-school hours;
- ◆ Healthy start and future;
- ◆ Marketable skills; and,
- ◆ Opportunities to "give back" through community service.

America's Promise is built on these principles, and its mission is to mobilize individuals, organizations, and communities from all parts of American life and all across the country to build the character and competence of America's children by delivering on these Promises. The more these Promises are met in the lives of children, the more positive progress and outcomes the children will experience. America's Promise fulfills this mission by assisting communities and states to help them expand their capacity for positively impacting the lives of children and youth.

Over the past two years, there have been major changes in this organization. America's Promise has hired a new Chief Executive Officer and has completed a reorganization to bring sharper focus to its core activities. New organizational strategies include:

- ◆ **Mobilizing and Strengthening Communities of Promise:** Communities of Promise engage diverse individuals and entities in defined geographic areas to work toward the well being of young people, based on the Five Promises framework.
- ◆ **Generating National Resources for Communities of Promise:** This includes private and public resources being identified and targeted to support the Five Promise framework.
- ◆ **Educating, Enlisting, and Informing to Build a National Alliance for Youth:** This includes recognizing individuals, organizations, and communities that exemplify positive efforts for children and youth; creating national attention and visibility through national, regional, and local media; and gathering key partners for information exchange.
- ◆ **Evaluating, Researching and Piloting:** Demonstrating evidence of the impact on the lives of children and youth (and the safety of their communities) is a critical undertaking for America's Promise, along with innovation to meet otherwise unmet needs and replication of proven strategies.

## Program Impact and Accomplishments

During its latest program year, America's Promise ([www.americaspromise.org](http://www.americaspromise.org)):

- ◆ Invested \$5 million to mobilize individuals and organizations from across the country to help build the character and competence of America's youth by fulfilling the Five Promises (e.g. ongoing relationships with caring adults; safe places with structured and positive activities; a healthy start; marketable skills, and; opportunities to give back through service);
- ◆ Continued providing support to 80 demonstration communities, resulting in 20 identified as "model communities" providing the Five Promises to more than 20,000 children and youth;
- ◆ Provided infrastructure support to six States of Promise—representing collaborations among the governors, state legislatures and state agencies, the private sector, and Communities of Promise within the states;
- ◆ Refined and disseminated a Brandeis University research report which acknowledges that Communities of Promise, based on the Five Promises framework, have made a difference in the lives of children living in them – specifically, these communities are generating more volunteers, more partners, more funds, and more public support;
- ◆ Secured national partnerships with the American Academy of Pediatrics, America's Second Harvest, Circle K/Kiwanis, National Restaurant Association, Outback Steakhouse and National Restaurant Association to provide resources, awareness, and support for the Five Promises movement; and,
- ◆ Implemented research to produce a comprehensive, annual report of the state of children and youth (ages 0-21) in America called the "Nation's Report Card on Children and Youth."

## MANAGEMENT AND PERFORMANCE PLAN

The Corporation, America's Promise and Points of Light Foundation have begun to develop measures of performance that facilitate identifying results and impacts of the programs' activities. The national scope of these partnership efforts, especially the broad assistance and support activity, makes the development of useful measures very challenging. However, these organizations anticipate piloting potential measures during the 2005/2006-program year.

### EVALUATION PLAN

The Corporation is currently conducting an evaluation of both the Points of Light Foundation and America's Promise to assess the effectiveness of the Corporation's grant support to build their respective institutional infrastructures and organizational capacities.

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## Budget Activity 7: Innovation, Demonstration, and Assistance

Exhibit 51: Summary of Budget Estimates for Innovation, Demonstration, and Assistance (dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Martin Luther King (MLK) grants	\$595	\$500	\$500	\$0
Disability grants*	4,473	4,237	3,966	(271)
Next generation grants	1,488	1,300	0	(1,300)
Challenge Grants	3,968	0	0	
Cross-cutting program and service field training and technical assistance	1,984	2,250	2,425	175
Service-Learning TTA/Clearinghouse and Exchange**	719	725	1,100	375
Service-Learning Initiatives	0	0	400	400
Performance Measurement and Management	0	0	331	331
Presidential Freedom Scholarships management	0	400	0	(400)
President's Council on Service/President's Volunteer Service Award	0	302	302	0
Faith-based and community initiatives***	0	125	0	(125)
National volunteer hotline	0	5	5	0
Teach for America	0	3,960	0	(3,960)
Communities in Schools, Inc.	0	1,980	0	(1,980)
Support to Corporation Strategic Focus Areas	0	497	0	(497)
<b>Total</b>	<b>\$13,227</b>	<b>\$16,281</b>	<b>\$9,029</b>	<b>(\$7,252)</b>

\* By statute, this amount is equal to one percent of total funding for the National Service Trust, AmeriCorps\*State and National Grants, Innovation, and Evaluation.

\*\* For FY 2007, includes \$375K in base TTA funding which was requested in previous years as part of cross-cutting TTA subtitle H funding

\*\*\* The Corporation plans to fund training and outreach to faith-based and community-based organizations from program TTA funds in FY 2007. CNCS-wide we anticipate \$750K will be allocated to support faith-based and community initiatives

### REQUEST SUMMARY

The FY 2007 budget includes \$9 million for Innovation, Demonstration, and Assistance, \$7 million below the FY 2006 enacted level.

About \$8 million of this request will enable the Corporation to continue core grants, training and technical assistance, volunteer recognition programs and volunteer connector support. In addition, this request will enable the Corporation to:

- ◆ Increase training and technical assistance efforts by conducting volunteer summits at the state level to promote best practices and peer-to-peer mentoring (\$550,000);
- ◆ Develop selected standardized performance measures for similar grantee objectives and evaluation tools to assist grantees to identify useful program improvements (\$331,000); and

- ◆ Engage a greater number of students, particularly college students, in service in their communities via low-cost, innovative outreach strategies (\$400,000).

Due to the tight budget climate, the Corporation has had to make difficult choices with regard to subtitle H-funded activities, and will not seek funding for these activities in FY 2007:

- ◆ **Management of the President's Freedom Scholarships program** (-\$400,000)—The Corporation believes that the President's Volunteer Service Awards provide a similar incentive at less cost.
- ◆ **Next Generation Grants** (-\$1,300,000)—The Corporation will fund new and innovative programs by setting aside 15 percent of AmeriCorps\*State and National new and recompleted grants for organizations that have not previously received Corporation funding.

### ACCOMPLISHMENTS AND PLANS

#### **MARTIN LUTHER KING, JR. DAY OF SERVICE GRANTS (\$500,000)**

In FY 2007, the Corporation will support community organizations in their efforts to engage local citizens in service as a way to honor the legacy of Dr. Martin Luther King, Jr., as well as to introduce volunteering to citizens and encourage their continued involvement in community service. By investing selectively and partnering with private sector organizations, the Corporation will, over the next few years, make the Martin Luther King, Jr. Day of Service the nation's single largest demonstration of the power of community volunteers.

In recent years, the Corporation has conducted national Martin Luther King, Jr. Day of Service grant competitions that resulted awards totaling \$400,000 to \$600,000 annually. In FY 2004, 95 individual awards were made to support community service activities on Martin Luther King, Jr. Day. In FY 2005, the Corporation piloted grants to intermediary organizations to carry-out national-scope activity and provide both financial assistance and technical support to a wide range of local agencies and organizations. This approach proved very effective, resulting in 4 grantees, 117 subgrantees, over 1,000 service project sites, and 90,000 community volunteers. It also significantly streamlined the program administration effort at the Corporation. To further streamline management and administration of this modest grant program and to respond to stakeholder feedback, FY 2006 Martin Luther King, Jr. Day of Service awards will be issued as three-year grants. FY 2007 awards will be year two of the three-year cycle.

In addition, for 2007, the Corporation will aggressively seek one or more major private sector partners for the Martin Luther King, Jr. Day initiative. With a substantial partner, the Corporation will dramatically expand the scale of Martin Luther King, Jr. Day events nationwide, and build on this special day of service to strengthen and expand the number of citizen volunteers.



## **DISABILITY GRANTS (\$3,966,000)**

In its efforts to realize the vision of affording *every* American the opportunity to engage in community service, including the approximately one-in-five Americans with disabilities, the Corporation continues to reach out to persons with disabilities and disability organizations, and to strengthen the capacity of national service programs to create inclusive service environments that lead to high quality service experiences. The Corporation advances this vision primarily through the following programmatic initiatives:

### **Disability Grants to State Commissions on National and Community Service (\$3,416,000)**

In FY 2004 the Corporation awarded approximately \$2.5 million to State Service Commissions for the purpose of developing disability placement plans with two goals: to increase the number of people with disabilities who serve in AmeriCorps programs; and to provide reasonable accommodations when necessary to assist members in performing community service. These plans delineate each State Service Commission's outreach activities and recruitment strategies designed to interest people with disabilities in serving, as well as training activities for national service program staff and volunteers. In FY 2004 (the latest year for which data is available), nine states reported an increase in the number of members with disabilities serving and ten states reported receiving requests for reasonable accommodations. State Commissions continue to partner with state and local disability organizations, to create awareness, develop outreach plans, and create outreach materials and/or make them more accessible (including websites).

During FY 2007, the Corporation will develop revised rules, for State Commission Disability Grant application instructions and operational guidelines, including a new allocation formula. In addition, to strengthen the skills of State Commission Disability Grant coordinators to support the anticipated increased numbers of people with disabilities performing service, the Corporation will provide increased training and technical assistance.

In FY 2007, the Corporation will also continue to emphasize greater inclusiveness through the State Commissions with the goals of:

- ◆ Increasing by five percent the number of State Service Commissions reporting an increase in: the number of national service members with disabilities, the number of requests for reasonable accommodations, and, the number of states with state-wide disability service inclusion committees or partnerships with state/local organizations.
- ◆ Establishing a baseline for the number of members with disabilities serving in AmeriCorps programs

### **Cooperative Agreement to provide Training and Technical Assistance to National Service Grantees and Potential Grantees (\$550,000)**

In FY 2004 the Corporation awarded \$1.7 million to the Institute for Community Inclusion of the University of Massachusetts, Boston to provide a wide variety of training and technical assistance to build capacity to recruit, manage, and effectively engage participants with disabilities in service. In

addition, this funding supports outreach to disability organizations and communities and helps to facilitate knowledge and information sharing between the national service and disability communities.

In FY 2007, the Corporation will continue to support training and technical assistance to enable greater involvement in service by individuals with disabilities with the goals of:

- ◆ Increasing by ten percent the number of service participants and program staff who attend disability inclusion training events, as well as the number of training events and on-site technical assistance;
- ◆ Using a common survey instrument that will allow national service programs to assess the number of persons with disabilities enrolled in national service programs on an annual basis;
- ◆ Developing training and support materials to help create on-going, sustainable partnerships with state and local disability organizations;
- ◆ Developing training and technical assistance support materials that strengthen the skills of State Commission Disability coordinators; and
- ◆ Conducting three regional training events that develop and strengthen the technical skills of State Commission Disability coordinators.

### **TRAINING AND TECHNICAL ASSISTANCE**

#### **Training and Technical Assistance Objectives**

Although the Corporation uses a highly effective grant-making process that ensures Corporation funds support high quality competitive programs conducted by capable organizations, the effectiveness of these grants also depends in large measure on the success of the agency's training and technical assistance efforts. Through this support (often provided through the state commissions and other volunteer networks), grantees are able to:

- ◆ Incorporate research-based and sector-wide standards of practice for delivering key services (such as the most effective practices for implementing tutoring and mentoring programs);
- ◆ Adapt to new Corporation priorities such as the Children and Youth Initiative;
- ◆ Use volunteer recruitment and management practices, including the assets of the national service programs, consistent with best practices;
- ◆ Work with other community partners to leverage limited federal resources;
- ◆ Identify performance measures and collect data necessary to demonstrate and improve program results;
- ◆ Use required and best practices to manage the grant, including the federal funds provided in accordance with federal guidelines;
- ◆ Effectively use the Corporation's technology systems to apply for and manage their grants; and
- ◆ Reach out to include people with disabilities in their programs.

### Training and Technical Assistance Funding Approach

Most of the funding to support the Corporation’s critical training and technical assistance efforts is provided through the Corporation’s program budgets. The activities funded in this way are discussed primarily in the program chapters. Funding provided through the Innovation, Demonstration and Assistance (NCSA, Subtitle H) authority supports those critical training and technical assistance activities that cannot be provided by program funds by statute, including support to Learn and Serve programs and the students in service initiative (both described in separate sections below), to state commissions and to faith-based and community organizations, as well as support that cuts across multiple Corporation programs or to provide outreach and awareness to the volunteer and service field in general.

Exhibit 52: FY2007 Request for Training and Technical Assistance by Activity/Funding Source (dollars in thousands)

Activity/Source	FY 2007 Request*
AmeriCorps*State and National	\$7,000
VISTA	2,664
Senior Corps	1,627
<i>Subtotal, program funding</i>	<i>11,291</i>
Cross-cutting program & service field support	2,425
Learn and Serve America/students in service initiative support	1,500
Performance measurement & management	331
<i>Subtotal, Innovation, Demonstration, and Assistance (Subtitle H)</i>	<i>\$4,256</i>
<b>Total Corporation Training and Technical Assistance Funding</b>	<b>\$15,547</b>

\*These figures only include requests in support of grantees and sponsors. They do not reflect support provided for AmeriCorps members.

### Training and Technical Assistance Results

In FY 2004 (the latest year for which figures are available), approximately 19,857 participants attended 824 training events and 21,903 persons received e-mail, phone, or on-site technical assistance based on funding available from all sources that year. Of those trained, approximately half were affiliated with AmeriCorps State and National programs, almost one-third with Senior Corps projects, 13 percent with VISTA, and 5 percent with Learn and Serve America.

The Corporation’s training and technical assistance has helped to build the capacity of grantees across a broad range of critical grants and program/project management areas. For example, to help implement the Corporation’s performance measurement initiative, the agency trained about 4,000 individuals to develop logic models, identify appropriate program outcomes, develop survey instruments for collecting data, and develop performance reports. These participants reported that they had applied the training results in the following ways: 71 percent had strengthened and clarified their performance measures; 61 percent had selected data collection instruments; 71 percent had collected data; 63 percent had used the skills learned to report their results. Grantees also reported that they are using their

performance measures to improve the delivery of services and to promote awareness of their services to additional community partners and funders.

### **FY 2007 Cross-cutting Program and Service Field Training and Technical Assistance Budget Request (\$2,425,000)**

The FY 2007 requests funding to support the following four activities that cannot by statute be funded by program funds:

- ◆ **Training and technical assistance to State Commissions (\$847,500):** This support helps to ensure state commissions are well-managed, meet administrative standards, and are successful in fulfilling the purpose intended by the National and Community Service Act. Each year, as state governments change, the Corporation orients large numbers of new staff and commissioners, thus helping to maintain a knowledgeable and highly competent state commission infrastructure.
- ◆ **Program development assistance and training (PDAT) grants to state commissions (\$912,500):** As specified by statute, the Corporation provides funds for state commissions to use to support their local sub-grantees. However, state commissions also support all volunteer and service programs in their state. To assist the state commissions in this effort, the Corporation will fund about five percent of each PDAT award through the Subtitle H Cross-cutting Program and Service Field Training and Technical Assistance Budget. The FY 2007 request is slightly higher than the prior year in order to support: leadership development at the local level to help implement the Corporation's strategic initiatives; and, state commissions hosting of local Volunteer Summits to identify and work towards state volunteer generation and management performance targets. These summits are critical to ensure local entities throughout the country participate fully in the Corporation's efforts to increase the number of volunteers in America to 75 million by 2010.
- ◆ **The National Conference for Volunteering and Service (\$563,000):** The Corporation co-convenes this conference annually with the Points of Light Foundation to increase the capacity of those who work with volunteers and national service programs to recruit more volunteers and manage those volunteers more effectively. The Corporation will incorporate a 1 ½-day communicators training conference into the National Conference. This training will more actively engage the grantees and other volunteer organizations in national efforts to greatly expand volunteering.
- ◆ **Outreach and TTA for potential grantees (\$102,000):** The Corporation also provides training and technical assistance to small grass-roots organizations that have never received federal funds to assist them in developing the capacity to effectively compete for funding. Such assistance focuses on key areas such as financial and grants management.

In FY 2007 through this support, the Corporation will help to: reduce the number of state commission audit findings, improve state commission results, expand implementation of Corporation initiatives, expand collaboration to

maximize the impact of federal funds, recruit an additional 10,000 volunteers in each state, implement improved volunteer management practices, and expand community capacity to engage volunteers. (See Appendix B for details on unit and total costs, members, participants, activities, and outcomes for each strategy described above.)

### **LEARN AND SERVE AMERICA/EDUCATIONAL INSTITUTIONS AND VOLUNTEERS TRAINING & TECHNICAL ASSISTANCE**

#### **Learn and Serve America Training and Technical Assistance (\$1,100,000)**

The Corporation requests funding for the following key aspects of training and technical assistance to support service-learning:

- ◆ **The National Service-Learning Clearinghouse** is the nation's primary source of information, curriculum, research, and other resources on service-learning. It directly supports the Corporation's goals of improving program quality and increasing the percentage of U.S. schools with service-learning programs by providing all schools, whether they receive Corporation support or not—with the information necessary to start and run service-learning programs. The Clearinghouse maintains a 7,500-item library of items related to service-learning in kindergarten through twelfth grade (K–12) schools, faith-based and other community organizations, Indian tribes, and higher education. It is accessible to the public through a website, a toll-free information line and e-mail.

In FY 2005 the Clearinghouse achieved both high quality and high quantity service objectives, including:

- ◆ The redesigned Learn and Serve America National Service-Learning Clearinghouse website recorded a 68 percent increase in total page views, increasing from 900,000 to over 1.7 million.
- ◆ The Clearinghouse distributed almost 100,000 marketing items, including over 50,000 brochures.

In FY 2007, the Clearinghouse will collect and disseminate tools and resources to support the Corporation's strategic initiatives with a specific focus on the spread of service-learning to over half of education institutions, tutoring/mentoring of disadvantaged youth, engaging higher education institutions in service for college access and recruiting volunteers for service initiatives. In addition, the Clearinghouse will gather and disperse best practices of seniors engaged in service to support children and youth and the elderly to continue living independently.

- ◆ The Corporation will provide technical assistance and training for grantees/sub-grantees around performance measurement and evaluation. These resources will enable grantees to effectively comply with Corporation requirements and will support the creation and use of

common instruments and measures for Learn and Serve-funded programs.

- ◆ The Corporation will provide training to grantees around fiscal and grants management to ensure compliance with federal grants management guidelines and improve fiscal management and reporting.
- ◆ In order to assist Learn and Serve programs in partnering with faith-based organizations and to support community- and faith-based organizations' efforts to access Learn and Serve, the Corporation will provide training and assistance focused on removing barriers to these organizations' participation.

### **Support for Engaging Students in Communities Focus Area (\$400,000)**

The Corporation also requests funding to support key aspects of the agency's efforts to expand volunteering through educational institutions, as follows:

- ◆ **The Honor Roll program** will identify and publicize colleges that meet basic student community service criteria. The Awards program will provide financial awards and publicity for colleges that have especially innovative and outstanding student community service programs and practices. The requested funding will provide administrative support for the policy-setting, application review and award processes for both programs, for "best practices" dissemination, and for the financial awards to the winning colleges. Awards will be required to be invested in the student community service support activities. (\$50,000)
- ◆ **The President's Advisory Council on College Students in Service**, composed of representative college presidents and chief academic officers, will promote increased college student community service and college investment in service. The council will review relevant programs, make recommendations to improve their coordination and impact. It will also oversee and approve incentives for service, including policies and procedures related to Honor Roll and Awards programs. Funds requested will meet the administrative costs of the council. (\$50,000)
- ◆ The Corporation will develop a business plan and outreach campaign to help expand service-learning from 29 percent (currently) to 50 percent of K-12 public schools by 2010. Efforts will include the strategies and materials to promote both Learn and Serve America and service-learning to schools and youth organizations, as well as to parents and the general public. (\$175,000)
- ◆ The Corporation will re-establish the competitive **Leader Schools program** to identify and highlight effective practices in incorporating service-learning across a school in order to improve student academic performance, meet community needs, and build student civic skills. Winning schools will receive a small award to disseminate their model and to mentor other schools interested in service-learning. (\$100,000)
- ◆ The Corporation will continue to conduct the annual **Customer Satisfaction Survey** to improve the delivery of services to grantees. This will include feedback on Learn and Serve staff, technical assistance providers, and technologies used by grantees. (\$25,000)

## **PERFORMANCE MEASUREMENT AND MANAGEMENT (\$331,000)**

The Corporation will assist grantees in measuring their performance and improve the quality of performance data reported by grantees to the Corporation by creating standardized performance measures and evaluation tools for grantees. This project will review the self-nominated performance measures submitted by grantees and identify common quality performance measures that could be standardized and implemented across similar types of programs. The project will also develop grantee evaluation tools to provide grantees with the data collection instruments and systems necessary to collect data and report on their performance for the standardized performance measures. This project is essential to the development of rigorous performance standards that effectively assess performance, identify needed improvements and can be validated in subsequent reviews, as required by the Office of Management and Budget.

## **PRESIDENT'S COUNCIL ON SERVICE AND CIVIC PARTICIPATION; PRESIDENT'S VOLUNTEER SERVICE AWARD (\$302,000)**

The President's Council on Service and Civic Participation, a Corporation initiative, is a 25-member council appointed by the President to promote service, volunteering, and citizenship and to recognize the efforts of the nation's volunteers. Council members speak publicly and hold special events and outreach activities to promote the importance of service and volunteering among Americans of all ages. The Council meets twice a year and the request of \$52,000 supports Council-related travel and meetings.

The primary initiative of the Council is the President's Volunteer Service Award program that provides recognition to individuals who demonstrate a large and continuing commitment to volunteer service in their communities. Since its inception in FY 2003, the program has grown to a network of more than 11,000 schools, businesses, non-profit, community and faith-based organizations that have recognized more than 270,000 individuals, families and groups with the President's Volunteer Service Award. A modest investment of \$250,000 will support the continued development and distribution of this award and encourage the on-going service commitments of individuals throughout the country.

### **NATIONAL VOLUNTEER HOTLINE (\$5,000)**

The National Volunteer Hotline provides telephone access to program information and volunteer opportunities. Through this toll-free number, facilitated by the USA Freedom Corps, people can obtain information about locating a volunteer center in their community, volunteering in citizen corps and emergency preparedness efforts, becoming a volunteer through Senior Corps or AmeriCorps, or joining the Peace Corps.



## Budget Activity 8: National Service Trust

Exhibit 53: Summary of Budget Estimates for the National Service Trust (dollars in thousands)

Budget/Program Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Education awards/Interest forbearance	\$126,084	\$127,710	\$124,720	(\$2,990)
Reserve	12,896	6,930	0	(6,930)
Presidential Freedom Scholarships	3,868	3,960	0	(3,960)
<b>Subtotal, New Budget Authority</b>	<b>\$142,848</b>	<b>\$138,600</b>	<b>\$124,720</b>	<b>(\$13,880)</b>
Transferred from program funds*		5,000		
Deobligated from expired slots			9,700	9,700
<b>Total Budgetary Resources</b>	<b>\$142,848</b>	<b>\$143,600</b>	<b>\$134,420</b>	<b>(\$9,180)</b>

\* The Corporation has transferred \$5M of program funds to the Trust in FY 2006 to support hurricane relief grant augmentations. The program funds were carried over from FY 2005.

### REQUEST SUMMARY

The FY 2007 budget includes:

- ◆ \$127.5 million in budgetary resources to provide education awards to approximately 73,000 new AmeriCorps members in FY 2007 (an estimated 2,000 VISTA members will elect an end-of-service stipend instead of an education award). The request for \$124.7 million in new budget authority will be supplemented by \$2.7 million of Trust funds de-obligated from unfilled slots awarded in prior years.
- ◆ No funding for the Presidential Freedom Scholarships. This program annually provides \$1,000 scholarships (\$500 from the Corporation and \$500 from a local sponsor) to about 7,000 high school students who have performed outstanding community service. The purpose of the scholarships is to provide an additional incentive for young people to volunteer. The Corporation believes that the President's Volunteer Service Awards (funded in the Innovation, Demonstration and Assistance account) provide a similar incentive at less cost.
- ◆ The National Service Trust Reserve, established by the Strengthen AmeriCorps Program Act, is projected to total \$39.7 million as of the end of FY 2006, which is about ten percent of projected unliquidated obligations. Under this request, the Corporation will add \$7 million to the reserve (same as in FY 2006) from Trust funds de-obligated from unfilled slots awarded in prior years, instead of asking for new resources.

Exhibit 54: National Service Trust Vital Statistics (through December 2005)

Program Statistics	PY 2001	PY 2002	PY 2003	PY 2004	PY 2005
Member enrollments in the Trust	59,177	48,407	40,977	62,282	39,766
Percent of members earning an education award <sup>2</sup>	74.8%	78.4%	81.0%	82.4%	70.0%
Percent of earned education awards used <sup>3</sup>	61.9%	59.7%	48.0%	28.6%	14.4%
Investment Earnings <sup>4</sup>	5%	5%	4%	3%	3%
Breakout of enrollment by term type: <sup>5</sup>					
Full-time	50%	58%	45%	47%	58%
Part-time	23%	20%	23%	17%	13%
Reduced Part-time	27%	22%	32%	36%	29%

<sup>1</sup> Program Year (PY) refers to positions awarded through, although not necessarily filled in, a particular fiscal year's grant funds. For example, a grantee may receive a grant in fiscal year 2004 but not fill all positions until fiscal 2005. All positions related to this grant would be considered Program Year 2004 positions, irrespective of the year filled. [This definition applies to all slots except for the approximately 20,000 Program Year 2002 slots unfilled at the time of the pause. These "post pause" slots were reclassified as Program Year 2003 slots.] Program Year data reflects all enrollments recorded through December 31, 2005. Prior year enrollment numbers may change slightly due to corrections or late reporting by grantees. In addition, in May 2005 a one time adjustment was made to correct the assigned program year for NCCC members. While the correction had no effect on total enrollment, the number of NCCC members reported for a given program year may have increased or decreased.

<sup>2</sup> This percentage is calculated by taking the number of members earning an award divided by the total members enrolled (net of members still earning/not exited) for the Program Year to date.

<sup>3</sup> This percentage is calculated by taking the dollar amount of education awards used divided by the total amount earned for the Program Year to date.

<sup>4</sup> Weighted Average Maturity for the Trust investment portfolio of Treasury securities. Used to discount awards for the time value of money.

<sup>5</sup> Term type mix is based on Program Year enrollments to date. It is important because education award projections are based on service type.

## ABOUT THE PROGRAM

### OVERVIEW

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 to provide funds for education awards for eligible participants who complete AmeriCorps service. Funding for the Trust comes from appropriations, interest earned, and proceeds from the sale or redemption of Trust investments. Funds are available to:

- ◆ Repay qualified student loans;
- ◆ Pay educational expenses at a qualified institution of higher education;
- ◆ Pay expenses incurred participating in an approved school-to-work program; or
- ◆ Repay eligible interest expenses.

As the following table shows, the amount of an education award depends on the length of service performed by an AmeriCorps member.

**Exhibit 55: Service Term and Corresponding Education Award**

Service Term	# of Hours	Education Award
Full-time	1,700	\$4,725.00
Half-time	900	\$2,362.50
Reduced half-time	675	\$1,800.00
Quarter-time	450	\$1,250.00
Minimum-time	300	\$1,000.00

The Trust is also authorized to fund the President’s Freedom Scholarships for high school students, though the Corporation requests no funding for this activity for FY 2007.

**PROGRAM IMPACTS AND ACCOMPLISHMENTS**

**AmeriCorps Education Awards Exceed \$1 Billion**

In April 2005 the Corporation announced that AmeriCorps members have earned more than \$1 billion in AmeriCorps Education Awards since the program was launched in 1994. Since 1994, nearly 500,000 men and women have served in AmeriCorps through thousands of national and local organizations. The FY 2007 budget requests funding for 75,000 members, an increase of 3,000 members above the 2006 enacted level.

**Trust Automation**

New technology underpins the vision for improved Trust operations. Proposed enhancements include:

- ◆ Member and award institution (colleges, universities and loan institutions) access to online self-service;
- ◆ Enhanced functionality for the existing grantee program, state office and state commission portal;
- ◆ Paperless award requests and processing;
- ◆ Automated award processing and payment; and
- ◆ Improved management reporting tools.

An integrated technology and business process enhancement effort will enable Trust to demonstrate substantial performance gains. Fewer data entry points and stronger edit checks will improve data integrity. Closer linkage of grant and enrollment data will tighten liability calculations. Paperless transactions will reduce mail distribution costs by about 90 percent and result in other significant operating cost savings. A firm fixed price contract for this project was awarded in September 2005 and the enhancements are projected to go on line by the end of FY 2006.

**Strengthen AmeriCorps Program Act**

On July 3, 2003, the President signed into law the Strengthen AmeriCorps Program Act. The legislation established a clear set of budgeting guidelines for the National Service Trust. Specifically, the Act

- ◆ Directs the Corporation to record in the Trust at the time of approval an amount for education awards that considers the value of the award as well as the enrollment rate (member slots actually filled), earnings rate (members who complete their term of service and earn an award), usage rate (members who use their earned award to pay for tuition or student loans), and net present value (the time value of funds) in calculating the obligation amount;
- ◆ Establishes a reserve fund that will protect the Corporation in the event that the estimates used to calculate the obligation are incorrect; and
- ◆ Reinforces sound practices in obligating education awards in the Trust and protects AmeriCorps members by providing additional oversight including annual CEO certifications of compliance with these new requirements and annual audits of recorded estimates and Trust accounts.

Based on the Act, the Corporation has established a reserve and is using more conservative enrollment, earning, and usage rate assumptions to calculate Trust liability and budgetary needs.

### **Trust Controls**

The Corporation has implemented a set of controls to ensure the availability of Trust resources for AmeriCorps grant approvals. They include

- ◆ Estimating total MSYs and member slots available for the grant cycle and allocating them to programs;
- ◆ Requiring the CFO to certify the program and Trust costs of each proposed grant approval;
- ◆ Recording Trust obligations concurrent with the grant award process;
- ◆ Automated safeguards in the Web-Based Reporting System (WBRS) to prevent grantees from enrolling more members than they were allotted; and
- ◆ Tracking Trust enrollments continuously to allow for timely mid-course corrections if necessary.

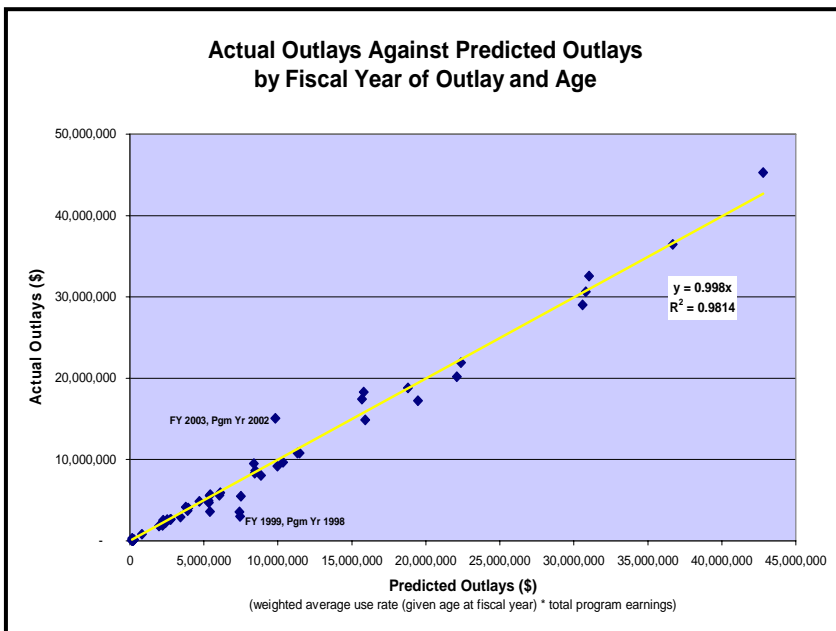
### **External Reviews**

- ◆ Both the OIG and the GAO have favorably reviewed the Corporation's current Trust management policies and procedures. Further, an independent auditor, Cotton & Company LLP, issued unqualified audit opinions on the FY 2004 and FY 2005 schedules of Trust budgetary resources and obligations.
- ◆ In a letter dated January 16, 2004 (OIG Report Number 04-10), the Corporation's then-Inspector General, J. Russell George, certified to CEO David Eisner that the Corporation had complied with and fully implemented four of the five recommendations in the OIG's July 24, 2003 report on the management of the National Service Trust (OIG Report Number 03-007). These recommendations included 1) allowing only qualified personnel to make Trust liability projections, 2) using position descriptions to establish responsibility and accountability for all key Trust positions, 3) establishing automated safeguards in WBRS

and eSPAN to prevent over-enrollment, and 4) publishing formal guidance regarding use of the Service Award Liability model. On the fifth recommendation, to integrate WBRs and eSPAN, Mr. George wrote that “the Corporation’s efforts to implement a multiyear plan to upgrade eGrants have demonstrated its intention to comply with this recommendation.” The WBRs integration project is scheduled to be completed by mid-FY 2006.

- ◆ In its January 2004 report on Trust management, the GAO found that “[t]he Corporation has made changes that minimize the likelihood of a need to suspend enrollments in the future.” In fact, GAO expressed concern about the potential for large Trust surpluses and recommended that the Corporation review restrictions on the refilling of vacated slots and the conversion of slots from full-time to part-time, which can reduce enrollments. GAO also recommended actions to address discrepancies between information in the Trust database and participant documentation and to improve over time estimates of Trust liability and budgetary needs. The Corporation is implementing these recommendations.
- ◆ To ensure the integrity of the Service Award Liability Model, which underlies the Trust financial statements and budget estimates, the Corporation recently completed an external review by Econometrica, Inc. As shown in the scatterplot below of actual outlays against predicted outlays, the June 2005 report validated the model’s accuracy. The report also made recommendations for further refinements to enhance the model, which the Corporation plans to incorporate during FY 2006.

Exhibit 56: Actual Outlays Against Predicted Outlays by FY of Outlay and Age



## CALCULATION OF THE TRUST BUDGETARY NEEDS

The Corporation is using the following assumptions to calculate Trust budgetary needs for FY 2007:

- ◆ **44,950 Member Service Years:** This budget proposes a total of 44,950 new AmeriCorps MSYs (73,000 members) who will be eligible for an education award (an additional 1,972 VISTA members will elect a cash stipend in lieu of an education award, and therefore do not affect Trust funding needs).
- ◆ **Enrollment rate:** Based on the Strengthen AmeriCorps Program Act legislative history, our calculation of Trust funding needs assumes that 100 percent of member slots awarded will be enrolled in the Trust. Recently, enrollment rates have averaged about 85 percent.
- ◆ **Earning rate:** Based on the Strengthen AmeriCorps Program Act legislative history, our calculation assumes that 80 percent of members enrolled in the Trust will complete their service and earn an award. Our Trust model currently projects—based on a moving average of actual results—that about 79 percent of members enrolled in the Trust earn an education award.
- ◆ **Full value of award:** The calculation assumes that members earning an award will earn the full value based on their earning category (e.g., full-time, part-time, and reduced part-time). Historically, we have found that about eight percent of members exit programs early and receive a reduced award.
- ◆ **Usage rate:** Based on Trust model projections, we are currently assuming that about 81 percent of the members earning an award will use it. Usage rates for member cohorts whose education awards have expired average 76 percent, but the activity of more recent members indicates increasing usage.
- ◆ **Net present value:** Three years can elapse between the time the Corporation receives an appropriation for the Trust, a grant is awarded, and a member is enrolled and completes his or her service. In addition, members have seven years from the completion of their service to use their award. This means that it can take 10 years from the fiscal year that the funds are appropriated until a member uses the award. The Corporation takes this time frame into account by discounting the education award to its net present value. The discount factors used in the calculation are based on historical usage patterns, OMB projected interest rates, and the weighted average maturity of the Corporation's Trust portfolio.
- ◆ **Reserve account:** The FY 2007 budget request does not include new budget authority for the Trust reserve account. The National Service Trust Reserve, established by the Strengthen AmeriCorps Program Act, is projected to have \$39.7 million as of the end of fiscal 2006. Under this request the Corporation will add \$7 million to the reserve from funds deobligated for unfilled slots awarded in prior years. The table below details our estimate of Trust dollars from expired, unfilled slots that will be deobligated by the end of FY 2006. As noted above, \$2.7 million of this amount will be used for PY 2007 education awards.

# B u d g e t   A c t i v i t y   8 :   N a t i o n a l   S e r v i c e   T r u s t

Exhibit 57: Slots, MSYs, and Dollar Amounts for PY 2003-2004

	Slots	MSYs	Dollars
PY 2003 Slots Expired as of 11/30/2005	1,767	754	2,064,791
PY 2004 Slots Expired as of 11/30/2005	4,981	2,608	7,164,526
PY 2004 Slots Not Expired/ Not Enrolled as of 11/30/2005	3,465	1,942	5,336,644
PY 2004 Slots Not Expired/ Not Enrolled Expected to be filled	(885)	(605)	(1,654,317)
PY 2004 Slots previously deobligated	(1,931)	(1,446)	(3,190,034)
<b>Total available for deobligation</b>	<b>7,397</b>	<b>3,253</b>	<b>9,721,610</b>

Based on the assumptions outlined in this section, we estimate a Trust cost per MSY of \$2,850.

## EVALUATION PLAN

The National Service Trust Fund account and the procedures used to record Trust obligations are audited annually by the Corporation's Office of Inspector General.

The Corporation reports to Congress monthly on Trust activity, including statistics on member enrollments, number of education awards earned and used, and the financial results of the Trust.

The Corporation has contracted with Econometrica, Inc. to implement several of the Service Award Liability model enhancements that it recommended based on its review of the model during FY 2005.

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# B u d g e t   A c t i v i t y   9 :   E v a l u a t i o n

Exhibit 58: Summary of Budget Estimates for Evaluation (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase (Decrease)
Evaluation	3,522	3,960	3,960	0

## REQUEST SUMMARY

For FY 2007, the Corporation requests \$3.96 million, the same as the FY 2006 enacted budget. This funding will enable the Corporation to:

- ◆ Report annual performance data for the Corporation's programs at the national level;
- ◆ Report disaggregated performance data for states and national grantees;
- ◆ Assess the impacts of participation in service on civic engagement, education, employment, and life skills;
- ◆ Evaluate the effectiveness and impact of our service programs; and,
- ◆ Provide national data on volunteering and volunteer management in America's nonprofit and charitable organizations.

To ensure the Corporation has high-quality data to report on the performance of national and community service programs and volunteering at the national level, the Corporation requests funding for a small number of evaluation efforts essential to support the cost effective management of the agency's programs.

**ABOUT THE PROGRAM****OVERVIEW**

Evaluation at the Corporation is devoted to developing knowledge that will enhance the mission of the Corporation and of national and community service programs nationwide. The Corporation conducts high-quality, rigorous evaluations, research and policy analysis, and providing the Corporation's executive management, Office of Management and Budget (OMB), the Congress, the nonprofit sector and the public with performance information on national and community service.

The Corporation's vision is to:

- ◆ Conduct high-quality, rigorous social science evaluation research designed to measure the impact of the Corporation's programs and shape policy decisions;
- ◆ Encourage a culture of performance and accountability in national and community service programs;
- ◆ Provide national information on volunteering, civic engagement, and volunteer management in nonprofit organizations; and
- ◆ Develop and assess new initiatives and innovative demonstration projects designed to shape future policy decisions.

Appropriations for evaluation activities are authorized under the National and Community Service Act (NCSA) and the Domestic and Volunteer Service Act (DVSA). NCSA authorizes funding for the evaluation of programs receiving funding under the national service laws. DVSA provides funding for related staff and administrative expenses.

**PROGRAM IMPACTS AND ACCOMPLISHMENTS**

Over the last five years, the Corporation has developed a highly respected evaluation capability and completed studies of a number of key issues in the volunteer sector and specifically of the Corporation's programs. This research enables the Corporation, national and local nonprofits and private sector organizations to better focus their resources and achieve greater program impacts. Such research provides the feedback to evaluate alternative approaches, identify problem areas and best practices and support improved program management. For example, the Current Population Survey on Volunteering in the United States (CPS-V) provides the only national data on volunteering in America's nonprofit and charitable organizations. This data is enabling the Corporation and other national volunteering organizations to identify barriers to the expansion of volunteering and develop solutions to help eliminate these barriers. Similarly, the Corporation's National Performance Benchmarking study provides data on the Corporation's program performance and enables the Corporation to improve the management, performance and results of Corporation programs.

## MANAGEMENT IMPROVEMENT

The Corporation continues to improve its research and evaluation efforts. In FY 2005, the Corporation initiated a long-term evaluation planning process. The resulting five-year evaluation plan provided the basis for the Corporation's FY 2007 evaluation budget proposals.

### PERFORMANCE PLAN

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## SUPPORT FOR STRATEGIC FOCUS AREAS AND GOALS

### Key Evaluation Questions

The Corporation's evaluations and research efforts are designed to assess the following research questions:

- ◆ What are the impacts of national and community service programs on:
  - Members and service participants?
  - Nonprofit and community organizations?
  - Communities and service recipients?
- ◆ How can the Corporation's program design be improved?
- ◆ How can the Corporation strengthen effective volunteer recruitment and management nationwide?
- ◆ What are the national patterns of volunteering and civic engagement?
- ◆ How can the Corporation use evaluations and research to manage to accountability?

The exhibits below provide summary information on the Corporation's research agenda for FY 2007 and beyond. They illustrate evaluation activities by research question, funding schedule, and Corporation program. The exhibits are followed by a description of each evaluation activity.

Exhibit 59: Research Activities by Research Question

Budget Activity	Impacts on Members and Service Participants	Impacts on Nonprofit and Community Organizations	Impacts on Communities and Service Recipients	Improving Corporation Program Design	Strengthening Effective Volunteer Recruitment and Management	Understanding National Patterns of Volunteering	Managing to Accountability
National Performance Measurement	✓	✓	✓	✓	✓		✓
The Longitudinal Study of AmeriCorps Members	✓			✓			✓
Volunteering in the United States				✓	✓	✓	
Volunteer Management Research				✓	✓		
Youth Volunteering and Civic Engagement Research				✓	✓	✓	
Evaluations of National Service Programs	✓	✓	✓	✓			✓

Exhibit 60: Funding for Research Activities (dollars in thousands)

Research Activity	FY 2007	FY 2008	FY 2009	FY 2010
National Performance Measurement	\$1,475	✓	✓	✓
The Longitudinal Study of AmeriCorps Members	\$800	✓	✓	✓
Volunteering in the United States	\$700	✓	✓	✓
Volunteer Management Research	\$0		✓	
Youth Volunteering and Civic Engagement Research	\$0	✓		✓
Evaluations of National Service Programs	\$985	✓	✓	✓

Exhibit: Research Activities by Program

Research Activity	AmeriCorps* State and National	AmeriCorps* VISTA	AmeriCorps* NCCC	Senior Corps	Learn and Serve America
National Performance Measurement	✓	✓	✓	✓	✓
The Longitudinal Study of AmeriCorps Members	✓		✓		
Volunteering in the United States	✓	✓	✓	✓	✓
Volunteer Management Research	✓	✓		✓	
Youth Volunteering and Civic Engagement Research	✓	✓	✓		✓
Evaluations of National Service Programs	✓	✓	✓	✓	✓

### Evaluation and Research Activities

These research and evaluation efforts are critical to the Corporation’s ability to assess program performance and manage to accountability. These efforts also provide national level data on volunteering and volunteer management in America’s nonprofit organizations. The Corporation’s major evaluation and research activities are described below.

#### *National Performance Measurement*

The National Performance Measurement project includes surveys and studies of program performance and allows the Corporation to report data on the performance of the AmeriCorps\*State and National, AmeriCorps\*VISTA, AmeriCorps\* NCCC, Senior Corps, and Learn and Serve America programs at the national level. The main component of the National Performance Measurement project is the National Performance Benchmarking effort, which provides program performance data to support program management and enables performance reporting in the agency’s budget requests and Performance and Accountability Reports. As part of our efforts to improve the transparency of national performance reporting, the National Performance Measurement project includes the agency’s State Performance Report designed to disaggregate the Corporation’s program and performance data for states and national programs. National Performance Measurement also includes additional evaluation and research efforts designed to improve the management, performance and results of Corporation programs.

**National Performance Measurement**  
FY 2007 Budget Request  
\$1.475 million

#### *Longitudinal Study of AmeriCorps Members*

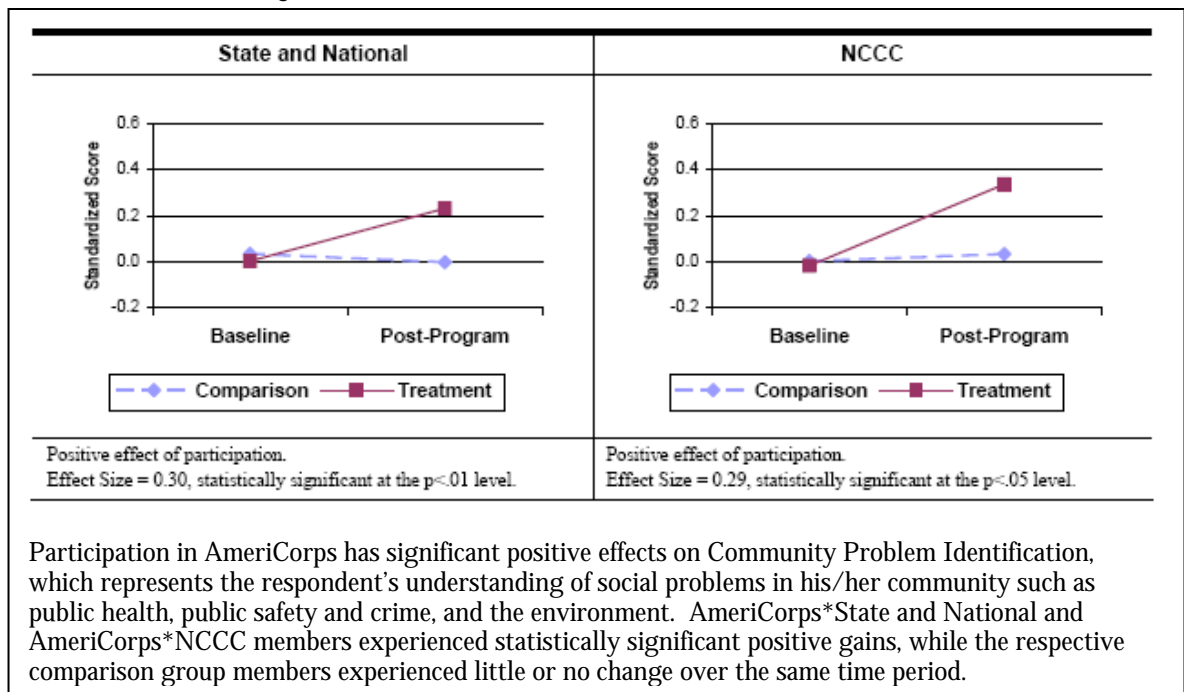
The Longitudinal Study of AmeriCorps Members is a scientifically-designed research study to assess the long-term impacts of participation in AmeriCorps on members’ civic engagement, education, employment, and life skills. This ongoing longitudinal study includes a nationally representative sample of over 2,000 AmeriCorps members from more than 100 AmeriCorps\*State and National programs and from three (of five) AmeriCorps\*NCCC regional campuses. Program impacts are estimated using a rigorous quasi-experimental design including propensity-score matched comparison groups to identify program effects (after controlling for prior civic engagement and volunteering) and social and demographic characteristics.

**Longitudinal Study of AmeriCorps Members**  
FY 2007 Budget Request  
\$0.8 million

The first report from the study was released in 2001 and provides information on member demographics and civic engagement. The second report, released in December 2004, examines the initial impacts of AmeriCorps participation on members in the two years following their AmeriCorps service. The early findings suggest AmeriCorps programs have a consistently positive effect on members across the majority of civic engagement, education, employment and life skills outcomes. For example, the study found statistically significant positive impacts on members' connection to community, knowledge about problems facing their community, and participation in community-based activities.

Additionally, AmeriCorps members without recent volunteering experience were found to be much more likely to continue to volunteer in the years following their term of service. The study also found AmeriCorps participation had a meaningful impact on employment outcomes, with participants in AmeriCorps programs more likely to choose careers in public service and increase their work skills. The study did not identify any initial impacts of AmeriCorps on members' future educational attainment or life skills, and identified diversity as an area for improvement for the NCCC campuses.

Exhibit 61: Impacts on Community Problem Identification, Baseline to Post-Program



Source: Serving Country and Community: A Longitudinal Study of Service in AmeriCorps, Corporation for National and Community Service, Office of Research and Policy Development, Washington, D.C., 2004.

The Corporation currently is designing the next phase of the longitudinal study, which will continue to follow the AmeriCorps members and individuals in the comparison groups to assess the lasting impacts of national and community service approximately five years after AmeriCorps participation. This phase also incorporates a valuable new component. In the early years of AmeriCorps, the majority of members enrolled in full-time service programs (1,700 hours per year). Today, many members serve in part-time service programs (300 to 900 hours per year). Since the current longitudinal study includes only full-time members, this phase also will introduce enhancements to include a new cohort of AmeriCorps members enrolling in full-time, half-time, and part-time service programs starting in 2008. The key research questions to be addressed by adding an additional cohort are whether the positive impacts of AmeriCorps on full-time service members also extend to half-time and part-time service members, and to what extent service intensity and duration affects members' civic engagement, education, employment, and life skills.

*Volunteering in the United States*

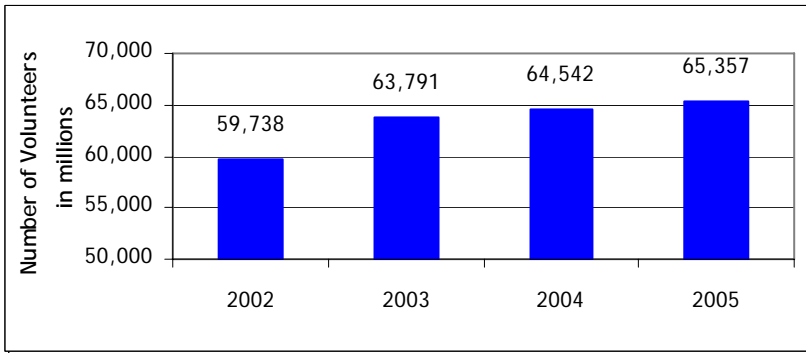
The Current Population Survey on Volunteering in the United States provides the only national data on volunteering in America's nonprofit and charitable organizations. Conducted in partnership with the United States Census and the Bureau of Labor Statistics (BLS) at the U.S. Department of Labor, the CPS-V is a supplement to the Current Population Survey (CPS), the primary source of national information on characteristics of the U.S. labor market.

**Volunteering in the United States**

*FY 2007 Budget Request*  
\$0.7 million

The study includes information on the frequency and intensity of volunteering, the types of organizations where individuals volunteer, the volunteer activities that are performed, the ways in which individuals access volunteer opportunities and the perceived barriers to volunteerism. This effort measures the "supply side" of the market for volunteerism—the supply of current and potential volunteers. This effort has resulted in important national data on volunteering in America. For example, approximately 65.4 million people (28.8 percent) volunteered between September 2004 and September 2005, representing an increase over the 64.5 million volunteers for the previous year, and a significant increase from the 59.8 million in 2002.

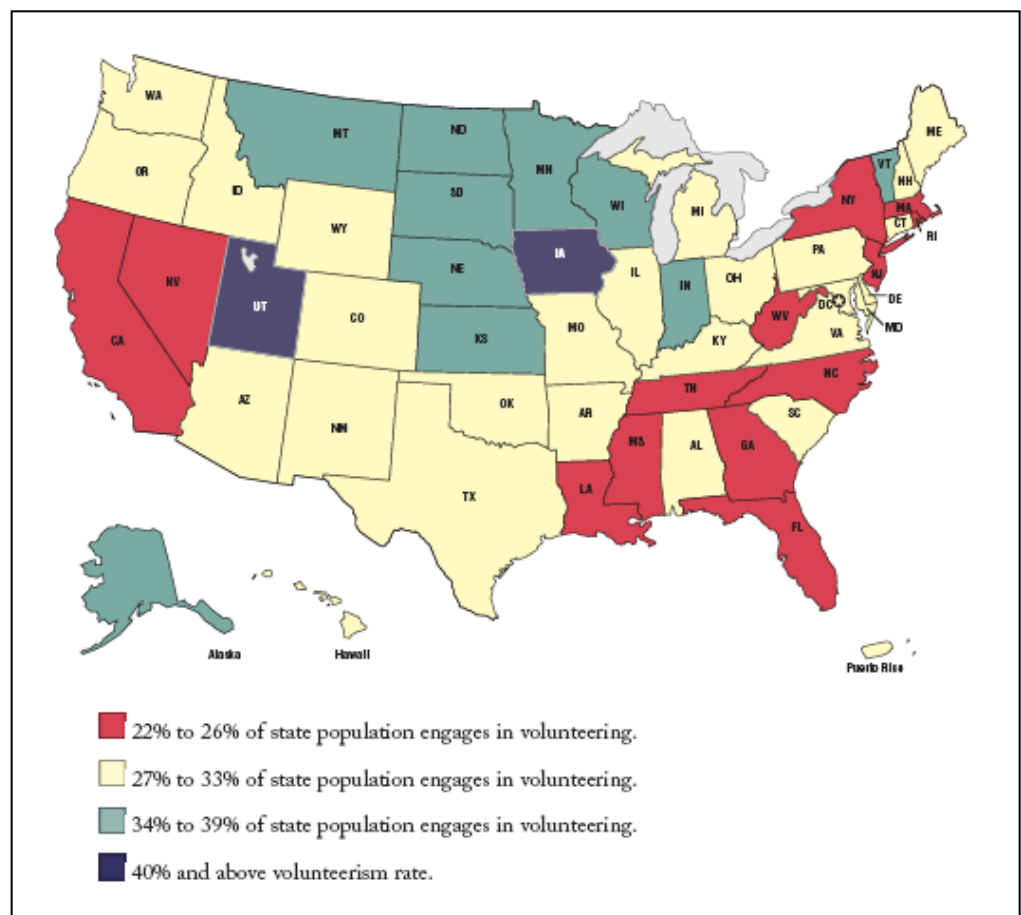
**Exhibit 62: Volunteering Rates in the United States 2002-2005**



Source: Volunteering in the United States, 2002, 2003, 2004, 2005. CPS-V supplement to the Current Population Survey. Bureau of Labor Statistics (BLS), US Department of Labor.

The data also indicate there is great potential to increase volunteering in America. Of the individuals who do not volunteer, the majority indicate one or more factors would motivate them to volunteer. For example, in 2003, 6.3 million non-volunteering Americans indicated that having more information on available opportunities would motivate them to volunteer. The CPS-V also provides information to improve service programs by understanding regional and state variations in the frequency and intensity of volunteering, the types of organizations where individuals volunteer, the volunteer activities that are performed, and the ways in which individuals access volunteer opportunities. Combined with basic CPS labor market and demographic data, this survey provides a powerful benchmark from which to track and measure our progress in expanding volunteerism and to provide national data on volunteering in America.

Exhibit 63: Volunteering Rates in the United States 2003, by State



Source: Volunteering in the United States, 2003. CPS-V supplement to the Current Population Survey. BLS, U.S. Department of Labor.



*Volunteer Management Research*

The Volunteer Management Survey provides national data on the volunteer recruitment and management practices of organizations in the nonprofit sector, as well as valuable information on how Corporation programs can effectively mobilize volunteers. To complement the Current Population Survey on Volunteering in the United States, this effort measures the “demand side” of the market for volunteerism: the capacity of nonprofit and charitable organizations to recruit, manage, and retain volunteers. The Corporation plans to continue to report every few years on the volunteer recruitment and management practices of nonprofit organizations to further identify practices that will improve our efforts to leverage volunteer resources.

**Volunteer Management Research**  
*FY 2007 Budget Request*  
 None

Findings from the 2003 survey indicate more than nine in ten charities benefit from their volunteers in areas such as increased quality and scope of services, cost savings, and public support. At the same time, the study suggests that a lack of investment in volunteer management practices prevents many organizations from realizing the full benefits of their volunteers. Key findings from the study include:

- ◆ When organizations dedicate a substantial portion of a staff member’s time to the management of volunteers, organizations experience fewer recruitment challenges and demonstrate greater adoption of recommended volunteer management practices.
- ◆ While the vast majority of charities and congregational social service programs are able to take on additional volunteers at current capacity, they face challenges in recruiting a sufficient number of volunteers, particularly those that are available during the work day. Similarly, 40 percent of organizations reported that more information about potential volunteers in the community would greatly help their volunteer program.
- ◆ Those charities that provide recognition activities for volunteers, offer training and development opportunities for volunteers, screen and match volunteers with organizational tasks, and use volunteers to recruit other volunteers demonstrate higher volunteer retention rates than charities that have not adopted these practices.
- ◆ Demonstrating the value of faith-based partnerships, charities that collaborate or partner with religious organizations reported a greater volume of volunteers and greater organizational benefits from volunteers.

*Youth Volunteering and Civic Engagement Research*

The Youth Volunteering and Civic Engagement Survey provides biennial national data on youth volunteering for Americans ages 12-18, the next generation of America’s volunteers. The Corporation has partnered with the U.S. Census Bureau to conduct the survey, which includes the characteristics of youth volunteering and civic engagement, the location and duration of charitable activities, how habits of youth volunteering begin, why youth maintain or terminate their philanthropic activities, and how various institutions such as schools and family influence civic behaviors.

**Youth Volunteering and Civic Engagement Research**  
*FY 2007 Budget Request*  
 None

The first results, released in November 2005, estimate 15.5 million youth—or 55 percent of youth ages 12 to 18—participate in volunteer activities each year. The teen volunteering rate is nearly twice the adult volunteering rate of 29 percent. America’s youth contribute more than 1.3 billion hours of community service each year. The brief also describes the state of youth volunteering and the connections between youth volunteering and the primary social institutions to which teenagers are exposed—family, schools, and religious congregations.

The findings show that the state of youth volunteering is robust and that the level of youths’ volunteer commitment is directly related to the nature of the social institutions with which they interact. The stronger the social tie, the more likely a teen is to be a regular volunteer. The study found that youth with at least one parent who volunteers is almost two times more likely to volunteer, and nearly three times more likely to volunteer on a regular basis than youth from non-volunteer families. Students who report doing better in school are more likely to volunteer regularly than are students who do not do as well.

Information on youth volunteering and civic engagement will continue to provide the Corporation and its service partners with valuable information to understand the market for the next generation of volunteers in national and community service programs. The Corporation plans to continue to report every two years on the charitable behaviors of America’s youth and to identify strategies that will lead to a lifetime of volunteering and civic engagement.

**Evaluations of National and  
Community Service Programs**  
*FY 2007 Budget Request*  
\$0.985 million

*Evaluations of National and Community Service Programs*

The Corporation’s evaluations are designed to systematically assess the implementation, effectiveness and impact of national and community service programs and policy initiatives. Activities include research efforts to: evaluate the implementation and impact of national and community service programs; assess the implementation of performance measurement, capacity-building and sustainability in national and community service programs; evaluate the economic costs and benefits of national and community service; and analyze the quality of performance information and performance reporting.

For example, the Corporation is currently conducting a national random assignment evaluation of youth corps programs across the country – the first rigorous assessment of youth corps by the Corporation in more than a decade. The purpose of the study is to assess the impact of participation in youth corps on corps members’ employment, education, life skills and civic engagement. National service youth corps programs are important contributors to the long-term civic health of our nation, and provide America’s youth with the skills they need to succeed. The Corporation’s commitment to supporting youth corps programs includes rigorously measuring the impact of our efforts. The study uses random assignment of participants to treatment or control groups to be able to attribute changes in corps members’ outcomes to program participation. Approximately 6,000 corps members from a nationally representative sample of more than 40 youth corps programs are expected to participate in the study. The study includes a baseline survey in 2006 as members are randomly assigned to the youth corps programs or to a control group and a follow-up survey approximately 18 months after the baseline survey (6 months after completing the youth corps program).

PART III

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## Budget Activity 10: State Commission Administrative Grants

Exhibit 64: Summary of Budget Estimates for State Commission Administrative Grants  
(dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
State Commission Administrative Grants	11,904	12,516	12,516	0

### REQUEST SUMMARY

The FY 2007 budget requests \$12.5 million for State commission administrative grants, the same as the FY 2006 enacted level.

To implement the new AmeriCorps rules and meet State Administrative Standards, many commissions will need to improve their oversight and monitoring of sub-grantees.

In addition to these administrative grants, the Corporation supports State commissions by providing training and technical assistance and PDAT grants.

### ABOUT THE PROGRAM

#### OVERVIEW

State service commissions administer approximately three-fourths of AmeriCorps\*State and National grant funds. These administrative grants, which must generally be matched dollar for dollar, represent nearly half of the operating budgets for many commissions. Commission functions include running grant competitions and monitoring the performance of sub-grantees. Effective grants oversight by commissions is essential to the integrity of the AmeriCorps\*State and National program.

Section 501(a)(4) of the National and Community Service Act calls for state commissions to receive 40 percent of Program Administration funding. However, because the Corporation now receives a separate Salaries and Expenses appropriation, the 40 percent allocation is no longer operative, and the funding level for state commission administrative grants must be specified in appropriations bill language.

The grant funding is allocated according to a population-based formula, with no commission receiving less than \$125,000 or more than \$750,000.

#### PROGRAM IMPACT AND ACCOMPLISHMENTS

The Corporation assisted Guam in forming a commission in FY 2005 and is currently facilitating formation of new Commissions in the Northern Marianas Islands, the U.S. Virgin Islands and South Dakota.

In the wake of Hurricane Katrina, commissions across the country are managing volunteer efforts to assist evacuees. For example, coordination

between the West Virginia Commission and the Corporation's West Virginia State Office has resulted in VISTAs, AmeriCorps Members, RSVPs and Foster Grandparents working together to manage interim housing and prepare for long-term housing for about 400 evacuees who arrived by plane with only 2 days notice.

## **MANAGEMENT IMPROVEMENTS**

As part of its overall oversight and monitoring strategy, AmeriCorps\*State uses the State Administrative Standards, a comprehensive assessment tool consisting of 60 elements including topics such as planning and assessment, financial systems, financial oversight, monitoring of CNCS sub-grantees, and management of staff and board resources.

The Administrative Standards tool was applied to all 52 commissions between 1999 and 2004.

Beginning in fiscal year 2004, the Corporation began using a risk-based process for determining which commissions would receive a review during the fiscal year. Further, the Standards tool has been updated based on lessons learned in the first round of reviews. It is now even more effective at identifying areas for improvement in commission systems and determining training and technical assistance needs.

# Budget Activity 10: State Commission Administrative Grants

## PERFORMANCE PLAN

Exhibit 65: State Commission Administrative Grants Key Performance Measures

Focus Area/Goal	Measure		FY 2004	FY 2005	FY 2006	FY 2007	FY 2010
<b>Corporation Goals</b>							
Goal 1: Meeting Critical Needs in Local Communities through Service	(Outcome) Percentage of grantees/sub-grantees meeting or on track to meet their community impact goals	Target	This measure is under development.				
		Actual					
Goal 2: Strengthening Communities to Engage Citizens	(Output) Rate of cost-sharing by AmeriCorps*State grantees	Target	NA	NA	45.5%	46.8%	50.0%
		Actual	43.7%	42.4%			
Goal 4: Achieving Management Excellence	(Outcome) Percent of AmeriCorps*State members who rate their service experience as excellent or good. <sup>39</sup>	Target	NA	NA	91%	91%	91%
		Actual	90% (49% excellent, 31% good)	91% (60% excellent, 31% good)			
	(Outcome) Percent of incurred costs disallowed as a result of OIG audits of State commissions	Target	NA	NA	0.20%	0.20%	0.20%
		Actual	0.35%	0.20%			

The funds requested will help commissions to fulfill their responsibilities for implementing new AmeriCorps rules and State Administrative Standards that demand stronger sub-grantee oversight and monitoring and require increased grantee cost sharing.

One of the complications in budgeting for State commission administrative grants is the uncertainty about how much of the funds allocated will be requested by the commissions. In recent years, due to State budget problems, many commissions have been unable to fully match their allocations, resulting in carryover of funds to the next year's allocation.

About \$1.3 million was carried over from FY 2005 to FY 2006. The FY 2006 allocation is \$13.8 million. Based on commissions' requests for FY 2006 funds and their unexpended funds ("carry-forward") from FY 2005 that are deducted from new grants, we project a FY 2007 allocation of \$14.2 million. The table below details our projection.

<sup>39</sup> The FY 2004 result includes both State and National programs. Starting in FY 2005, results for State and National are broken out separately.

Exhibit 66: Projected FY 2007 Funding

	FY 2004	FY 2005	FY 2006	FY 2007
New Budget Authority	\$11,929,206	\$11,904,000	\$12,516,000	\$12,516,000
Carryover+Recovered Prior FY	\$2,964,373	\$1,325,230	\$1,299,000	\$1,691,000
Total Available Funding	\$14,893,579	\$13,229,230	\$13,815,000	\$14,207,000
Total Awards (Actual or Projected)	\$13,666,321	\$11,929,929	\$12,124,000	
Unobligated BA	\$1,227,258	\$1,299,301	\$1,691,000	

**EVALUATION PLAN**

**STATE PERFORMANCE REPORTS**

In the *State Performance Reports*, the Corporation reports disaggregated program management and performance data for each Corporation program at the state level for 2003-2004. Each section includes multiple years of historical data, allowing trends in funding and performance to be tracked.

**NATIONAL AMERICORPS MEMBER SATISFACTION DATA**

The Corporation is starting to collect national data on AmeriCorps member satisfaction that can be disaggregated to the State level. The data will include: 1) members' level of overall satisfaction with their AmeriCorps experience; 2) their satisfaction with Corporation-sponsored and program/ project training; 3) their satisfaction with the supervision and support they receive; and 4) their satisfaction with their benefits.



# Budget Activity 11: Program Administration

Exhibit 67: Summary of Budget Estimates for Program Administration (dollars in thousands)

Offices	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Pres. Bud.	Increase/ (Decrease)
<b>CEO</b>	<b>\$16,261</b>	<b>\$17,576</b>	<b>\$18,608</b>	<b>\$1,032</b>
Office of the Chief Executive Officer	991	1,171	979	(192)
Research & Policy Development	1,075	1,308	1,319	11
Office of Information Technology	6,834	6,903	7,366	463
Public Affairs	2,323	2,564	2,695	131
General Counsel	1,350	1,466	1,474	8
Government Relations	490	491	554	63
Human Capital	3,197	3,673	4,221	549
<b>COO</b>	<b>24,272</b>	<b>25,368</b>	<b>26,420</b>	<b>1,052</b>
Immediate Office	999	1,112	1,135	23
Learn and Serve	1,303	1,394	1,425	31
AmeriCorps	4,851	5,173	5,371	197
Senior Corps	1,152	1,336	1,341	4
Grants Policy and Operations	706	636	674	38
Grant Oversight and Monitoring	47	205	215	10
Leadership Development and Training	1,403	1,502	1,615	113
Field Liaison	13,811	14,009	14,644	635
<b>CFO</b>	<b>23,946</b>	<b>23,140</b>	<b>25,287</b>	<b>2,147</b>
Office of the Chief Financial Officer	3,720	3,080	3,288	208
Administrative Services	7,386	8,119	8,395	276
Procurement Services	880	791	811	20
National Service Trust	1,754	1,817	1,872	55
Accounting & Financial Management Services	5,481	4,522	4,660	138
Grants Management	1,597	1,562	1,565	2
Service Centers	3,130	3,248	3,297	49
Service Center Consolidation		0	1,400	1,400
<b>Total</b>	<b>\$64,480</b>	<b>\$66,083</b>	<b>\$70,315</b>	<b>\$4,232</b>

## REQUEST SUMMARY

The FY 2007 budget requests \$70.3 million, \$4.2 million above than the FY 2006 enacted level. This funding will allow for the Corporation to effectively manage and administer its programs, meet new mandates, and invest in cost-saving technological and organizational changes. Of the requested increase, \$2.9 million is for current services adjustments, including \$1.1 million for the mandatory pay raise, \$465,000 for non-pay inflation, \$406,000 to annualize FY 2006 within-band merit pay adjustments (the equivalent of within-grade increases under the Corporation's Alternative Personnel System), and \$936,000 to adjust our budgeted salary lapse rate due to dramatic decreases in staff turnover and improved hiring processes.

The remaining requested increase will enable the Corporation to achieve long-term cost savings by consolidating its field administrative service centers.

**ABOUT THE PROGRAM**

**OVERVIEW**

The Program Administration budget funds the salaries and operating expenses incurred by the Corporation in carrying out its programs. Formerly, program administration costs were shared between the NCSA and DVSA appropriations. For FY 2006, Congress consolidated the Corporation’s program administration funding into a single appropriation, the NCSA Salaries and Expenses account.

**PROGRAM ACCOMPLISHMENTS**

The management reforms and administrative initiatives undertaken in the past several years have moved the Corporation further toward excellence and validated our commitment to continuous improvement. Within the last year alone, the Corporation has:

- ◆ Completed a major rulemaking that will make the AmeriCorps program more accountable and cost-effective;
- ◆ Implemented a risk-based grantee monitoring plan to better leverage resources and improve oversight;
- ◆ Drafted a five-year strategic plan that will be released to the public in February 2006;
- ◆ Underwent a complete organizational and management review by the National Academy of Public Administration;
- ◆ Implemented a new appraisal system for all employees to better tie pay to performance;
- ◆ Developed a set of management metrics designed to measure the agency’s progress toward its goals;
- ◆ Upgraded our information technology, including building a data warehouse and improving eGrants, the agency’s grants management system; and
- ◆ Implemented a salary management system that improves our ability to track, project and reconcile payroll costs.

**Current Services Adjustments**

Exhibit 68: Current Services Adjustments (dollars in thousands)

Current Services	Adjustment
COLA pay increase (2.2% based on OMB guidance)	\$1,091.0
Non-pay inflation (2.1% based on OMB guidance)	465.0
Annualizing pay adjustments	406.0
Incorporating decreased lapse rate	936.0
<b>Total Adjustments</b>	<b>\$2,898.0</b>

One of the fruits of our recent management improvements is a more satisfied workforce. Strong executive leadership and changes such as converting

employees from term to general appointments have boosted employee morale and helped the Corporation to retain high performing staff and attract a higher-quality applicant pool. While these improvements could not be more welcome, they do come at a cost. The Corporation has historically budgeted for payroll using a “natural” lapse rate of seven percent.<sup>40</sup> Even using this relatively high lapse rate, the Corporation consistently underspent its annual payroll budget.

In FY 2005, the employee attrition rate dropped by 30 percent and hiring became 13 percent more efficient, severely straining the payroll budget. The Corporation was forced to push back hiring dates and place holds on many vacant positions. In order to better align staff payroll with what appears to be a new “natural” rate of employee turn-over, our request assumes lapse rate of 3.8 percent, at a cost of \$936 million over the FY 2006 payroll base (which has a 5.8 percent lapse rate). A lower lapse rate means that even as the Corporation is reducing positions (more on that below); it is consuming more FTE, which is what drives payroll costs.

### **A More Cost Effective Corporation**

The Corporation realizes that controlling administrative costs is a management imperative. Under the leadership of our current CEO, we have taken several steps to reduce costs and redirect resources so that even as we are squeezed by budget constraints, we can achieve our management priorities of improved grants oversight and monitoring, greater accountability for resources and performance, outstanding customer service, and a top-notch workforce. We have, for example:

- ◆ Closed the National Service Leadership Institute.
- ◆ Realigned recruitment resources to strengthen program offices.
- ◆ Initiated projects to automate the National Service Trust operations, integrate two large grants management systems, modernize the VISTA and NCCC payroll systems, and consolidate multiple customer call centers. Each of these projects will yield clearly identifiable cost savings and customer service improvements.
- ◆ Cut out the “middle man” to reduce our costs for financial management system support

This budget reflects the anticipated results of a staffing review currently underway, in which we will achieve a net reduction of at least ten positions while at the same time bolstering our grants management capacity and positioning the Corporation to put staff resources behind its four strategic focus areas of Mobilizing More American Volunteers, Ensuring a Brighter Future for All of America’s Youth, Engaging Students in Communities, and Harnessing Baby Boomers’ Experience.

Savings from the staffing reductions will allow the Corporation to meet new IT security mandates and bring its spending on employee training and merit pay closer to par with other agencies in FY 2007. The National Academy of Public

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<sup>40</sup> “Lapse” is defined as the period of time between when a position becomes vacant and when it is backfilled, during which the position consumes no payroll funds. An agency’s “natural” lapse rate is driven by staff turnover and the speed with which it is able to hire new staff. Another factor is the differential between the salaries of departing and replacement staff.

Administration found that the amount of money the Corporation has provided for within-band pay adjustments over the past several years is considerably less than the amount employees would have received through within-grade increases under the GS system (roughly 2 percent of payroll). NAPA also found that the Corporation's cash award funding level has been well below the OPM-recommended one to 1.5 percent of payroll.

We propose to achieve further savings by consolidating administrative functions. The Corporation has five Service Centers around the country to provide grants management, accounting and procurement support to state offices and AmeriCorps\*NCCC campuses. In its recent report on the Corporation, the National Academy of Public Administration concluded that with the Corporation's core accounting system and automated grants management system having reached maturity, there is no longer a need for multiple field processing centers. Consolidating these functions would yield annual savings of up to \$1.2 million, and ultimately improve customer service as business practices are made more uniform.

The \$1.4 million requested represents the estimated net cost of the consolidation in FY 2007. First-year savings (based on a mid-year consolidation) are offset by about \$2 million in one-time costs for employee relocation, retirement and severance; disposition of facilities and equipment; and other costs to ensure an orderly transition, such as employee assistance and training, and process reengineering.

All told, we project that our FY 2008 current services cost increases for program administration will be largely offset by savings from ongoing and proposed management initiatives.

# B u d g e t   A c t i v i t y   1 1 :   P r o g r a m   A d m i n i s t r a t i o n

**Exhibit 69: Program Administration Budget Detail (dollars in thousands)**

FY 2007 Salaries & Expense Request Detail	S&E - Program Admin						Total	2006	Change
	FTE	Sals/Ben	Travel	Rent	Technology	Other	Admin	Enacted	
<b>CEO</b>	<b>85.62</b>	<b>\$10,527.02</b>	<b>\$547.69</b>			<b>\$2,794.80</b>	<b>\$18,607.91</b>	<b>\$17,575.50</b>	<b>\$1,032.41</b>
Office of the Chief Executive Officer	7	846	85			48	979	1,171	-192
Research & Policy Development	13	1,292	18			9	1,319	1,308	11
Office of Information Technology	18	2,412	13		4,738	202	7,366	6,903	463
Public Affairs	14	1,558	44			1,094	2,695	2,564	131
General Counsel	10	1,317	13			144	1,474	1,466	8
Government Relations	4	534	5			15	554	491	63
Human Capital	19	2,568	370			1,284	4,221	3,673	549
<b>COO</b>	<b>259</b>	<b>24,688</b>	<b>1,341</b>			<b>391</b>	<b>26,420</b>	<b>25,367</b>	<b>1,052</b>
Immediate Office	9	1,110	8			17	1,135	1,112	23
Learn and Serve	12	1,370	43			12	1,425	1,394	31
AmeriCorps	49	4,874	223			274	5,371	5,173	197
Senior Corps	12	1,297	29			15	1,341	1,336	4
Grants Policy and Operations	6	657	16			1	674	636	38
Grant Oversight and Monitoring	2	200	6			9	215	205	10
Leadership Development and Training	13	1,470	82			63	1,615	1,502	113
Field Liaison	158	13,710	934			0	14,644	14,008	635
<b>CFO</b>	<b>112</b>	<b>11,052</b>	<b>257</b>	<b>6,794</b>	<b>1,800</b>	<b>5,384</b>	<b>25,287</b>	<b>23,140</b>	<b>2,147</b>
Office of the Chief Financial Officer	13	1,854	2			1,432	3,288	3,080	208
Administrative Services	10	691	3	6,794		907	8,395	8,119	276
Procurement Services	8	735	4			71	811	791	20
National Service Trust	12	1,222	22			628	1,872	1,817	55
Accounting & Financial Management Service	20	2,324	28		1,800	508	4,660	4,522	138
Grants Management	15	1,465	51			50	1,565	1,562	2
Atlantic Service Center	8	621	32			81	734	689	45
Southern Service Center	8	631	44			83	758	801	-43
North Central Service Center	6	455	21			79	555	555	0
Southwest Service Center	7	540	31			84	655	627	28
Pacific Service Center	6	513	21			62	595	577	19
Service Center Consolidation						1,400	1,400	0	1,400
<b>Total</b>	<b>456.72</b>	<b>\$46,266.59</b>	<b>\$2,145.64</b>	<b>\$6,794.00</b>	<b>\$6,538.40</b>	<b>\$8,570.00</b>	<b>\$70,314.63</b>	<b>\$66,082.50</b>	<b>\$4,232.13</b>

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PART IV

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# Office of Inspector General

Exhibit 70: Summary of Budget Estimates for the Office of Inspector General (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Request	FY 2007 Request	Increase/ (Decrease)
Audits	\$4,389	\$4,485	\$3,390	(\$1,095)
Evaluations*	477	0	0	0
Investigations	1,086	1,455	1,560	105
<b>Total budget authority</b>	<b>\$5,952</b>	<b>\$5,940</b>	<b>\$4,950</b>	<b>(\$990)</b>
Carryover from prior year	3,488	2,498	1,000	
Carryover to next year	(2,498)	(1,000)	0	
<b>Total obligations</b>	<b>\$6,942</b>	<b>\$7,438</b>	<b>\$5,950</b>	

\* Starting with FY 2006, the Evaluations Section was abolished as a separate entity and merged into the Audit Section, where it now concentrates on performance audits.

## REQUEST SUMMARY

The FY 2007 budget includes \$4.95 million, a decrease of \$1.05 million from FY 2006, to provide the resources (salaries and operating expenses) to support the OIG's mission and objectives. The work to be performed by the OIG during FY 2007 will be carried out through the OIG's two major programs—Audits and Investigations. The OIG Audit Section performs both financial and performance audits, also known as evaluations. The budget identifies the OIG's management and operational support costs, and distributes these costs to the two major programs as a portion of the full cost of these programs.

In FY 2007, the OIG will strive to fulfill its mission by increasing its focus on Corporation programs, grantees and operations that pose the highest risk of fraud, waste, and abuse of taxpayer's dollars.

**Exhibit 71: Audit Statistics**

Audit Item	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Number of audit reports issued	28	28	19	23	21
Number of testimonies	3	0	1	0	0
Number of reports requested by Congress	8	6	4	4	5
Questioned costs (dollars in thousands)	\$2,984	\$23,369	\$3,585	\$836	\$1,292
Value of recommendations that funds be put to better use (dollars in thousands)	\$56	\$1,607	\$119	\$0 <sup>1</sup>	\$0 <sup>1</sup>

<sup>1</sup> The Audit Section predominantly performed cost-incurred and compliance audits that resulted in questioned costs and noncompliance findings. These types of audits typically do not lead to recommendations that funds be put to better use.

**Exhibit 72: Investigation Statistics**

Investigation Items	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Investigative actions opened	95 <sup>1</sup>	40	42	42	57
Investigative actions resolved and closed	95	40	30	38	53
Average monthly caseload	35	24	26	28	37
Investigative matters resolved without opening a separate investigative action	29	37	42	59	45
Referrals for prosecution	16	10	9	8	20
Investigative recoveries	\$55,961	\$1,206,057	\$123,988	\$36,952	\$234,691
Cost avoidance <sup>2</sup>	0	0	\$158,038	\$5,106	\$2,363
Administrative or management action taken	8	25	23	8	24

<sup>1</sup> Of the 95 investigative actions opened during FY 2001, 45 were opened as a direct result of a proactive OIG review of Corporation employees' use of the government travel charge card.

<sup>2</sup> Cost avoidance was not calculated until FY 2003. Cost avoidance is those predictable costs that were not incurred due to OIG investigative intervention.

## ABOUT THE OIG

The Office of Inspector General's mission, as established by the Inspector General Act of 1978, as amended, is to:

- ◆ Conduct independent and objective audits and investigations;
- ◆ Promote organizational economy, efficiency, and effectiveness;
- ◆ Prevent and detect fraud, waste, and abuse;
- ◆ Review and make recommendations regarding existing and proposed legislation and regulations relating to the Corporation's programs and operations; and

- ◆ Keep the Chief Executive Officer, the Corporation's Board of Directors, and the Congress fully and currently informed of problems in agency programs and operations.

## PROGRAM IMPACT/ACCOMPLISHMENTS

### AUDIT

The Office of Inspector General completed 21 audits in FY 2005. It will complete audits of internal controls, policies and procedures on other Corporation grants and cooperative agreements during FY 2006, as well as audits of Corporation operations.

In FY 2005, the OIG outsourced 28 audits for a total amount of \$4,192,183 (costs ranging from \$28,000 to \$526,000 per audit). The OIG plans to outsource audits costing approximately \$3,000,000 in FY 2006.

- ◆ FY 2005 Financial Statements Audits: (1) the Corporation for National and Community Service Financial Statements Audit, (2) the National Service Trust Fund Compliance & Attestation Audit, and (3) the Corporation for National and Community Service Statement of Budgetary Resources Audit. These annual audits are required by either statute or Executive Order. Procurement action for the FY 2006-2008 financial statements audits contract has been initiated.
- ◆ Information Security Evaluation. In accordance with the Federal Information Security Management Act (FISMA), 44 U.S.C. §§ 3541-49 (2004), the OIG performed its annual independent evaluation of the Corporation's information security program and practices. The OIG has already scheduled the commencement of the FISMA evaluation for FY 2006 in May 2006.
- ◆ Corporation Program Audits: Corporation program audits (financial and performance) were initiated for nine state commissions, one state sub-grantee, four AmeriCorps\* National Direct grantees, five Senior Corps grants, and four Training and Technical Assistance Cooperative Agreements. In FY 2006, the OIG plans to initiate audits on seven state commissions and four AmeriCorps\* National Direct grantees. For FY 2007 the OIG will perform more audits using its own staff and will reduce the number of large grantee audits conducted by contractors.
- ◆ In FY 2005, the Audit Section program analysts worked with staff from Corporation headquarters, field offices, state commissions and National AmeriCorps grantees to evaluate the operations of the four component AmeriCorps programs: AmeriCorps\* State and National, AmeriCorps\* NCCC, and AmeriCorps\* VISTA. Efforts were made to coordinate this study with other management studies being undertaken by the Corporation, including the Business Process Review (BPR) and the study by the National Academy of Public Administration (NAPA). Based on this work, the OIG issued an advisory letter to Corporation management on possible areas for improvement. The Audit Section also issued a report examining patterns in 25 incurred-cost audits conducted by the OIG between FY 2001 and the first quarter of FY 2005.

### Grant Audit Report

As part of a series of audits, the OIG determined whether a Corporation grantee's costs were allocable and allowable, and whether the grantee complied with applicable Federal laws, regulations, and the terms and conditions set forth in the grants.

The OIG questioned \$160,927, or 8.4 percent, of the \$1,906,955 of expenditures incurred by the grantee through June 30, 2004, due to noncompliance with grant terms and conditions. Internal control findings were also addressed in the report: 1) the grantee did not comply with grant terms and conditions; 2) time sheets contained errors and were not signed; 3) the grantee's policies and procedures did not address its drawdown practices; 4) the grantee did not provide complete assignment plans to Foster Grandparents Program participants; and 5) the grantee's budgets included erroneous information on amounts to match volunteer travel costs.

Beginning in March 2004, this grantee took action in response to these audit findings. The actions included termination of the former Executive Director and a Foster Grandparent Program employee, the replacement of several members of the grantee's Board of Directors, and the establishment of a By-Laws Committee. The grantee also implemented several financial operations changes and paid back the questioned costs.

### OIG Investigative Report: Personal Use of AmeriCorps Program Credit Card and Embezzlement

The Office of Inspector General investigated an allegation, reported by Corporation management, that a former associate director of an AmeriCorps program misused the program's credit card. Evidence indicated that the former director used the card for personal use and embezzled a significant amount of program funds. The U.S. Department of Justice accepted this investigation for prosecution and indicted the former associate director for program fraud. The individual plead guilty to one count of program fraud and was sentenced in Federal court. The former associate director received two years' supervised probation, was required to perform 250 hours of community service, ordered to make restitution in the amount of \$49,650.08, and was assessed \$100 in court fees. Based on the information developed by the OIG and presented to the Corporation, management debarred the former associate director from participating in Federal contracts and grants for a period of 24 months.

## INVESTIGATIONS

During FY 2005, the OIG Investigations Section opened 57 new investigations and resolved 53. Investigative efforts resulted in five successful prosecutions, seven debarments, three suspensions, and the recovery of \$234,690.58 of Corporation funds. Ongoing OIG investigations have identified \$1.4 million in potential recoveries of taxpayer dollars. Investigators also processed 69 Hotline complaints or contacts, and resolved 45 matters without opening a separate investigative case file.

Special investigative initiatives have included providing fraud awareness presentations to staff members of grantees, state commissions, and the Corporation. The presentations define fraud, identify indicators of fraud, and discuss prevalent types of fraud. Investigators also visited AmeriCorps members at their service sites to discuss their community service experiences. These visits helped to verify member information submitted to, and maintained by, the Corporation, and increased the visibility of the OIG.

## REVIEW OF LEGISLATION AND REGULATIONS

The Office of Inspector General reviews and makes recommendations about existing and proposed legislation and regulations as they relate to the economy and efficiency of the Corporation's administration of its programs and operations, and the Corporation's efforts to prevent and detect fraud, waste and abuse.

- ◆ In FY 2005, the Corporation issued for public comment proposed amendments to current AmeriCorps program regulations. The amendments established criteria for sustainability of AmeriCorps grant programs, including decreasing grantee reliance on federal funds by increasing the non-federal match and decreasing Corporation costs per member service year; grant selection criteria; performance measures and evaluation; and tutor qualifications and other requirements for tutoring programs. The OIG reviewed the proposed rules and found them to have no adverse effect on the Corporation's efforts to prevent fraud, waste and abuse. It also found that the new rules would appear to have a beneficial impact on the economy and efficiency of the AmeriCorps program. After consideration of public comments, the Corporation issued the rules as final on July 8, 2005.
- ◆ Also in FY 2005, the OIG recommended to the Corporation that it promulgate regulations to implement the Program Fraud Civil Remedies Act, a law enacted in 1986 that provides an administrative means for agencies to recoup low-dollar fraud of Federal funds obtained by false claims or false statements. The Corporation has indicated in the Federal Register its intent to undertake rulemaking in the coming year to implement this Act.

## PERFORMANCE PLAN AND KEY MEASURES

In FY 2007, the Office of Inspector General will increase its focus on areas intended to enhance the management and overall performance of the Corporation. The OIG will provide information designed to further the Corporation's progress toward achieving its strategic goals. The OIG will help the Corporation identify existing vulnerabilities as well as those that may

emerge from changes in the Corporation’s operations or from changes in the environment in which the Corporation operates.

The Office of Inspector General’s major financial and performance audit initiatives for FY 2007 will include the annual audit of the Corporation’s financial statements, a review of selected Corporation operations, and a continuation of the audits of selected state commissions, AmeriCorps\*National Direct grantees and various other Corporation grants. The OIG will also focus on the Corporation’s efforts to protect the financial integrity of the National Service Trust.

The OIG’s investigators will continue to conduct investigations of alleged misuse of Corporation funds. The OIG will continue to conduct fraud awareness briefings and participate in projects that strengthen agency operations. Proactive investigations will be conducted when concerns are raised concerning potentially systematic violations.

**GOALS/OBJECTIVES**

The Office of Inspector General operates independently from the Corporation and seeks to achieve a separate, but related, set of strategic goals. The OIG’s strategic goals are designed to promote economy, efficiency, and effectiveness and to prevent and detect fraud, waste and abuse, and mismanagement in the programs and operations of the Corporation. The general purpose of these goals is to improve the Corporation’s ability to meet its responsibilities and achieve its mission.

**Exhibit 73: OIG Strategic Goals and Objectives**

OIG Goals	Objectives
<p><b>Goal One:</b> Ensure that OIG activities support the Corporation’s mission by emphasizing critical programs and operations of the Corporation.</p>	<p><b>Objective 1.1:</b> Identify and select for review activities that support the Corporation’s mission.</p> <p><b>Objective 1.2:</b> Reduce program vulnerabilities and enhance program integrity of Corporation operations and community service programs.</p> <p><b>Objective 1.3:</b> Increase the efficiency and effectiveness with which the Corporation manages and employs public assets and resources.</p>
<p><b>Goal Two:</b> Communicate effectively with the Corporation Board of Directors and Corporation senior management and staff, with Corporation grantees and sub-grantees, with the public, with the Congress, and with other parties as appropriate.</p>	<p><b>Objective 2.1:</b> Effectively communicate the OIG mission and results of OIG activities and initiatives.</p> <p><b>Objective 2.2:</b> Maintain effective liaison with Corporation Board Members and Corporation senior management, the Congress, and other parties as appropriate.</p>

OIG Goals	Objectives
<p><b>Goal Three:</b> Strengthen the OIG’s ability and readiness to have maximum impact on the most significant issues facing the Corporation and its programs.</p>	<p><b>Objective 3.1:</b> Develop and implement an OIG Information Management System.</p>
	<p><b>Objective 3.2:</b> Provide a quality work environment that fosters mutual respect, communication and teamwork.</p>
	<p><b>Objective 3.3:</b> Maintain a highly capable and diverse staff.</p>

### Typical Outcomes

Audits and investigations are the primary tools available to the OIG to accomplish the strategic goals that support our mission. Typical outcomes that may result from the use of these tools are described in the table below:

Exhibit 74: OIG Performance Indicators

Performance Tools	Typical Outcomes*
<b>Audits</b>	<ul style="list-style-type: none"> <li>◆ Findings and recommendations resulting in improvement of Corporation management, decision-making and grantee oversight (linked to OIG Goals One and Two)</li> <li>◆ Findings and recommendations resulting in protection of the integrity of Corporation programs, operations, and financial management, including the prevention and detection of fraud, waste and abuse (linked to OIG Goals One and Two)</li> <li>◆ Findings and recommendations resulting in compliance with the implementation of GPRA (linked to OIG Goals One and Two)</li> <li>◆ Resolution of questioned costs, including recovery and re-use of funds (linked to OIG Goals One and Two)</li> <li>◆ Recommendations that funds be put to better use, resulting in improved efficiency and economy (linked to OIG Goals One and Two)</li> <li>◆ Findings and recommendations resulting in improvement of strategic management and program management processes (linked to OIG Goals One and Two)</li> </ul>
<b>Investigations</b>	<ul style="list-style-type: none"> <li>◆ Collection of evidence for the successful prosecution of those who steal and/or embezzle Federal program money and assets (linked to OIG Goals One and Two)</li> <li>◆ Recovery of embezzled and stolen Federal program money and assets (linked to OIG Goals One and Two)</li> <li>◆ Providing information to Corporation management for the suspension and debarment of grantees and individuals (linked to OIG Goals One and Two)</li> <li>◆ Briefings on fraud awareness to enable Corporation staff and grantee personnel to detect and report fraud, waste, and abuse (linked to OIG Goals One and Two)</li> </ul>

\*The listed typical outcomes are not all-inclusive.

The following table shows performance statistics related to outcomes and goals for audits:

Exhibit 75: Quantitative Audit and Evaluation Performance Measures\*

Audits	FY 2004 Goal	FY 2004 Actual	FY 2005 Goal	FY 2005 Actual	FY 2006 Goal	FY 2007 Goal	FY 2010 Goal
Number of reports issued	30	23	30	21	30	20	20
Number of reports issued linked to improving Corporation management (OIG Goal One)	--	6	--	3	--	--	--
Number of recommendations linked to improving Corporation management (OIG Goal One)*	--	45	--	40	--	--	--
Number of reports issued linked to protecting the integrity of Corporation programs, operations, and financial management (OIG Goal Two)	--	22	--	18	--	--	--
Number of recommendations linked to protecting the integrity of programs, operations, and financial management (OIG Goal One)*	--	46	--	71	--	--	--
to Corporation	--	93	--	71	--	--	--
to Grantees	--	--	--	--	--	--	--
to Contractors	--	--	--	--	--	--	--
Number of reports issued linked to carrying out the intent of GPRA (OIG Goal One)	--	1	--	0	--	--	--
Number of recommendations linked to carrying out the intent of GRPA (OIG Goal One)*	--	15	--	0	--	--	--
Total number of audit recommendations*	--	139	--	169	--	--	--
Percent of recommendations accepted by the Corporation	--	99%	--	99%	--	--	--

\*The number of recommendations that will be included in future reports cannot be predicted.

**PROGRAM EVALUATION**

**AUDITS**

Government auditing standards require that each audit organization performing audits and attestation engagements undergo an external peer review of its practices at least once every three years. This peer review is conducted by an independent audit organization. The latest peer review concluded that the OIG had complied with generally accepted government auditing standards in performing its own work and in monitoring the work of independent public accountants. The next external peer review is scheduled during FY 2007.

All Audit Section evaluations and work products are reviewed for compliance with the Quality Standards for Inspections, prepared by the President's Council on Integrity and Efficiency (PCIE) in January 2005.

## **INVESTIGATIONS**

The unit conducts on-going self-examinations of investigations using the Qualitative Assessment Review Guide provided by the PCIE to ensure that investigations were in compliance with the Quality Standards for Investigations, as adopted by the PCIE. The unit also reviews all investigative cases once per month as a means of quality control.



# Appendices

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## Appendix A: Corporation Appropriation History

The following exhibit provides a summary of the Corporation's appropriation history.

Exhibit 76: Corporation Appropriation History

Activity	Appropriation (after rescissions)													Request
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>National and Community Service Act (NCSA)</b>														
National Service Trust	\$98,751	\$115,070	\$56,000	\$59,000	\$70,000	\$70,000	\$70,000	\$69,846	\$0	\$99,350	\$129,233	\$142,848	\$138,600	\$124,720
AmeriCorps*State & National Grants	155,500	219,000	215,000	215,000	227,000	237,000	233,395	230,492	240,492	173,863	312,147	287,680	264,825	258,959
Innovation, Demonstration and Assistance	31,900	30,000	29,850	30,000	30,000	28,500	28,500	28,437	28,488	35,269	11,159	13,227	16,281	9,029
Evaluation	4,600	5,500	5,000	5,000	5,000	5,000	5,000	4,989	5,000	2,981	2,982	3,522	3,960	3,960
National Civilian Community Corps	10,000	18,000	18,000	18,000	18,000	18,000	17,892	20,954	24,896	24,838	24,853	25,296	26,730	4,950
Learn and Serve America	40,000	46,000	43,000	43,000	43,000	43,000	43,000	42,905	43,000	42,721	42,746	42,656	37,125	34,155
State Commission Administrative Grants*	24,750	28,723	24,918	25,000	27,000	28,356	27,895	30,932	30,991	32,289	11,929	11,904	12,516	12,516
Partnership Grants	5,000	5,830	5,500	5,500	5,500	5,500	7,471	28,936	29,000	14,901	14,913	14,384	14,850	14,850
Subtotal, NCSA	370,501	468,123	397,268	400,500	425,500	435,356	433,153	457,491	401,867	426,212	549,962	541,517	514,886	463,139
<b>Salaries &amp; Expense Account**</b>														
Subtotal, NCSA and S&E	370,501	468,123	397,268	400,500	425,500	435,356	433,153	457,491	401,867	426,212	574,814	567,309	580,969	533,454
<b>Office of the Inspector General</b>														
Subtotal, NCSA, S&E, and OIG	371,445	470,123	399,268	402,500	428,500	438,356	437,138	462,480	406,861	432,173	581,027	573,261	586,909	538,404
<b>Domestic Volunteer Service Act (DVSA)</b>														
Volunteers in Service to America														
VISTA	37,715	42,676	41,235	41,235	65,235	73,000	80,574	83,074	85,255	93,674	93,731	94,240	95,464	95,466
VISTA Literacy Corps	5,009	5,024	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, VISTA	42,724	47,700	41,235	41,235	65,235	73,000	80,574	83,074	85,255	93,674	93,731	94,240	95,464	95,466
Special Volunteer Programs	-	-	-	-	-	-	-	-	5,000	9,935	9,876	4,960	-	-
National Senior Service Corps														
Retired & Senior Volunteer Program	34,388	35,708	34,949	35,708	40,279	43,001	46,117	48,884	54,884	58,501	58,156	58,528	59,685	59,685
Foster Grandparent Program	66,117	67,812	62,237	77,812	87,593	93,256	95,988	98,868	106,700	110,775	110,121	111,424	110,937	110,943
Senior Companion Program	29,773	31,244	31,155	31,244	35,368	36,573	39,219	40,395	44,395	46,260	45,987	45,905	46,964	46,964
Senior Demonstration Program	-	1,000	-	-	-	1,080	1,494	400	400	398	-	-	-	-
Subtotal, Senior Programs	130,278	135,764	128,341	144,764	163,240	173,910	182,818	188,547	206,379	215,934	214,264	215,857	217,586	217,592
Program Administration**	31,151	31,160	28,541	27,850	28,129	29,129	31,129	32,229	32,213	34,346	36,469	38,688	-	-
Subtotal, DVSA	204,153	214,624	198,117	213,849	256,604	276,039	294,521	303,850	328,847	353,889	354,340	353,745	313,050	313,058
<b>Total, Corporation</b>	<b>\$575,598</b>	<b>\$684,747</b>	<b>\$597,385</b>	<b>\$616,349</b>	<b>\$685,104</b>	<b>\$714,395</b>	<b>\$731,659</b>	<b>\$766,330</b>	<b>\$735,708</b>	<b>\$786,062</b>	<b>\$935,367</b>	<b>\$927,006</b>	<b>\$899,959</b>	<b>\$851,461</b>

\* Includes Program Administration between FY 1994 and FY 2003.

\*\* A separate NCSA Salaries and Expenses account was created in 2004 with one year budget authority. In 2006, DVSA Program Administration funds were appropriated within the NCSA Salaries and Expenses account.

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## Appendix B: Summary of Corporation Programs and FY 2007 Requested Funding

The following exhibit provides information about Corporation programs and other activities, including page references for where these programs and activities are discussed within the FY 2007 budget document.

Exhibit 77: Summary of Corporation Programs and FY 2007 Requested Funding

<b>Program</b>	<b>Statute</b>	<b>Description</b>	<b>2007 President's Request</b>	<b>Page</b>
<b><i>Major Programs</i></b>				
<b>Learn &amp; Serve America</b>	NCSA	Grants awarded to LEAs (Local Education Agencies), SEAs (State Education Agencies), higher education institutions and community based organizations that support community service learning in K-12 classrooms and colleges and university programs.	\$34,155,000	<i>p.45</i>
<b>AmeriCorps*NCCC</b>	NCSA	Team-based service performed by youth, 18-24 years of age, serving in one of five campus-based residential programs, supporting community and national based organizations, tribes, educational institutions, local municipalities and state and national parks.	\$4,950,000	<i>p.55</i>
<b>AmeriCorps*State and National</b>	NCSA	Grant-making national service program supporting a service corps of 75,000 AmeriCorps members to assist communities in meeting local needs. Federal funds are heavily leveraged via partnerships with States, local communities, and private organizations.	\$258,959,000 program funds  \$124,720,000 education award (trust) funds	<i>See below</i>
<b><i>AmeriCorps* State Competitive</i></b>	NCSA	CNCS-conducted national competitions of grant applications recommended by Governor-appointed State Service Commissions for non-profit and community-based service programs to meet local needs.	\$96,350,000	<i>p.57</i>
<b><i>AmeriCorps* State Formula</i></b>	NCSA	Formula grants awarded to State Service Commissions that competitively award to non-profit and community-based organizations to meet local needs.	\$78,374,000	<i>p.57</i>
<b><i>AmeriCorps* National Direct</i></b>	NCSA	Competitive grants awarded directly by CNCS to multi-state and national organizations engaged in community-based service.	\$55,695,000	<i>p.57</i>

Appendix B: Summary of Corporation Programs and FY 2007 Requested Funding

<b>Program</b>	<b>Statute</b>	<b>Description</b>	<b>2007 President's Request</b>	<b>Page</b>
<b><i>National Service Trust</i></b>	NCSA	The National Service Trust was established by the National and Community Trust Act of 1993 to provide funds for education awards for eligible participants who complete AmeriCorps service. (Full-time Service Award = \$4,725)	\$124,720,000	<i>p.117</i>
<b>AmeriCorps*VISTA</b>	DVSA	Project-based assistance performed by individuals 18 years or older, with a college degree or a minimum of three years of volunteer experience, to help reduce poverty through capacity building.	\$95,466,000	<i>p.69</i>
<b>Senior Corps—RSVP</b>	DVSA	Non-stipended service opportunities for volunteers, 55 years and older serving at least four hours a week to help improve their lives while delivering a wide range of community services to non-profits and public agencies.	\$59,685,000	<i>p.85</i>
<b>Senior Corps—Foster Grandparent Program</b>	DVSA	Grants awarded to community organizations for stipended service opportunities for volunteers over 60 years of age and with limited income, who mentor children and youth.	\$110,943,000	<i>p.91</i>
<b>Senior Corps—Senior Companion Program</b>	DVSA	Grants awarded to community organizations for stipended service opportunities for volunteers over 60 years of age and with limited income, who help homebound and frail elderly with daily living tasks.	\$46,964,000	<i>p.95</i>
<b><i>Other Activities—Funding for Innovation</i></b>				
<b>Martin Luther King Day Grants</b>	NCSA	Competitive grants for service projects to honor the legacy of Dr. Martin Luther King, Jr.	\$500,000	<i>p.108</i>
<b>Disability Grants</b>	NCSA	Competitive grants for innovative program models which engage persons with disabilities in service.	\$3,966,000	<i>p.109</i>
<b>Cross-program Training and Technical Assistance</b>	NCSA	Funding for cross-program training and technical assistance activities which by statute cannot be funded with program dollars. Activities include assistance to State Service Commissions and the annual National Conference for Volunteering and Service, in partnership with the Points of Light Foundation.	\$2,425,000	<i>p.112</i>
<b>Service-Learning Training and Technical Assistance and Clearinghouse</b>	NCSA	Training and Technical Assistance – Supports targeted assistance to Learn & Serve grantees in performance measurement and evaluation, and fiscal and grants management.  Clearinghouse - Web-based source for comprehensive downloadable service-learning information and materials (curricula, TTA, research). Email and toll-free phone support also	\$1,100,000	<i>p.113</i>

Appendix B: Summary of Corporation Programs and FY 2007 Requested Funding

<b>Program</b>	<b>Statute</b>	<b>Description</b>	<b>2007 President's Request</b>	<b>Page</b>
		available.		
<b>Service-Learning Initiatives</b>	NCSA	A new initiative to expand service-learning in K-12 and colleges and universities through targeted outreach, including recognition awards to service-learning 'leader schools', and an 'honor roll' of colleges with strong student community service programs and practices	\$400,000	<i>p.114</i>
<b>Performance Measurement and Management</b>	NCSA	Funding to create standardized performance measures and evaluation tools for CNCS grantees.	\$331,000	<i>p.115</i>
<b>President's Council on Service</b>	NCSA	A 24-member Council appointed by the President that promotes an ethic of service, volunteering, and citizenship.	\$52,000	<i>p.115</i>
<b>President's Volunteer Service Award</b>	NCSA	Recognition awards to honor individuals who have volunteered 100 hours or more in a 12-month period (50 hours for children 14 years and under).	\$250,000	<i>p.115</i>
<b>National Volunteer Hotline</b>	NCSA	A toll-free number for volunteering information.	\$5,000	<i>p.116</i>
<b><i>Other Support Activities</i></b>				
<b>Evaluation</b>	NCSA	Annual and long-term evaluation efforts, including longitudinal impact study of AmeriCorps, annual program performance surveys, and research on national volunteerism trends	\$3,960,000	<i>p.125</i>
<b>State Commission Administrative Grants</b>	NCSA	Formula grants to State Service Commissions, matched dollar for dollar with state funds, which support commissions in conducting grant competitions and monitoring sub-grantee performance	\$12,516,000	<i>p.135</i>
<b>Partnership Grants— The Points of Light Foundation and America's Promise: The Alliance for Youth</b>	NCSA	<i>The Points of Light Foundation</i> supports volunteer engagement through volunteer centers and employee volunteer programs in order to help meet the nation's critical social problems.	\$9,900,000	<i>p.102</i>
		<i>America's Promise: The Alliance for Youth</i> works to ensure that every child in America has the resources to be ready for the future. The five promises are: 1) ongoing relationships with caring adults; 2) safe places with structured and positive activities; 3) a healthy start; 4) marketable skills, and; 5) opportunities to give back through service.	\$4,950,000	<i>p.104</i>

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## Appendix C: Program Administration Indirect Cost Allocation Model

Exhibit 78: Program Administration Indirect Cost Allocation Model

### Cost Allocation Worksheet

*2005 Enacted*

	Budgeted Dollars		Allocated Dollars			
		AmeriCorps	VISTA	NCCC	Learn & Serve	Senior Corps
Personnel Compensation	41,784.2	13,355.5	12,768.4	2,536.7	2,685.5	10,438.1
Other Expenses	22,697.5	9,647.3	3,756.2	2,828.1	1,258.0	5,207.8
Staff FTE	549.0	142.8	144.2	118.5	27.1	116.4

### Cost Allocation Worksheet

*2006 Enacted*

	Budgeted Dollars		Allocated Dollars			
		AmeriCorps	VISTA	NCCC	Learn & Serve	Senior Corps
Personnel Compensation	44,576.9	14,305.9	13,534.0	2,775.4	2,940.8	11,020.9
Other Expenses	21,505.2	9,021.9	3,601.8	2,822.2	1,135.6	4,923.7
Staff FTE	548.0	141.0	145.9	116.9	27.2	117.0

### Cost Allocation Worksheet

*2007 Requested*

	Budgeted Dollars		Allocated Dollars			
		AmeriCorps	VISTA	NCCC	Learn & Serve	Senior Corps
Personnel Compensation	46,266.0	14,871.7	13,972.3	2,932.5	3,027.4	11,462.2
Other Expenses	24,052.0	9,439.6	4,787.4	3,007.5	1,246.7	5,570.8
Staff FTE	474.0	145.0	149.0	36.3	27.5	119.2

The Corporation's total administrative cost and staffing are allocated to each of the five major programs using the Corporation's cost accounting model. The budgeting version model diverges from the accounting model only in calculations of the offices of Field Liaison and Evaluation based on conversations with Corporation and NAPA staff. The Corporation is working towards closer alignment of assumptions in the two models.

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## Appendix D: Budget Activity Summaries

The following exhibits present summary information for the Corporation's budget activities.

**Exhibit 79: Budget Estimate Summary for Budget Activity 1: Learn and Serve America (dollars in thousands)**

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
School-based service-learning programs [formula]	\$19,783	\$17,218	\$17,109	(109)
School-based service-learning programs [competitive]	6,594	5,740	4,012	(1,728)
School-based service-learning [set-aside for Indian tribes and U.S. territories]	816	710	653	(57)
Community-based service-learning programs	4,799	4,176	3,842	(334)
<i>Subtotal</i>	<i>31,992</i>	<i>27,844</i>	<i>25,616</i>	<i>(2,228)</i>
Higher education	10,664	9,281	8,539	(742)
<b>Total budget authority</b>	<b>\$42,656</b>	<b>\$37,125</b>	<b>\$34,155</b>	<b>(2,970)</b>
Program administration [direct]:*				
Personnel compensation	1,222	1,340	1,370	30
Other expenses	81	54	55	1
Staff FTE	12	12	12	0

\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

**Exhibit 80: Budget Estimate Summary for Budget Activity 2: AmeriCorps\*NCCC (dollars in thousands)**

Budget Activity Item	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Member support	\$13,837	\$13,964		
Program support	8,913	8,851		
<i>Subtotal, support</i>	<i>22,750</i>	<i>22,815</i>		
Facility improvements	296	495		
Performance Audit/Site Placement Study		1,485		
Health insurance for members	2,250	1,935		
<b>Total budget authority*</b>	<b>\$25,296</b>	<b>\$26,730</b>	<b>\$4,950</b>	<b>(\$21,780)</b>
Program administration [direct]:**				
Staff FTE	93	91	10	(81)
Trust fund [non-add]:				
Education award members	1,180	1,145	0	(1145)
Education award MSY	1,180	1,145	0	(1145)
Education award cost	3,381	2,975	0	(2975)

\* Use of FY 2007 requested funding is outlined in the narrative request summary within the AmeriCorps\*NCCC chapter.

\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

## Appendix D: Budget Activity Summaries

Exhibit 81: Budget Estimate Summary for Budget Activity 3: AmeriCorps\*State and National  
(dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Formula grants to states	\$87,216	\$80,808	\$78,374	(\$2,434)
Competitive grants to states	114,639	102,317	96,350	(5,967)
Direct national competitive grants to eligible nonprofit organizations	54,560	54,450	55,695	1,245
Education award program	5,622	4,760	8,159	3,399
Set-asides for U.S. territories	2,616	2,424	2,351	-73
Set-asides for Indian tribes	2,616	2,424	2,351	-73
<i>Subtotal, grants budget authority</i>	<i>267,269</i>	<i>247,183</i>	<i>243,280</i>	<i>-3,903</i>
Child care for members	8,000	8,000	7,800	-200
Training and other grantee support	9,800	9,642	7,879	-1,763
Transfer to Trust	2,611	0	0	0
<b>Total budget authority</b>	<b>\$287,680</b>	<b>\$264,825</b>	<b>\$258,959</b>	<b>(\$5,866)</b>
Carryover from prior year*	\$40,240	\$58,411	\$13,000	
Carryover to next year	\$58,411	\$13,000	\$0	
<b>Total obligations</b>	<b>\$269,509</b>	<b>\$310,236</b>	<b>\$271,959</b>	
Program administration [direct]:**				
Personnel Compensation	2,832	3,090	3,184	94
Other Expenses	388	339	357	18
Staff FTE	32	32	33	1
Trust fund [non-add]:				
Education award members	66,477	64,175	67,350	3,175
Education award MSY	38,843	37,652	40,121	2,469
Education award cost	111,284	107,812	114,344	6,532

\* Details on the sources and uses of the funds carried over from FY 2005 are provided on page 60.

\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

## Appendix D: Budget Activity Summaries

Exhibit 82: Budget Estimate Summary for Budget Activity 4: AmeriCorps\*VISTA (dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Member support				
Subsistence allowance	\$40,041	\$42,051	\$40,157	(\$1,894)
Post-service stipend	2,280	2,353	2,035	(318)
Health care*	13,641	14,700	18,380	3,680
Child care	1,335	1,335	1,300	(35)
Travel, relocation, settling-in cost, etc.	2,620	3,844	3,619	(225)
<i>Subtotal</i>	<i>59,917</i>	<i>64,283</i>	<i>65,491</i>	<i>1,208</i>
Grants**	13,359	11,015	10,527	(488)
Project support	4,634	4,347	4,091	(256)
System Development/Data Analysis	2,661	800	388	(412)
Training and technical assistance (TTA)	12,255	13,586	13,538	(48)
Recruitment	1,414	1,432	1,431	(1)
<b>Total budget authority</b>	<b>\$94,240</b>	<b>\$95,464</b>	<b>\$95,466</b>	<b>\$2</b>
Program administration [direct]:***				
Personnel Compensation	1,552	1,613	1,690	77
Other Expenses	80	131	140	9
Staff FTE	15	16	16	0
Trust fund [non-add]:				
Education award members	5,112	5,396	5,679	283
Education award MSYs	4,452	4,924	4,828	(96)
Education award cost	12,755	14,099	13,089	(1,010)

\*FY06 health care costs reflect a one-time savings (reflected as a smaller increase) due to a change in how claims are processed; FY06 and FY07 levels each include an anticipated 10.4% inflationary increase in health care costs from the prior year.

\*\*FY06 Grant levels reflect renewals of FY04 year-end grants that did not require renewal funding in FY05; no new grants. FY07 reflects FY04 grants closing; no new grants.

\*\*\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

## Appendix D: Budget Activity Summaries

Exhibit 83: Budget Estimate Summary for Budget Activity 5: Senior Corps (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Retired and Senior Volunteer Program (RSVP) Budget Authority	\$58,528	\$59,685	\$59,685	\$0
Foster Grandparent Program (FGP) Budget Authority	111,424	110,937	110,943	6
Senior Companion Program (SCP) Budget Authority	45,904	46,964	46,964	0
<b>Total Budget Authority</b>	<b>\$215,856</b>	<b>\$217,586</b>	<b>\$217,592</b>	<b>\$6</b>
Program Administration [direct]:*				
Personnel Compensation	1,113	1,293	1,297	4
Other expenses	39	43	44	1
Staff FTE	11	11	12	1

\* The program's direct administrative costs are presented above. The Corporation's indirect program administration costs (e.g. for accounting) are allocated to each of the five major programs using the Corporation's cost accounting model, as identified in Appendix C.

Exhibit 84: Budget Estimate Summary for Budget Activity 6: Partnership Grants (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Points of Light Foundation	\$9,920	\$9,900	\$9,900	\$0
America's Promise	4,464	4,950	4,950	0
<b>Total</b>	<b>\$14,384</b>	<b>\$14,850</b>	<b>\$14,850</b>	<b>\$0</b>

## Appendix D: Budget Activity Summaries

**Exhibit 85: Budget Estimate Summary for Budget Activity 7: Innovation, Demonstration, and Assistance**  
(dollars in thousands)

Budget Activities	FY 2005 Actual	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Martin Luther King (MLK) grants	\$595	\$500	\$500	\$0
Disability grants*	4,473	4,237	3,966	(271)
Next generation grants	1,488	1,300	0	(1,300)
Challenge Grants	3,968	0	0	
Cross-cutting program and service field training and technical assistance	1,984	2,250	2,425	175
Service-Learning TTA/Clearinghouse and Exchange**	719	725	1,100	375
Service-Learning Initiatives	0	0	400	400
Performance Measurement and Management	0	0	331	331
Presidential Freedom Scholarships management	0	400	0	(400)
President's Council on Service/President's Volunteer Service Award	0	302	302	0
Faith-based and community initiatives***	0	125	0	(125)
National volunteer hotline	0	5	5	0
Teach for America	0	3,960	0	(3,960)
Communities in Schools, Inc.	0	1,980	0	(1,980)
Support to Corporation Strategic Focus Areas	0	497	0	(497)
<b>Total</b>	<b>\$13,227</b>	<b>\$16,281</b>	<b>\$9,029</b>	<b>(\$7,252)</b>

\* By statute, this amount is equal to one percent of total funding for the National Service Trust, AmeriCorps\*State and National Grants, Innovation, and Evaluation.

\*\* For FY 2007, includes \$375K in base TTA funding which was requested in previous years as part of cross-cutting TTA subtitle H funding

\*\*\* The Corporation plans to fund training and outreach to faith-based and community-based organizations from program TTA funds in FY 2007. CNCS-wide we anticipate \$750K will be allocated to support faith-based and community initiatives

**Exhibit 86: Budget Estimate Summary for Budget Activity 8: National Service Trust** (dollars in thousands)

Budget/Program Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
Education awards/Interest forbearance	\$126,084	\$127,710	\$124,720	(\$2,990)
Reserve	12,896	6,930	0	(6,930)
Presidential Freedom Scholarships	3,868	3,960	0	(3,960)
<b>Subtotal, New Budget Authority</b>	<b>\$142,848</b>	<b>\$138,600</b>	<b>\$124,720</b>	<b>(\$13,880)</b>
Transferred from program funds*		5,000		
Deobligated from expired slots			9,700	9,700
<b>Total Budgetary Resources</b>	<b>\$142,848</b>	<b>\$143,600</b>	<b>\$134,420</b>	<b>(\$9,180)</b>

\* The Corporation has transferred \$5M of program funds to the Trust in FY 2006 to support hurricane relief grant augmentations. The program funds were carried over from FY 2005.

## Appendix D: Budget Activity Summaries

Exhibit 87: Budget Estimate Summary for Budget Activity 9: Evaluation (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase (Decrease)
Evaluation	3,522	3,960	3,960	0

Exhibit 88: Budget Estimate Summary for Budget Activity 10: NCSA State Commission Administrative Grants (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
State Commission Administrative Grants	11,904	12,516	12,516	0

Exhibit 89: Budget Estimate Summary for Budget Activity 11: Program Administration (dollars in thousands)

Offices	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Request	Increase/ (Decrease)
<b>CEO</b>	<b>\$16,261</b>	<b>\$17,576</b>	<b>\$18,608</b>	<b>\$1,032</b>
Office of the Chief Executive Officer	991	1,171	979	(192)
Research & Policy Development	1,075	1,308	1,319	11
Office of Information Technology	6,834	6,903	7,366	463
Public Affairs	2,323	2,564	2,695	131
General Counsel	1,350	1,466	1,474	8
Government Relations	490	491	554	63
Human Capital	3,197	3,673	4,221	549
<b>COO</b>	<b>24,272</b>	<b>25,368</b>	<b>26,420</b>	<b>1,052</b>
Immediate Office	999	1,112	1,135	23
Learn and Serve	1,303	1,394	1,425	31
AmeriCorps	4,851	5,173	5,371	197
Senior Corps	1,152	1,336	1,341	4
Grants Policy and Operations	706	636	674	38
Grant Oversight and Monitoring	47	205	215	10
Leadership Development and Training	1,403	1,502	1,615	113
Field Liaison	13,811	14,009	14,644	635
<b>CFO</b>	<b>23,946</b>	<b>23,140</b>	<b>25,287</b>	<b>2,147</b>
Office of the Chief Financial Officer	3,720	3,080	3,288	208
Administrative Services	7,386	8,119	8,395	276
Procurement Services	880	791	811	20
National Service Trust	1,754	1,817	1,872	55
Accounting & Financial Management Services	5,481	4,522	4,660	138
Grants Management	1,597	1,562	1,565	2
Service Centers	3,130	3,248	3,297	49
Service Center Consolidation	0	0	1,400	1,400
<b>Total</b>	<b>\$64,480</b>	<b>\$66,083</b>	<b>\$70,315</b>	<b>\$4,232</b>



## Appendix D: Budget Activity Summaries

Exhibit 90: Budget Estimate Summary for the Office of Inspector General (dollars in thousands)

Budget Activities	FY 2005 Enacted	FY 2006 Request	FY 2007 Request	Increase/ (Decrease)
Audits	\$4,389	\$4,485	\$3,390	(\$1,095)
Evaluations*	477	0	0	0
Investigations	1,086	1,455	1,560	105
<b>Total budget authority</b>	<b>\$5,952</b>	<b>\$5,940</b>	<b>\$4,950</b>	<b>(\$990)</b>
Carryover from prior year	3,488	2,498	1,000	
Carryover to next year	(2,498)	(1,000)	0	
<b>Total obligations</b>	<b>\$6,942</b>	<b>\$7,438</b>	<b>\$5,950</b>	

\* Starting with FY 2006, the Evaluations Section was abolished as a separate entity and merged into the Audit Section, where it now concentrates on performance audits.

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## Appendix E: FY 2007 TTA Activities Proposed Through Subtitle H

Exhibit 91: Detail of TTA Activities Proposed Through Subtitle H for FY 2007

Outcomes	TTA Activities/Methods To Achieve All of the Outcomes	Number of Participants	Unit Costs	Total Cost
<b>TTA to State Commissions</b>				
Reduced # of state commission audit findings	Annual Grantee meeting and training	300	\$250/person x 2 days	\$150K
Commission satisfaction and knowledge in use of CNCS technology	New Executive Director and new grantee staff orientation/training	50	\$250/person x 3 days	\$37.5K
Commissions meeting administrative standards	Commissioner Leadership Development Initiative— ½-day add-on to volunteer summits	200 people x 15 states (3,000 total participants)	\$125/person	\$375 K
Commissions achieving results in the Corporation's strategic focus areas	Commissioner Leadership Development Initiative planning group (made up of commissioners)	20	\$1000/person x 2.5 days	\$50K
	New Executive Director manual and other materials	55	\$10,000	\$10K
	60 site visits to support commissions in transition or around management issues identified through oversight and monitoring	3,000 (ave. of 50 people each)	\$3000/per visit x 60	\$170K
	One e-course for new commissioners	200	\$55,000	\$55K
<i>Subtotal</i>		<i>6,625</i>		<i>\$847.5K</i>
<b>Program Development Assistance and Training (PDAT) Awards to state commissions</b>				
Collaboration and planning across national service programs and community partners for purposes of maximizing limited federal funds.	Funding of the individual state plans submitted by state commissions with their annual administrative application.	11,000 (ave. of 200 per 55 states and territories)	\$7,500 per 55 state commissions	\$412.5K
Recruiting of 10,000 additional volunteers per state and implementation of at least three volunteer management practices by identified volunteer organizations	15 state-based Volunteer Summits across the country	333 people x 15 states (4,995 participants)	\$30,000 x 15 states	\$500 K
<i>Subtotal</i>		<i>15,995</i>		<i>\$912.5 K</i>

Appendix E: FY 2007 TTA Activities Proposed Through Subtitle H

(Continued from previous page)

Outcomes	TTA Activities/Methods To Achieve All of the Outcomes	Number of participants	Unit Costs	Total Cost
<b>National Conference on Volunteering and Service</b>				
Attendees report that they increased their capacity to recruit and manage volunteers	Cooperative agreement with the Points of Light Foundation to cover registration information, conference program, conference production and promotional materials, facility rental and AV requirements	1000 national service conference participants	\$250/per participant	\$250K
AmeriCorps grantees report that they increased their capacity to manage their programs	Travel and registration fees for AmeriCorps grantees to be distributed to all 55 commissions via annual PDAT award		\$5000/per 55 commissions	\$275K
	Conference materials development and communicator's training	50	\$38K	\$38K
<i>Subtotal</i>		<i>1050</i>		<i>\$563K</i>
<b>Outreach and T/TA to potential grantees</b>				
Awards to new organizations and successful start-ups for new organizations that have never managed federal funds	One e-course for potential applicants	1000	\$55,000 per e-course for development & production	\$55K
	Phone and email TA	300	\$53/per	\$16K
	Web and materials development		\$31K	\$31K
<i>Subtotal</i>		<i>1,300</i>		<i>\$102K</i>
<b>TOTAL Subtitle H TTA Funds</b>		<b>24,970</b>		<b>\$2,425K</b>

## Appendix F: Supplemental Information of Specific Congressional Interest

Information included in this appendix is provided in response to Congressional requests for information or is considered of particular interest to members of Congress. Included are the following items:

- ◆ Exhibit 93: AmeriCorps\*VISTA training information (*as requested in Senate Report 109-103*)
- ◆ Exhibit 95: AmeriCorps\*State and National programs receiving over \$500,000 in Program Year 2005 (*as requested in Senate Report 109-103 and Conference Report 109-337*)
- ◆ Exhibit 96: AmeriCorps Members by Program Type: FY 1995-2007
- ◆ Exhibit 98: AmeriCorps Enrollment by Service Term: FY 1995-2007
- ◆ Exhibit 99: AmeriCorps\*State Formula Grant Allocations by State: FY 2005-2007<sup>41</sup>
- ◆ Exhibit 100: Learn and Serve America Grant Allocations by State: FY 1997-2007<sup>42</sup>

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<sup>41</sup> By statute, AmeriCorps\*State and National formula grants to states equal 1/3 of total program grant funds.

<sup>42</sup> By statute, Learn and Serve allocates approximately 50 percent of total program grant funds to states based on each state's school age population.

## AMERICORPS\*VISTA TRAINING

All VISTA members are involved in capacity-building, assuming strategic roles in their sponsoring organizations and communities to effect long-term, sustainable improvements in the scope and quality of work and life. The capacity building efforts of the VISTAs are both internally focused, addressing the organizational development needs of their sponsors, and externally focused, addressing the community’s needs and goals.

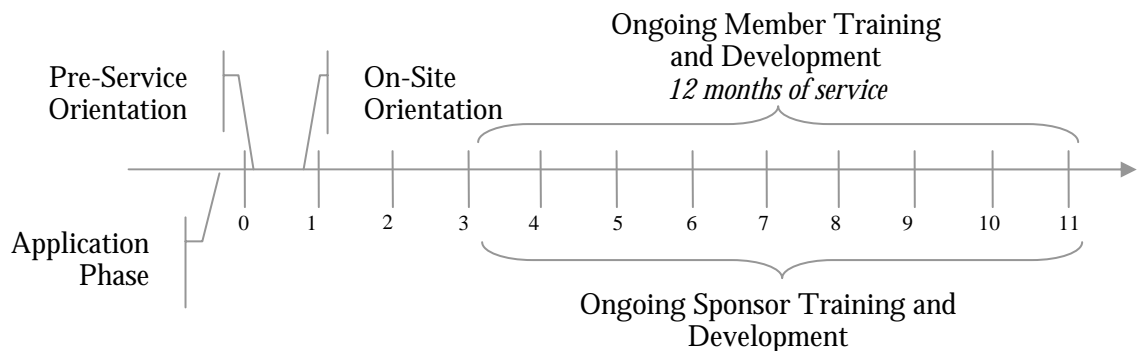
Externally-focused capacity building activities include developing collaborations and organizational networking, community resource mapping, marketing and outreach, and community leadership training. Approximately two-thirds (2/3) of our sponsors use one or more of their VISTAs for externally-focused activities.

Internally-focused capacity building activities include resource development, volunteer recruitment and developing internal business processes. Nearly a third of our sponsoring organizations referenced how VISTA members helped them enhance and systematize their programs, while roughly half of our sponsors task VISTA members to increase resources and strengthen their outreach programs.

VISTA training considers both the type of service in which a member is involved, in addition to the extent of education and experience a member may have upon entering service, when designing a training event. Given the diversity of VISTA’s corps, one training—in style and content—cannot address the needs of all members.

AmeriCorps\*VISTA training is a shared responsibility between the Corporation, our sponsoring organizations, and the members themselves. Member training and development is conceived of as sequenced opportunities and events within the members’ cycle of service over the twelve months, as depicted below.

Exhibit 92: Member Training and Development



### Pre-Service Orientation

Pre-Service Orientation (PSO) is the first, formal stage in the learning process. It is typically a four-day event conducted by Corporation staff, assisted by

## Appendix F: Supplemental Information of Specific Congressional Interest

project sponsoring organizations and professional training consultants. Current and former VISTA members also attend as panelists, mentors, and coaches. The orientation is generally conducted on a geographic basis, with candidates from several states participating. VISTA is piloting localized training this year, allowing for more sponsor and community participation in the orientation.

All VISTA candidates are required to attend Pre-Service Orientation before they begin service. The learning objectives of Pre-Service Orientation include a basic knowledge and understanding of the following:

- ◆ Mission and structure of the Corporation for National and Community Service
- ◆ Philosophy and goals of AmeriCorps and the AmeriCorps\*VISTA program
- ◆ AmeriCorps\*VISTA legal and administrative requirements
- ◆ Role of the Corporation State Office
- ◆ Role of the sponsoring organization, project work plan, and member assignment description
- ◆ Terms, conditions, and benefits of AmeriCorps\*VISTA service
- ◆ Civil rights and responsibilities of AmeriCorps\*VISTA members
- ◆ Working with community organizations and low-income persons
- ◆ Developing sustainable efforts (including marketing, outreach, fundraising and grants writing)
- ◆ Community leadership, networking, and problem-solving

### **On-Site Orientation and Training**

On-Site Orientation and Training is an extension of Pre-Service Orientation. The sponsoring organization conducts the orientation, building on concepts presented during Pre-Service Orientation and including an introduction to the sponsoring organization, the local community, and the members' role within the community. On-Site Orientation plans are developed by the sponsoring organization and reviewed and approved by the Corporation State Office.

The objectives of On-Site Orientation and Training are to provide a basic knowledge and understanding of the following:

- ◆ Background, purpose, and structure of the sponsoring organization
- ◆ Roles and responsibilities for you and other members within the organization
- ◆ Personnel and attendance policies of the sponsoring organization, including use of equipment such as computers and the Internet
- ◆ Specific member assignment and skills needed to accomplish tasks
- ◆ Evaluation of member performance by the project sponsoring organization
- ◆ Background of the local community and identification of community leaders
- ◆ Nature of the low-income population served by the project

- ◆ Potential resources that can be applied to achieve project goals

### Ongoing Member Training and Development

Ongoing Member Training and Development is follow-up training that provides members the opportunity to develop specific knowledge and skills needed to perform their assignments. It is designed to improve program quality and support networking among the members, sponsoring organization staff, and individuals that are engaged in similar activities. The training may be conducted by the sponsoring organization, the Corporation State Office, an intermediary organization, or a partnership among all three. Depending on the type of training, it may occur early in the service year, or after the member has been serving for several months.

The principles of AmeriCorps\*VISTA member training and development are that the learning:

- ◆ Be timely and appropriate to the members' needs
- ◆ Develop skills required for the project
- ◆ Be cost effective

Development opportunities may be a course, a conference, a textual resource, or a professional development activity (such as a temporary reassignment or shadowing a colleague) that meets the members' professional development need. Training topics may include but are not limited to: fundraising, volunteer development and management, grassroots leadership development, community analysis, group dynamics, media relations, project sustainability, and specific training in program issue areas. Mentoring and coaching by supervisors, basic on-the-job training is also an important component of member development and training.

In addition to these training and development opportunities, VISTA members are encouraged to utilize several websites that provide information related to AmeriCorps\*VISTA and the Corporation for National and Community Service. In addition to the Corporation's official website, we offer access to [www.nationalserviceresources.org](http://www.nationalserviceresources.org), the National Service Resource Center where members can subscribe to the Center's 22 listservs or download service-oriented guides, articles and other resources. Additionally, there are several discussion groups, listservs, and mailing lists that AmeriCorps\*VISTA members can join.

VISTA is currently enhancing web resources to make VISTA-specific courseware available. This includes:

- ◆ VISTA On-line Community College, where experts will conduct web-based seminars, provide follow-up mentoring, make subject-specific material available, and host salons around their field of expertise.
- ◆ VISTA training portal will soon be available prior to Pre Service Orientation. This will free up time during Pre-Service Orientation to explore issue-specific subjects in greater detail.

VISTA's investment in distance-learning, training support for sponsors and Corporation State Offices, and moving to more localized training, will improve the delivery of training, expand the content of the curriculum, and reduce the escalating costs for travel and lodging.



## PLAN FOR FY2007

We continue to focus and invest in on-going training and technical assistance (T/TA) for our members throughout their service, while enhancing T/TA opportunities for supervisors. We anticipate providing training for 6,800 participants and 1,300 supervisors in FY 2007. Implementing training models at a local or state level, will provide a greater degree of member/project-relevant T/TA, reduce travel costs and allow, and allow for increased training options. Strategies include:

- ◆ Enhanced guidance and support to ensure access to critical training
- ◆ Enhanced sponsor support in design and delivery of on-site orientation
- ◆ Expanded distance-learning opportunities including a menu of web-based courses, teleseminars, and teleconference coaching,
- ◆ Better focused mentoring by VISTA Leaders and supervisors.
- ◆ Training in partnership with Corporation Field Offices, State Commissions, and national service sponsors/grantees through State-wide, multi-program training events and materials.
- ◆ On-line self-assessment tool identifying key organizational competencies for managing sustainable community development, linking sponsors and members to resources and training.

**Exhibit 93: AmeriCorps\*VISTA Training & Technical Assistance Obligations\***  
(dollars in thousands)

<b>Activity</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
Pre-service Orientation (\$2.92 million accessed through FY 2004 funded agreements, expended in FY 2005)*	730	1,146	1,852
Ongoing Member Training and Development (\$.74 accessed through FY 2004 funded agreements, expended in FY 2005)*			
Workshops, conferences, courses & distance-learning packages	1,180	2,000	2,000
Sponsor Orientation (1.3 million accessed through FY 2004 funded agreements, expended in FY 2005)*		624	712
On-going Sponsor Training*			
Community Engagement & Strengthening	180	50	50
Resource and Fund Development	325	100	100
Performance Measurement and Evaluation	180	35	35
eGrants Training and Technical Support	80	50	25
Issue and Program-specific Technical Assistance	425	275	250
Technical Assistance for Faith-based and Community Initiatives	50	25	20
Training Logistical Support			
Travel	6,400	6,550	5,933
Per Diem	2,705	2,731	2,561
<b>Total</b>	<b>12,255</b>	<b>13,586</b>	<b>13,538</b>

\*Collecting training data is a manual process until all projects are in eGrants in FY07.

In response to the original request in Senate Report 108-345, AmeriCorps\*VISTA and the Corporation have implemented more detailed tracking of VISTA member training and development. Exhibit 94 reflects training implemented in FY2005.

Appendix F: Supplemental Information of Specific Congressional Interest

Exhibit 94: AmeriCorps\*VISTA Training—2005

	Pre-Service Orientation (by CNCS)		Ongoing Training (by CNCS)		Training by Sponsors/Others	
	Member #	Hours	Member #	Hours	Member #	Hours
<b>Capacity-building Areas:</b>						
Grant Writing	--	--	2098	4-6	1306	4-8
Fund Raising	6707	3	2254	4-6	1333	4-8
Other (volunteer recruitment/management, organizational, and asset development)	6707	5	2623	4-6	2119	4-8
<b>Issue Specific Areas:</b>						
Mentoring	--	--	440	4-8	606	6-8
Prisoner re-entry	250	16	63	4-8	126	6-8
Seniors in Poverty	--	--	65	4-8	281	6-8
Disaster Recovery/Preparedness	300	16	93	8-10	775	6-8
Other	--	--	516	4-8	1469	6-8
<b>Other Functional Areas:</b>						
Leadership Development (diversity, media and marketing, communications, demographics, collaborating and networking)	6707	6	2811	6-8	2179	4-8
Life Skills/Professional Development (career-building, team-building)	6707	6	1972	4-6	1941	4-8

Exhibit 94 offers a snapshot of member training in FY 2005. It reflects the degree to which we share responsibility with our sponsors; it also demonstrates our ability to address the specific needs of our diverse population based on their professional experience and specific assignments.

Data on usage of our online resources will be available in FY 2007.

## AMERICORPS PROGRAMS RECEIVING OVER \$500,000 IN PROGRAM YEAR 2005

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2005 under the AmeriCorps State, National, and Education Award grant programs. The match levels shown are based on grantee budgets. Organizations that appear more than once are local affiliates of national organizations that are funded through state commissions instead of the national organization. For example, City Year, Inc. is a National Direct grantee supporting City Year programs in several cities (Seattle, WA and Washington, DC). Other City Year affiliates (City Year Boston and City Year Chicago receive funding through state commissions. In the case of state programs, the commissions are the grantees, but do not operate any programs directly. Therefore, for state programs we list the subgrantees - the organizations that actually operate the programs. For National Direct and Education Award programs, the grantee organization is listed.

Under the Education Award Program, organizations receive no more than \$400 per full-time member and members who complete their service hours receive an education award. The organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required and the Grantee Share is zero. In all other cases, the Grantee Share is the sum of other Federal and all non-federal funds. We cannot distinguish between other Federal and non-Federal sources. The Corporation's OMB approved budget forms do not collect information that allows us to break out the grantee share by source of funds. We are exploring the possibility of collecting this information with OMB. However, at least 15% of the member living allowance must be non-federal and, in most cases, it is much higher. All grantees are in compliance with the Corporation's match requirements. Very few programs receive funds from other Federal agencies that can be used as match to Corporation funds.

## Appendix F: Supplemental Information of Specific Congressional Interest

### Exhibit 95: AmeriCorps Programs Receiving Over \$500,000 in Program Year 2005

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
MA	YouthBuild USA, Inc.	\$4,682,880	\$2,183,768	\$6,866,648	31.8%
WA	WA State Employment Security Department	\$4,642,523	\$2,465,061	\$7,107,584	34.7%
CA	Child Abuse Prevention Council, Inc.	\$3,796,939	\$2,290,268	\$6,087,207	37.6%
WA	Educational Service District 112	\$3,714,185	\$3,743,173	\$7,457,358	50.2%
GA	Habitat for Humanity International, Inc.	\$3,472,518	\$5,528,695	\$9,001,213	61.4%
MA	City Year, Inc.	\$3,421,980	\$3,565,422	\$6,987,402	51.0%
MS	America Reads MS	\$3,264,293	\$1,094,309	\$4,358,602	25.1%
MD	National Association of Community Health Centers, Inc.	\$3,025,200	\$1,633,815	\$4,659,015	35.1%
NY	Teach For America	\$2,942,200	\$3,228,213	\$6,170,413	52.3%
WA	WA State Employment Security Department	\$2,852,000	\$1,264,409	\$4,116,409	30.7%
MD	Notre Dame Mission Volunteers Program, Inc.	\$2,525,936	\$1,107,069	\$3,633,005	30.5%
CA	U.S. Veterans Initiative, Inc.	\$2,380,683	\$866,319	\$3,247,002	26.7%
WI	Public Allies, Inc.	\$2,036,796	\$2,878,865	\$4,915,661	58.6%
MD	National Association of Community Health Centers, Inc.	\$2,016,860	\$987,976	\$3,004,836	32.9%
MA	City Year Boston	\$1,984,000	\$1,697,774	\$3,681,774	46.1%
CA	Civic Ventures	\$1,922,037	\$1,123,167	\$3,045,204	36.9%
MA	City Year Philadelphia	\$1,805,925	\$1,770,376	\$3,576,301	49.5%
GA	Hands on Atlanta, Inc.	\$1,798,568	\$1,795,915	\$3,594,483	50.0%
FL	Communities in Schools of Florida, Inc.	\$1,723,599	\$730,004	\$2,453,603	29.8%
NY	Harlem Children's Zone	\$1,600,402	\$1,491,071	\$3,091,473	48.2%
WA	WA State Department of Ecology	\$1,549,757	\$2,033,365	\$3,583,122	56.7%
MA	Jumpstart for Young Children, Inc	\$1,541,173	\$1,180,390	\$2,721,563	43.4%
NJ	Education Works	\$1,511,480	\$1,922,453	\$3,433,933	56.0%
TX	Literacy USA	\$1,438,197	\$1,004,229	\$2,442,426	41.1%
TX	American YouthWorks	\$1,317,447	\$933,053	\$2,250,500	41.5%
NY	Local Initiatives Support Corporation	\$1,316,330	\$1,429,581	\$2,745,911	52.1%
DC	National Association of Service & Conservation Corps	\$1,260,584	\$601,555	\$1,862,139	32.3%
CA	Bay Area Community Resources/BAYAC AmeriCorps	\$1,225,391	\$1,357,988	\$2,583,379	52.6%
WV	West Virginia University Research Corp.	\$1,220,160	\$617,391	\$1,837,551	33.6%
MT	Montana Conservation Corps, Inc.	\$1,213,960	\$1,471,779	\$2,685,739	54.8%
DC	National Council of La Raza	\$1,209,791	\$453,803	\$1,663,594	27.3%
PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	\$1,202,800	\$423,755	\$1,626,555	26.1%
DC	American National Red Cross	\$1,188,691	\$696,151	\$1,884,842	36.9%
MD	University of Maryland Center on Aging	\$1,114,470	\$465,328	\$1,579,798	29.5%
CA	Foundation for California Community Colleges	\$1,096,619	\$1,256,790	\$2,353,409	53.4%
MA	City Year San Jose/Silicon Valley	\$1,092,640	\$928,604	\$2,021,244	45.9%
CA	Children and Families Commission of Orange County	\$1,031,000	\$456,540	\$1,487,540	30.7%
MD	National Association of Community Health Centers, Inc.	\$973,900	\$442,343	\$1,416,243	31.2%
AK	Tanana Chiefs Conference	\$951,057	\$813,878	\$1,764,935	46.1%
NY	After-School Corporation (The)	\$934,400	\$1,107,908	\$2,042,308	54.2%
TX	The Houston Read Commission	\$919,311	\$250,129	\$1,169,440	21.4%
DC	Heads Up	\$908,454	\$917,521	\$1,825,975	50.2%
MA	Citizen Schools, Inc.	\$886,850	\$1,802,970	\$2,689,820	67.0%
MD	CLEARCorps/USA	\$882,409	\$1,403,321	\$2,285,730	61.4%
CA	Sonoma State University—Service Collaborative	\$869,895	\$548,652	\$1,418,547	38.7%
CA	Foundation for California Community Colleges	\$848,174	\$533,625	\$1,381,799	38.6%
ID	Lewis-Clark State College	\$847,424	\$1,320,580	\$2,168,004	60.9%

Appendix F: Supplemental Information of Specific Congressional Interest

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
PA	Keystone SMILES Community Learning Center	\$830,536	\$499,378	\$1,329,914	37.5%
MA	City Year Cleveland	\$823,550	\$675,264	\$1,498,814	45.1%
NC	Habitat For Humanity, International-North Carolina	\$821,926	\$687,968	\$1,509,894	45.6%
NY	Town of West Seneca	\$808,242	\$353,842	\$1,162,084	30.4%
NY	Research Foundation of the City University of New York	\$804,000	\$0	\$804,000	0.0%
CA	Hoopla Valley Tribe	\$790,564	\$373,658	\$1,164,222	32.1%
GA	Hands on Network	\$780,838	\$545,137	\$1,325,975	41.1%
IL	Southern Illinois University Edwardsville	\$775,000	\$986,658	\$1,761,658	56.0%
CA	Kern County Superintendent of Schools	\$774,737	\$451,442	\$1,226,179	36.8%
AZ	Rough Rock Community School	\$768,406	\$629,360	\$1,397,766	45.0%
MS	Center for Community Development, Delta State University	\$744,000	\$216,000	\$960,000	22.5%
MN	Faribault Public Schools	\$743,961	\$455,572	\$1,199,533	38.0%
PA	Health Federation of Philadelphia	\$741,385	\$767,097	\$1,508,482	50.9%
CA	Imperial County Office of Education	\$733,196	\$169,504	\$902,700	18.8%
DC	The Council of the Great City Schools	\$721,740	\$361,257	\$1,082,997	33.4%
MI	Arab Community Center for Economic and Social Services	\$721,724	\$286,163	\$1,007,887	28.4%
CA	U.S. Veterans Initiative, Inc.	\$700,434	\$211,756	\$912,190	23.2%
CA	Jumpstart For Young Children - California	\$697,734	\$562,415	\$1,260,149	44.6%
CA	California Conservation Corps Watershed Stewards	\$697,583	\$435,063	\$1,132,646	38.4%
MA	City Year Detroit	\$695,230	\$871,681	\$1,566,911	55.6%
KS	Youth Volunteer Corps of America	\$691,420	\$390,176	\$1,081,596	36.1%
PA	Allegheny County Department of Human Services	\$682,000	\$257,656	\$939,656	27.4%
MA	City Year Washington, DC	\$682,000	\$689,877	\$1,371,877	50.3%
CA	Greenfield Union School District	\$681,556	\$610,628	\$1,292,184	47.3%
MI	B - H - K - Child Development Board	\$670,298	\$682,979	\$1,353,277	50.5%
TX	Edcouch-Elsa Independent School District	\$666,339	\$189,757	\$856,096	22.2%
FL	Bethune-Cookman College	\$665,290	\$240,499	\$905,789	26.6%
NY	Fund for the City of New York (Red Hook)	\$650,600	\$208,249	\$858,849	24.2%
DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$634,135	\$692,695	\$1,326,830	52.2%
MO	Partnership For Youth, Inc.	\$629,946	\$346,486	\$976,432	35.5%
NY	Teach For America	\$628,433	\$419,695	\$1,048,128	40.0%
MA	City Year San Antonio	\$624,204	\$419,820	\$1,044,024	40.2%
CA	Fresno County Economic Opportunities Commission	\$621,143	\$838,016	\$1,459,159	57.4%
WV	AmeriCorps LifeBridge	\$620,000	\$282,430	\$902,430	31.3%
TX	Harris County Hospital District	\$619,214	\$482,787	\$1,102,001	43.8%
CA	National City Public Library	\$615,358	\$511,159	\$1,126,517	45.4%
TX	CIS of Central Texas	\$614,535	\$346,319	\$960,854	36.0%
NC	UNCG—Office of Research Services	\$611,296	\$469,745	\$1,081,041	43.5%
VA	Virginia Department of Social Services	\$606,129	\$290,182	\$896,311	32.4%
DC	National Association of Service & Conservation Corps	\$600,000	\$0	\$600,000	0.0%
MD	Catholic Network of Volunteer Service	\$600,000	\$0	\$600,000	0.0%
MD	Civic Works, Inc.	\$598,835	\$508,786	\$1,107,621	45.9%
CA	Redwood Community Action Agency	\$592,117	\$324,467	\$916,584	35.4%
TN	Tennessee's Community Assistance Corp.	\$582,800	\$379,319	\$962,119	39.4%
CA	Prevent Child Abuse California	\$581,632	\$273,577	\$855,209	32.0%
NM	Rocky Mountain Youth Corps	\$568,853	\$447,042	\$1,015,895	44.0%
NC	East Carolina School of Education-Project Heart	\$563,859	\$234,083	\$797,942	29.3%
IL	Northwestern University Settlement Association	\$558,001	\$142,311	\$700,312	20.3%

## Appendix F: Supplemental Information of Specific Congressional Interest

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
WA	Educational Service District 101	\$557,804	\$445,910	\$1,003,714	44.4%
LA	Louisiana Delta Service Corps	\$554,809	\$370,695	\$925,504	40.1%
AK	Nine Star Enterprises, Inc.	\$554,514	\$272,798	\$827,312	33.0%
CA	YMCA of Anaheim	\$547,514	\$311,845	\$859,359	36.3%
WA	Kitsap Community Resources	\$545,180	\$311,079	\$856,259	36.3%
CA	Sports4Kids	\$517,879	\$753,822	\$1,271,701	59.3%
IL	Rend Lake College	\$516,212	\$158,726	\$674,938	23.5%
CA	Sonoma State University—Service Collaborative	\$511,547	\$282,365	\$793,912	35.6%
NE	Lincoln Action Program, Inc	\$508,400	\$509,848	\$1,018,248	50.1%
NY	NYC Department of Parks & Recreation	\$508,295	\$383,805	\$892,100	43.0%
MS	Lower Mississippi Delta Service Corps	\$504,233	\$366,441	\$870,674	42.1%
UT	Ogden City School District	\$501,319	\$721,870	\$1,223,189	59.0%

## AMERICORPS MEMBERS BY PROGRAM TYPE FY 1995-2007

Exhibit 96: AmeriCorps Members by Program Type: FY 1995-2007

Program	Actual 1995		Actual 1996		Actual 1997		Actual 1998			
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct		
Education Award Program	--	--	--	--	15,280	31.3	10,508	20.8		
National Direct	8,817	30.4	8,239	28.8	6,601	13.5	7,446	14.7		
State Formula and Competitive	13,327	46.0	14,625	51.1	19,701	40.4	21,181	41.9		
Territories	47	0.2	93	0.3	246	0.5	59	0.1		
Tribes	204	0.7	97	0.3	202	0.4	135	0.3		
Other State and National	1,162	4.0	586	2.0	1,212	2.5	4,286	8.5		
VISTA Ed Awards	2,864	9.9	2,506	8.8	3,150	6.5	4,256	8.4		
VISTA Stipends	1,785	6.2	1,548	5.4	1,442	3.0	1,895	3.7		
NCCC	782	2.7	926	3.2	964	2.0	820	1.6		
<b>Total</b>	<b>28,988</b>		<b>28,620</b>		<b>48,798</b>		<b>50,586</b>			
Program	Actual 1999		Actual 2000		Actual 2001		Actual 2002			
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct		
Education Award Program	12,464	22.4	16,436	25.1	20,651	28.4	23,859	34.4		
National Direct	7,020	12.6	6,958	10.6	7,287	10.0	7,225	10.4		
State Formula and Competitive	22,123	39.7	28,088	42.9	33,278	45.7	29,548	42.7		
Territories	215	0.4	252	0.4	128	0.2	142	0.2		
Tribes	242	0.4	425	0.6	212	0.3	314	0.5		
Other State and National	5,796	10.4	5,387	8.2	2,200	3.0	752	1.1		
VISTA Ed Awards	4,653	8.4	4,960	7.6	5,801	8.0	4,270	6.2		
VISTA Stipends	1,959	3.5	1,902	2.9	2,128	2.9	1,920	2.8		
NCCC	1,195	2.1	994	1.5	1,156	1.6	1,250	1.8		
<b>Total</b>	<b>55,667</b>		<b>65,402</b>		<b>72,841</b>		<b>69,280</b>			
Program	Actual 2003		Actual 2004		Actual 2005		Projected 2006		Projected 2007	
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct
Education Award Program	6,899	21.6	28,975	38.9	26,652	36.6	26,674	36.2	28,174	37.6
National Direct	3,517	11.0	9,751	13.1	8,915	12.3	10,120	13.7	10,236	13.6
Professional Corps	--	--	--	--	1,728	2.4	2,728	3.7	3,228	4.3
State Formula and Competitive	13,740	42.9	28,436	38.2	26,938	37.0	25,053	34.0	25,328	33.8
Territories	--	--	149	0.2	277	0.4	277	0.4	201	0.3
Tribes	86	0.3	185	0.2	192	0.3	235	0.3	182	0.2
Other State and National	652	2.0	--	--	--	--	--	--	--	--
VISTA Ed Awards	3,086	9.6	4,061	5.4	5,112	7.0	5,396	7.3	5,679	7.6
VISTA Stipends	2,711	8.5	1,782	2.4	1,813	2.5	2,057	2.8	1,972	2.6
NCCC	1,300	4.1	1,184	1.6	1,145	1.6	1,155	1.6	--	--
<b>Total</b>	<b>31,991</b>		<b>74,523</b>		<b>72,772</b>		<b>73,695</b>		<b>75,000</b>	

## Appendix F: Supplemental Information of Specific Congressional Interest

Notes on Exhibit 96:

The Program Year (PY) 1995-2003 numbers represent:

- ◆ For AmeriCorps State and National grant programs, actual member slots awarded;
- ◆ For VISTA, actual members allocated for enrollment in the National Service Trust (VISTA Ed Awards) and members who elected a \$1,200 end-of-service stipend in lieu of an education award (VISTA Stipends); and
- ◆ For NCCC, the number of member slots allocated for enrollment.

The data are reported from the Corporation's System for Programs, Agreements, and National Service Participants (SPAN).

PY 2004-05 data are based on slots certified as of January 2006. Actual slots are subject to change slightly during grant negotiations.

The PY 2006-07 numbers are projected based on activity to date and available or requested resources.

A separate Professional Corps grant competition began in PY 2005.

Award figures for the State Formula and State Competitive grant programs were not disaggregated until program year 2000. For comparability's sake, they are aggregated for all years in the table. The award breakouts for 2000-07 are as follows:

**Exhibit 97: AmeriCorps\*State and National Members by Program Type (Competitive/Formula): FY 2000-2007**

<b>Program Year</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Formula	9,442	12,729	13,159	6,783	12,250	12,656	12,070	11,505
Comp.	18,646	20,549	16,389	6,957	16,186	14,570	12,983	13,823



## AMERICORPS ENROLLMENT BY SERVICE TERM: FY 1995-2007

Exhibit 98: AmeriCorps Enrollment by Service Term (full-time, part-time, reduced part-time): FY 1995-2007

	AmeriCorps Slots Awarded									
	Actual		Actual		Actual		Actual			
	1995	1996	1997	1998						
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct		
Full-time	20,307	70.1	19,607	68.5	25,809	52.9	27,401	54.2		
Part-time	7,984	27.5	8,131	28.4	16,858	34.5	14,588	28.8		
Reduced Part-time	697	2.4	882	3.1	6,131	12.6	8,597	17.0		
	-----		-----		-----		-----			
<b>Total</b>	<b>28,988</b>		<b>28,620</b>		<b>48,798</b>		<b>50,586</b>			
	Actual		Actual		Actual		Actual			
	1999	2000	2001	2002						
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct		
Full-time	27,671	49.7	29,944	45.8	34,450	47.3	33,860	48.9		
Part-time	15,545	27.9	16,049	24.5	16,413	22.5	14,366	20.7		
Reduced Part-time	12,451	22.4	19,409	29.7	21,978	30.2	21,054	30.4		
	-----		-----		-----		-----			
<b>Total</b>	<b>55,667</b>		<b>65,402</b>		<b>72,841</b>		<b>69,280</b>			
	Actual		Actual		Actual		Projected		Projected	
	2003	2004	2005	2006	2007					
	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct	Awarded	Pct
Full-time	18,470	57.7	33,359	44.8	32,901	45.2	36,003	48.9	34,060	45.4
Part-time	6,890	21.5	15,262	20.5	11,551	15.9	14,086	19.1	15,858	21.1
Reduced part-time	6,631	20.7	25,902	34.8	28,320	38.9	23,606	32.0	25,082	33.4
	-----		-----		-----		-----		-----	
<b>Total</b>	<b>31,991</b>		<b>74,523</b>		<b>72,772</b>		<b>73,695</b>		<b>75,000</b>	

Notes on Exhibit 98:

Full-time = 1,700 hours, Part-time = 900 hours, Reduced part-time = 300-899 hours (includes reduced half-time, quarter-time, and minimum time slots).

The numbers for Program Years (PY) 1995-2003 represent:

- ◆ For AmeriCorps State and National grant programs, actual member slots awarded;
- ◆ For VISTA, the number of members allocated for enrollment in the National Service Trust (VISTA Ed Awards) and members who elected a \$1,200 end-of-service stipend in lieu of an education award (VISTA Stipends); and
- ◆ For NCCC, the number of member slots allocated for enrollment.

## Appendix F: Supplemental Information of Specific Congressional Interest

The data are reported from the Corporation's System for Programs, Agreements, and National Service Participants (SPAN).

PY 2004-05 data are based on slots certified as of January 2006. Actual slots are subject to change slightly during grant negotiations.

The PY 2006-07 numbers are projected based on activity to date and available or requested resources.

## AMERICORPS\*STATE FORMULA GRANT ALLOCATIONS BY STATE: FY 2005-2007

Exhibit 99: AmeriCorps\*State and National Formula Grant Allocations by State: FY 2005-2007

State	2005	2006	2007
Alabama	\$1,332,043	\$1,226,373	\$1,189,206
Alaska	\$500,000	\$500,000	\$500,000
Arizona	\$1,651,698	\$1,598,090	\$1,549,658
Arkansas	\$806,703	\$747,789	\$725,126
California	\$10,501,984	\$9,722,105	\$9,427,463
Colorado	\$1,346,822	\$1,255,263	\$1,217,220
Connecticut	\$1,030,939	\$944,518	\$915,893
Delaware	\$500,000	\$500,000	\$500,000
District of Columbia	\$500,000	\$500,000	\$500,000
Florida	\$5,036,966	\$4,786,733	\$4,641,664
Georgia	\$2,570,330	\$2,441,165	\$2,367,182
Hawaii	\$500,000	\$500,000	\$500,000
Idaho	\$500,000	\$500,000	\$500,000
Illinois	\$3,744,945	\$3,434,250	\$3,330,170
Indiana	\$1,833,664	\$1,687,605	\$1,636,459
Iowa	\$871,325	\$798,154	\$773,965
Kansas	\$806,050	\$738,515	\$716,133
Kentucky	\$1,218,713	\$1,122,941	\$1,088,909
Louisiana	\$1,330,736	\$1,217,176	\$1,180,288
Maine	\$500,000	\$500,000	\$500,000
Maryland	\$1,630,418	\$1,506,901	\$1,461,232
Massachusetts	\$1,904,037	\$1,721,715	\$1,669,536
Michigan	\$2,983,274	\$2,723,228	\$2,640,697
Minnesota	\$1,497,373	\$1,381,086	\$1,339,231
Mississippi	\$852,744	\$785,979	\$762,159
Missouri	\$1,688,300	\$1,560,694	\$1,513,395
Montana	\$500,000	\$500,000	\$500,000
Nebraska	\$514,761	\$500,000	\$500,000
Nevada	\$663,292	\$649,754	\$630,062
New Hampshire	\$500,000	\$500,000	\$500,000
New Jersey	\$2,556,621	\$2,345,739	\$2,274,648
New Mexico	\$554,811	\$518,872	\$503,147
New York	\$5,679,510	\$5,180,858	\$5,023,845
North Carolina	\$2,488,210	\$2,336,407	\$2,265,599
North Dakota	\$500,000	\$500,000	\$500,000
Ohio	\$3,384,541	\$3,084,639	\$2,991,154
Oklahoma	\$1,039,274	\$954,632	\$925,700
Oregon	\$1,053,499	\$979,702	\$950,011
Pennsylvania	\$3,659,682	\$3,344,447	\$3,243,088
Puerto Rico	\$1,147,891	\$1,052,619	\$1,020,718
Rhode Island	\$500,000	\$500,000	\$500,000
South Carolina	\$1,227,392	\$1,144,919	\$1,110,220
South Dakota	\$226,205	\$208,781	\$202,454
Tennessee	\$1,728,925	\$1,604,458	\$1,555,833
Texas	\$6,546,198	\$6,150,950	\$5,964,536
Utah	\$695,941	\$664,493	\$644,355

## Appendix F: Supplemental Information of Specific Congressional Interest

<b>State</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Vermont	\$500,000	\$500,000	\$500,000
Virginia	\$2,186,059	\$2,036,184	\$1,974,474
Washington	\$1,814,663	\$1,691,852	\$1,640,578
West Virginia	\$535,793	\$500,000	\$500,000
Wisconsin	\$1,619,583	\$1,489,630	\$1,444,485
Wyoming	\$500,000	\$500,000	\$500,000

Appendix F: Supplemental Information of Specific Congressional Interest

**LEARN AND SERVE AMERICA GRANT ALLOCATIONS BY STATE: FY 1997-2007**

Exhibit 100: Learn and Serve America Grant Allocations by State: FY 1997-2007<sup>43</sup>

State	97 Allotment	98 Allotment	99 Allotment	00 Allotment	01 Allotment	02 Allotment	03 Allotment	04 Allotment	05 Allotment	06 Allotment	07 Allotment	06 - 07 Difference
<b>Alabama</b>	\$336,333	\$332,340	\$332,256	\$327,251	\$323,980	\$317,367	\$309,825	\$301,774	\$299,360	\$302,858	\$302,858	\$0
<b>Alaska</b>	\$49,644	\$52,322	\$53,460	\$53,501	\$54,277	\$50,817	\$53,292	\$51,523	\$51,111	\$44,574	\$41,422	(\$3,152)
<b>Arizona</b>	\$307,508	\$319,066	\$338,518	\$337,608	\$348,622	\$336,718	\$343,341	\$360,680	\$357,794	\$334,581	\$310,924	(\$23,657)
<b>Arkansas</b>	\$203,478	\$203,117	\$203,561	\$201,103	\$200,043	\$194,508	\$190,181	\$185,522	\$184,038	\$173,169	\$173,169	\$0
<b>California</b>	\$2,244,532	\$2,376,368	\$2,406,197	\$2,527,377	\$2,556,017	\$2,513,745	\$2,593,052	\$2,658,192	\$2,636,926	\$2,266,227	\$2,105,989	(\$160,238)
<b>Colorado</b>	\$240,782	\$246,245	\$248,770	\$247,234	\$247,601	\$240,462	\$241,677	\$245,438	\$243,475	\$217,605	\$202,219	(\$15,386)
<b>Connecticut</b>	\$193,541	\$211,230	\$211,212	\$208,061	\$213,465	\$205,110	\$215,584	\$220,697	\$218,931	\$182,395	\$177,073	(\$5,322)
<b>Delaware</b>	\$48,741	\$50,423	\$51,314	\$51,535	\$54,217	\$51,375	\$51,375	\$50,601	\$50,196	\$43,786	\$42,869	(\$917)
<b>District of Columbia</b>	\$43,275	\$44,831	\$44,714	\$47,918	\$47,301	\$48,263	\$45,839	\$49,515	\$49,119	\$49,442	\$49,442	\$0
<b>Florida</b>	\$885,323	\$957,074	\$967,508	\$998,297	\$997,705	\$968,114	\$964,777	\$948,276	\$940,690	\$831,082	\$772,318	(\$58,764)
<b>Georgia</b>	\$518,566	\$552,759	\$558,453	\$570,506	\$569,869	\$565,167	\$582,431	\$593,068	\$588,323	\$528,933	\$491,533	(\$37,400)
<b>Hawaii</b>	\$71,265	\$71,701	\$71,438	\$69,838	\$67,899	\$66,525	\$70,558	\$68,429	\$67,882	\$63,656	\$59,155	(\$4,501)
<b>Idaho</b>	\$84,235	\$83,381	\$83,593	\$82,792	\$82,002	\$80,222	\$81,723	\$84,718	\$84,040	\$71,576	\$66,515	(\$5,061)
<b>Illinois</b>	\$911,678	\$909,264	\$915,273	\$896,926	\$887,237	\$860,723	\$864,363	\$851,561	\$844,749	\$745,042	\$745,042	\$0
<b>Indiana</b>	\$379,850	\$384,134	\$384,091	\$380,639	\$374,027	\$367,396	\$371,012	\$362,362	\$359,463	\$311,884	\$311,884	\$0
<b>Iowa</b>	\$186,760	\$185,434	\$186,169	\$181,634	\$176,442	\$172,109	\$168,901	\$154,978	\$153,738	\$156,657	\$156,657	\$0
<b>Kansas</b>	\$181,436	\$180,880	\$181,077	\$178,588	\$176,120	\$170,918	\$170,549	\$171,638	\$170,265	\$137,673	\$137,673	\$0
<b>Kentucky</b>	\$322,357	\$320,328	\$319,432	\$314,655	\$308,616	\$298,732	\$288,968	\$266,909	\$264,774	\$263,165	\$263,165	\$0
<b>Louisiana</b>	\$451,923	\$448,175	\$442,918	\$430,081	\$426,307	\$411,963	\$394,003	\$370,770	\$367,803	\$343,353	\$343,353	\$0
<b>Maine</b>	\$84,845	\$87,428	\$87,373	\$87,007	\$86,328	\$84,332	\$81,723	\$82,204	\$81,546	\$82,345	\$82,345	\$0
<b>Maryland</b>	\$310,341	\$326,546	\$325,196	\$325,484	\$325,764	\$318,527	\$334,061	\$318,820	\$316,270	\$277,891	\$277,891	\$0
<b>Massachusetts</b>	\$384,329	\$407,944	\$412,150	\$409,759	\$415,408	\$395,962	\$417,637	\$430,141	\$426,699	\$350,527	\$350,527	\$0
<b>Michigan</b>	\$815,563	\$830,080	\$827,981	\$815,395	\$819,062	\$777,474	\$765,719	\$733,519	\$727,650	\$623,217	\$623,217	\$0
<b>Minnesota</b>	\$308,368	\$313,668	\$314,100	\$308,526	\$303,799	\$293,551	\$294,219	\$283,878	\$281,607	\$238,038	\$238,038	\$0
<b>Mississippi</b>	\$289,341	\$285,506	\$285,756	\$277,997	\$273,935	\$266,499	\$254,711	\$239,532	\$237,616	\$247,714	\$247,714	\$0
<b>Missouri</b>	\$370,476	\$383,735	\$386,102	\$385,923	\$382,857	\$369,037	\$362,408	\$364,963	\$362,043	\$302,439	\$301,294	(\$1,145)
<b>Montana</b>	\$72,463	\$71,315	\$70,963	\$69,174	\$68,600	\$66,306	\$65,380	\$64,561	\$64,045	\$52,772	\$50,814	(\$1,958)
<b>Nebraska</b>	\$107,630	\$113,621	\$113,812	\$111,324	\$107,515	\$105,315	\$102,875	\$102,306	\$101,488	\$92,976	\$92,976	\$0
<b>Nevada</b>	\$83,119	\$90,818	\$94,648	\$97,440	\$99,459	\$98,692	\$105,650	\$119,407	118,452	\$109,269	\$101,543	(\$7,726)
<b>New Hampshire</b>	\$67,987	\$69,479	\$70,169	\$69,372	\$71,619	\$67,309	\$68,205	\$68,485	67,937	\$58,751	\$54,602	(\$4,149)

<sup>43</sup> Learn and Serve's authorizing statute directs that state formula funding allocations are to be based on state school-age population and Department of Education Title One grant funding levels. The authorizing statute also specifies that all state allocations must be no less than the 1993 allocated amount.

**Appendix F: Supplemental Information of Specific Congressional Interest**

<b>State</b>	<b>97 Allotment</b>	<b>98 Allotment</b>	<b>99 Allotment</b>	<b>00 Allotment</b>	<b>01 Allotment</b>	<b>02 Allotment</b>	<b>03 Allotment</b>	<b>04 Allotment</b>	<b>05 Allotment</b>	<b>06 Allotment</b>	<b>07 Allotment</b>	<b>06 - 07 Difference</b>
<b>New Jersey</b>	\$485,998	\$509,521	\$512,231	\$518,305	\$522,644	\$507,101	\$532,510	\$539,684	\$535,366	\$483,503	\$483,503	\$0
<b>New Mexico</b>	\$156,946	\$160,006	\$160,186	\$161,729	\$159,586	\$155,495	\$149,922	\$152,743	\$151,521	\$130,340	\$121,124	(\$9,216)
<b>New York</b>	\$1,528,149	\$1,582,806	\$1,590,051	\$1,618,163	\$1,606,121	\$1,579,536	\$1,602,743	\$1,601,355	\$1,588,544	\$1,391,342	\$1,391,342	\$0
<b>North Carolina</b>	\$452,228	\$463,122	\$469,440	\$476,213	\$477,372	\$462,156	\$466,400	\$498,828	\$494,837	\$429,713	\$401,530	(\$28,183)
<b>North Dakota</b>	\$50,400	\$50,860	\$50,573	\$49,946	\$50,130	\$47,306	\$47,306	\$45,439	\$45,075	\$41,738	\$41,738	\$0
<b>Ohio</b>	\$856,727	\$843,892	\$844,131	\$824,742	\$815,559	\$785,203	\$758,308	\$746,983	\$741,007	\$651,801	\$651,801	\$0
<b>Oklahoma</b>	\$250,158	\$252,802	\$252,592	\$257,941	\$255,640	\$246,407	\$240,624	\$231,080	\$229,232	\$197,487	\$184,539	(\$12,948)
<b>Oregon</b>	\$217,453	\$217,934	\$218,006	\$214,786	\$211,036	\$205,989	\$208,314	\$219,491	\$217,735	\$187,701	\$174,429	(\$13,272)
<b>Pennsylvania</b>	\$876,643	\$890,794	\$889,578	\$871,562	\$867,101	\$834,987	\$816,911	\$783,864	\$777,593	\$757,888	\$757,888	\$0
<b>Puerto Rico</b>	\$533,248	\$535,471	\$536,641	\$519,379	\$516,081	\$483,127	\$458,531	\$473,728	\$469,938	\$472,924	\$472,924	\$0
<b>Rhode Island</b>	\$64,878	\$69,287	\$69,177	\$68,494	\$67,964	\$66,206	\$67,022	\$70,931	\$70,363	\$61,402	\$58,410	(\$2,992)
<b>South Carolina</b>	\$270,835	\$269,044	\$272,555	\$273,822	\$271,909	\$268,618	\$268,217	\$267,076	\$264,939	\$238,788	\$238,788	\$0
<b>South Dakota</b>	\$58,659	\$58,205	\$57,164	\$56,352	\$55,330	\$53,389	\$53,220	\$51,892	\$51,477	\$49,798	\$49,798	\$0
<b>Tennessee</b>	\$364,665	\$371,927	\$372,818	\$369,745	\$370,531	\$359,993	\$350,655	\$347,487	\$344,707	\$319,704	\$319,704	\$0
<b>Texas</b>	\$1,596,811	\$1,654,192	\$1,674,756	\$1,687,844	\$1,686,964	\$1,648,266	\$1,602,169	\$1,676,593	\$1,663,181	\$1,476,796	\$1,372,376	(\$104,420)
<b>Utah</b>	\$147,628	\$147,158	\$147,325	\$145,569	\$144,680	\$138,849	\$137,683	\$132,532	\$131,472	\$117,784	\$109,456	(\$8,328)
<b>Vermont</b>	\$44,623	\$46,213	\$47,191	\$45,531	\$44,611	\$44,040	\$42,716	\$42,392	\$42,052	\$37,436	\$37,436	\$0
<b>Virginia</b>	\$379,090	\$393,922	\$396,405	\$396,706	\$396,157	\$391,874	\$401,692	\$402,591	\$399,370	\$358,270	\$343,084	(\$15,186)
<b>Washington</b>	\$354,691	\$364,729	\$367,889	\$363,010	\$360,354	\$348,377	\$347,914	\$349,704	\$346,907	\$304,272	\$282,758	(\$21,514)
<b>West Virginia</b>	\$163,675	\$165,034	\$163,914	\$158,342	\$157,191	\$149,419	\$142,724	\$135,022	\$133,942	\$127,041	\$127,041	\$0
<b>Wisconsin</b>	\$389,035	\$389,605	\$390,552	\$382,157	\$367,073	\$362,331	\$352,110	\$327,743	\$325,121	\$283,246	\$283,246	\$0
<b>Wyoming</b>	\$44,499	\$44,051	\$43,814	\$42,669	\$42,466	\$40,688	\$40,865	\$40,970	\$40,642	\$33,894	\$31,498	(\$2,396)

## Appendix G: Clarification of Children and Youth Focus Area Terms

### Children and Youth

Children and youth are defined as young people up to age 24.

### Children and Youth from Disadvantaged Circumstances

Children and youth who, because of certain characteristics, circumstances, experiences or insufficiencies, encounter financial, legal, social, educational, emotional and/or health problems and may have significant difficulties growing into adults who are responsible citizens, productive workers, involved members of communities, and good parents. (*From White House Task Force Report on Disadvantaged Youth*)

These children and youth may:

- ◆ Be economically disadvantaged
- ◆ Live in a single-parent household
- ◆ Have a parent who is incarcerated
- ◆ Have been adjudicated
- ◆ Be in foster care
- ◆ Be idle (e.g., unemployed, not attending school)
- ◆ Suffer from physical or mental disability
- ◆ Have English language limitations
- ◆ Experience other significant impediments to becoming a responsible adult.

### Mentoring Children and Youth from Disadvantaged Circumstances

By providing a consistent and positive relationship with a caring adult, mentors often transform the lives of children and youth who is at-risk<sup>44</sup> of educational failure, dropping out of school, involvement in criminal or delinquent activities, or who lacks strong positive role models in his or her community. The Corporation supports the following mentoring program models:

- ◆ **Direct mentoring** includes Corporation-sponsored programs with a focus on developing a consistent, sustained, and developmental relationship between a young person and a caring individual with the goals of providing social support; improving youth connectedness to family, school and community; character building; or improving motivation and attitude related to school. This includes programs of varying duration and intensity.
  - Programs in which volunteers mentor an assigned child or youth, or small group of young people, and meet consistently at least one-two hours weekly for at least nine months. These programs ensure best practice standards, including: a

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<sup>44</sup> From PL 107-110, the NCLB Act of 2001, Title IV, Subpart 2, Sec 4130 (a)(2)(A).

## Appendix G: Clarification of Children and Youth Focus Area Terms

volunteer/mentor screening process; a formal pre-program and on-going training and/or check-ins; mentor-youth matching requirements; and, on-going supervision of mentor relationships.

- Programs in which relationship building efforts are focused around a particular purpose, such as the development of certain skill set or engaging children and youth in community service or character development. These mentoring programs often enable organizations to work with non-traditional mentoring populations (both as mentors and beneficiaries), including secondary- and post-secondary students, Baby Boomers and other senior populations, and special needs students.
  
- ◆ ***Indirect mentoring*** includes the Corporation's contribution to the national mentoring effort through the development of collaboration networks of leaders in the field of mentoring, including collaborations across the public and private sectors and at all levels—local, state, regional and national, thus allowing federal resources to affect the larger mentoring community.

### **Other Programs Serving Children and Youth**

In addition to mentoring programs, the Corporation also promotes other program activities that help children and youth, particularly from disadvantaged circumstances, including tutoring, assisting children to independence as they age out of foster care or leave the juvenile justice system, child literacy, gang prevention and many other services that make an enormous difference in the lives of children and youth.



## Appendix H: Acronyms

### A-C

<b>AGA</b>	Association of Government Accountants
<b>AmeriCorps*NCCC</b>	National Civilian Community Corps
<b>BLS</b>	Bureau of Labor Statistics
<b>BPR</b>	Business Process Review
<b>CDT</b>	Continued Development Training
<b>CEO</b>	Chief Executive Officer
<b>CERT</b>	Certified Emergency Response Training
<b>CNCS</b>	Corporation for National and Community Service
<b>CPS</b>	Current Population Survey
<b>CPS-V</b>	Current Population Survey on Volunteering
<b>CRM</b>	Customer Relations Management

### D-F

<b>DVSA</b>	Domestic Volunteer Service Act
<b>EAP</b>	Education Award Program
<b>ESL</b>	English as a second language
<b>FY</b>	Fiscal Year
<b>FGP</b>	Foster Grandparent Program
<b>FTE</b>	Full-Time Equivalent

### G-I

<b>GAO</b>	Government Accounting Office
<b>GARP</b>	Grants Application Review Process
<b>ICMN</b>	Interfaith Community Ministry Network
<b>IT</b>	Information Technology

### J-L

<b>LASSIE</b>	Learn and Serve Survey Information Exchange
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### M-O

<b>MLK</b>	Martin Luther King
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<b>MSY</b>	Member Service Year
<b>NAEP</b>	National Assessment of Educational Progress
<b>NCCC</b>	See AmeriCorps*NCCC
<b>NCSA</b>	<b>National and Community</b> Service Act
<b>OBPP</b>	Office of Budget and Program Performance
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	Office of Personnel Management

### P-S

<b>PART</b>	Program Assessment Rating Tool
<b>PDAT</b>	Program Development Assistance and Training
<b>PFS</b>	Presidential Freedom Scholarship
<b>PLIE</b>	President's Council on Integrity and Efficiency
<b>POLF</b>	Points of Light Foundation
<b>PSO</b>	Pre-Service Orientation
<b>PY</b>	Program Year
<b>RPD</b>	Research and Policy Development
<b>SCP</b>	Senior Companion Program
<b>SEA</b>	State Education Agency
<b>SES</b>	Senior Executive Service
<b>SPAN</b>	Corporation's System for Programs, Agreements, and National Service Participants

### T-V

<b>TTA</b>	Training and Technical Assistance
<b>VISTA</b>	Volunteers in Service to America
<b>VSJ</b>	Volunteer Service Year

### W-Z

<b>WBRS</b>	Web-based Reporting System
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