

**Fiscal Year 2006
Congressional Budget Justification**
February 7, 2005



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Congressional Budget Justification**

**Corporation for National and
Community Service**
Submission to the Congress
February 7, 2005

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About the Corporation for National and Community Service

The Corporation for National and Community Service (CNCS; the Corporation) 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.

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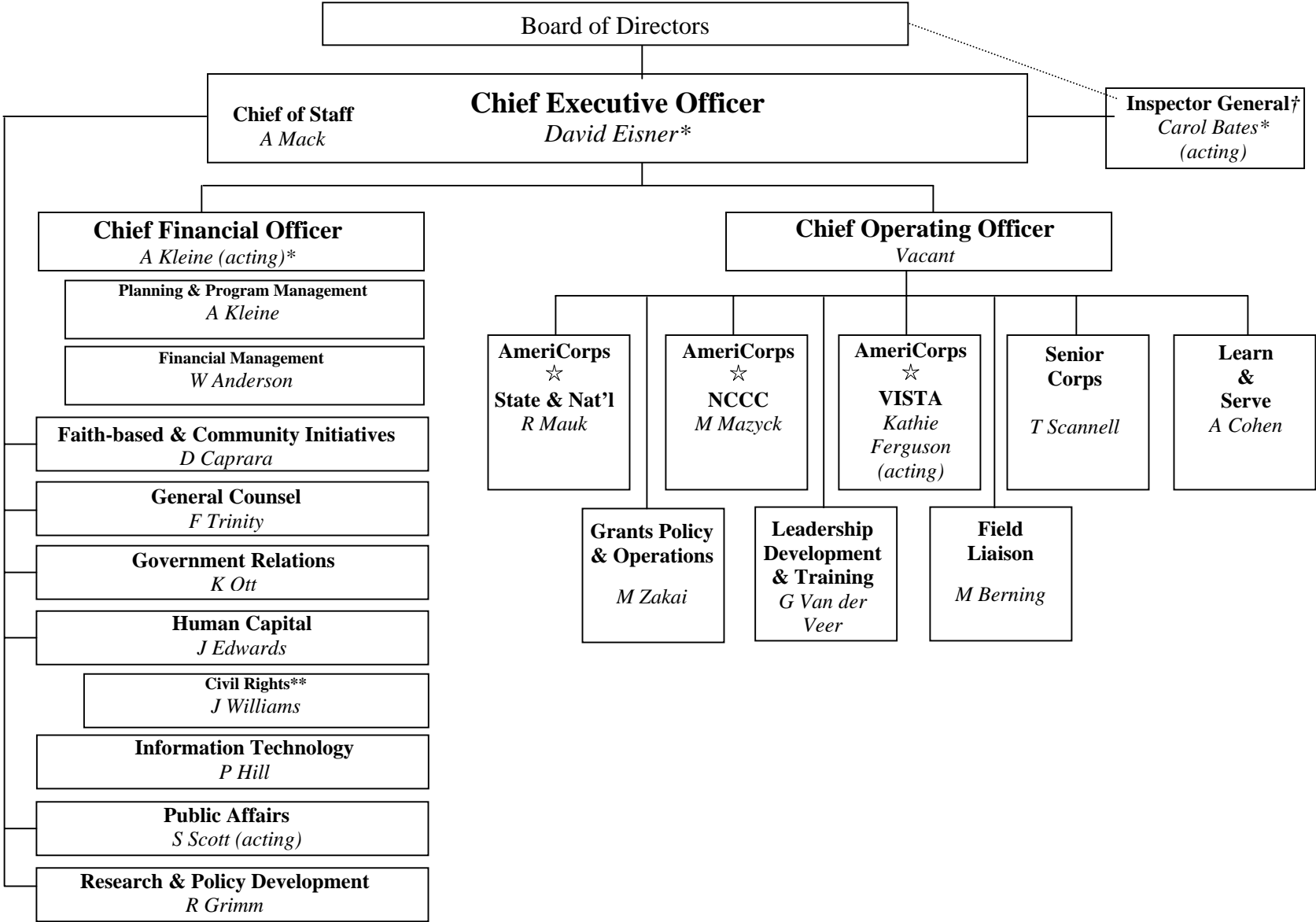
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Part I:

The Corporation for National and
Community Service and the FY 2006
Budget

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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.

Mission

The Corporation's mission is to provide opportunities for Americans of all ages and backgrounds to engage in service that addresses the Nation's educational, public safety, environmental, and other human needs to achieve direct and demonstrable results and to encourage all Americans to engage in such service. In doing so, the Corporation will foster civic responsibility, strengthen the ties that bind us together as people, and provide educational opportunity for those who make a substantial commitment to service.

Overview

The Corporation for National and Community Service (the Corporation) is a key part of the effort to create a new culture of citizenship, service, and responsibility in America. Since the terrorist attacks of September 11, 2001, Americans have especially been looking for meaningful and effective ways to give back to the Nation. Through our Senior Corps, AmeriCorps, and Learn and Serve America programs, the Corporation provides opportunities for Americans of all ages and backgrounds to express their patriotism while addressing critical community needs.

The Corporation comprises three unique programs: Senior Corps, AmeriCorps, and Learn and Serve America.

The members and volunteers who serve in Corporation programs provide valuable assistance to local charities, schools, government agencies, and faith-based organizations. In addition to offering direct services, such as tutoring at-risk youth, building homes for low-income people, responding to natural disasters, and caring for homebound seniors, Corporation members and volunteers help build the capacity of local organizations by recruiting and managing other community volunteers, setting up administrative and technological systems, and performing other tasks that enable those organizations to expand their impact.

Service through Corporation programs strengthens communities by increasing civic engagement, promoting partnerships among community organizations, and creating new social ties. And, it gives added purpose and meaning to the lives of those who serve, while also helping to open the doors of educational and career opportunity.

During last summer's series of devastating Florida hurricanes, the Corporation's programs demonstrated once again that while they serve local communities, they are truly national resources. Over 700 AmeriCorps, Senior Corps and Learn and Serve participants from around the country arrived on the scene quickly and helped mobilize the largest volunteer disaster response in the Nation's history. They did everything from putting tarps on damaged roofs to distributing food and water to coordinating community volunteers.

To continue this important work in meeting local needs and creating a culture of service, the Corporation requests \$921 million for FY 2006.

Part I: Overview

This budget reflects the President's commitment to volunteer service while also controlling spending and reducing the deficit. The funding level is slightly below FY 2005, and although we scaled back a number of activities, we have maintained the core of our programs and ensured our ability to effectively manage them.

Exhibit 1: CNCS Funding Appropriation (dollars in millions)

Budget Activity	FY 2004	FY 2005	FY 2006	Change	
	Enacted	Enacted	Request	Amount	Percent
Domestic Volunteer Service Act	\$354.34	\$353.75	\$359.96	\$6.22	1.8%
AmeriCorps*VISTA	93.73	94.24	96.43	2.19	2.7%
National Senior Service Corps	214.26	215.86	219.78	3.93	5.7%
Special Volunteer Programs	9.88	4.96	4.00	-0.96	0.7%
Program Administration (DVSA)	36.47	38.69	39.75	1.06	5.6%
National and Community Service Act	549.96	541.52	528.09	-13.43	-2.4%
AmeriCorps*State and National	312.15	287.68	275.00	-12.68	-4.1%
AmeriCorps*NCCC	24.85	25.30	25.50	0.20	0.8%
National Service Trust	129.23	142.85	146.00	3.15	2.4%
Learn and Serve America	42.75	42.66	40.00	-2.66	-6.2%
Innovation, Demonstration, and Assistance Activities	11.16	13.23	9.95	-3.28	-29.4%
Evaluation	2.98	3.52	4.00	0.48	16.0%
Partnership Grants	14.91	14.38	15.00	0.62	4.1%
State Commission Admin Grants	11.93	11.90	12.64	0.74	6.2%
NCSA, Salaries & Expenses	24.85	25.79	27.00	1.21	4.9%
Inspector General	6.21	5.95	6.00	0.05	0.8%
TOTAL, CNCS	\$935.37	\$927.01	\$921.05	-\$5.96	-0.6%

The requested funds will provide service opportunities to over 2.5 million Americans, including 75,000 AmeriCorps members, 500,000 senior volunteers, one million Learn and Serve America participants, and upwards of one million community volunteers recruited, trained, or managed through the Corporation's programs.

The Corporation's budget proposal contains no significant funding initiatives; the focus is instead on better leveraging our current resources to meet priority goals, which include:

- Within the funds requested for Senior Corps, we will devote \$925,000 for a new initiative to engage Baby Boomers in service as part of our effort to increase the number of Americans who volunteer from 63 million in 2003 to 70 million by 2008. This funding also supports our goal of helping charities and congregations overcome their top volunteer management challenge—finding volunteers during the workday.

- Within the funding requested for AmeriCorps*NCCC, we will spend \$500,000 on capital repairs and upgrades needed to ensure member health and safety. The tradeoff is a reduction of about 100 members across the five campuses.
- We will achieve 75,000 AmeriCorps members with about \$10 million less for AmeriCorps grants and the National Service Trust.
- We request \$4 million for Evaluation (about \$500,000 above the FY 2005 enacted level) in order to continue our core recurring data collection programs: the national performance benchmarking surveys, the AmeriCorps longitudinal study, the youth volunteering and civic engagement survey, and the national volunteering survey that was formerly funded by the Census Bureau.
- We request \$4 million to help Teach for America achieve its goal of placing 4,200 outstanding recent college graduates as teachers in the Nation's most distressed rural and urban schools, an increase of 40 percent from 2004.
- We request \$2.3 million to fill key personnel gaps and continue improvements to our financial, information management and customer service systems.

As noted above, this budget proposes some difficult funding reductions, which include the early phase-out of the Special Volunteer Program Homeland Security grants, a break in funding for the Challenge Grant program, and a \$2.7 million decrease for new Learn and Serve grants.

Proving Our Value

Evidence that the Corporation's programs make positive impacts on participants, community organizations and end beneficiaries is now stronger than ever. Early findings from our AmeriCorps longitudinal study and national benchmarking surveys show that, among other findings:

- The AmeriCorps experience strengthens civic attitudes and behaviors, including members' connection to their community, knowledge about problems facing their community, and participation in community-based activities. While AmeriCorps members show gains on many of the outcome measures of civic engagement, scores for comparison group members typically show little or no change;
- Participation in AmeriCorps has a significant effect on the volunteer activities of members without recent volunteering experience, reflecting the capacity of AmeriCorps to awaken new civic attitudes and behaviors;
- AmeriCorps also has a meaningful impact on employment outcomes by increasing the work skills of AmeriCorps members, and motivating

members to choose public service careers, such as teaching, social work, and military service. More information about the AmeriCorps longitudinal study is available at

<http://www.cns.gov/research/index.html>;

- More than 70 percent of organizations supported by AmeriCorps funding report that AmeriCorps members have helped them substantially increase the number of people they serve, and about half of AmeriCorps members considerably helped them leverage additional community volunteers; and
- More than 75 percent of organizations receiving disaster and emergency readiness and preparedness training from AmeriCorps programs have become better prepared by conducting emergency drills, changing organization operations, or preparing emergency kits.

We also know that our Senior Companion Program has helped many older Americans retain their dignity and independence in spite of failing health or disabilities. In addition, the visits of the Senior Companions provide a respite and reduce the level of stress for family members who are serving as caregivers. More information about the Senior Companions Quality of Care study is available at

<http://www.seniorcorps.org/research/>.

A Strategic Approach to Budgeting

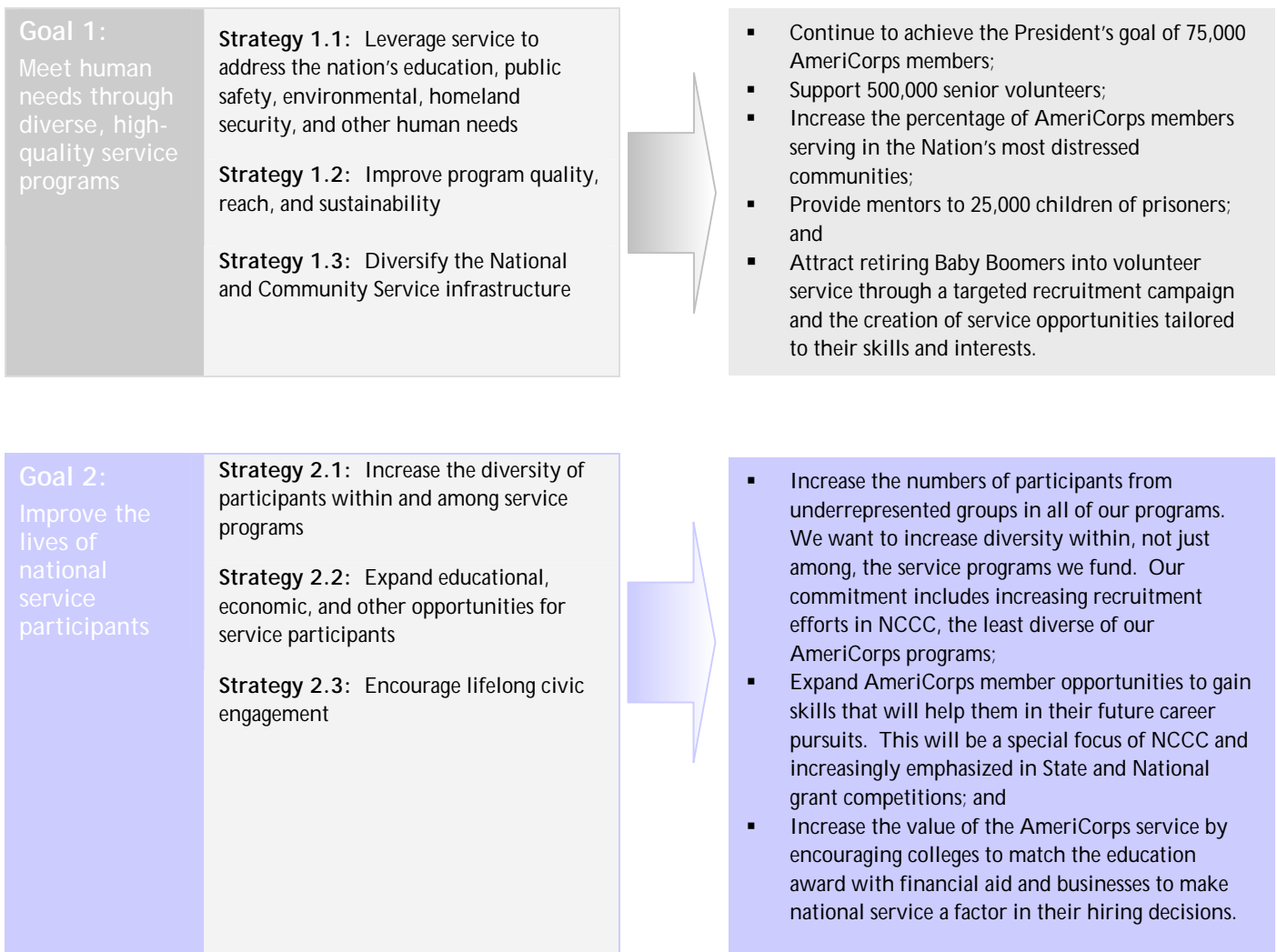
Over the past year we have used the budget process to focus executives and managers on outcomes and performance measures to a far greater extent than ever before.

The goals and strategies shown in Exhibit 2 define the Corporation's relationship to all of its constituencies: end beneficiaries, grantee organizations, service participants, communities, employees, and the Nation as a whole. They also underscore the Corporation's commitments to outstanding customer service, management excellence, and accountability. Key performance indicators are presented in Appendix A.

The Corporation developed goals, strategies, and performance measures to integrate budget and performance.

With the goals and strategies as a starting point, each program used the logic model method to develop its own intermediate outcomes and related outputs, activities, and inputs. (This method is fully explained in the “How We Built the Budget” section on pages 11-12).

Exhibit 2: Corporation Goals and Strategies for FY 2006



Goal 3:

Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.1: Renew the ethic of civic responsibility, in part by stimulating educational institutions to focus on their civic missions

Strategy 3.2: Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions

Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively

Strategy 3.4: Increase service programs and participants in faith-based and small community-based organizations



- Increase the number of community volunteers leveraged by Corporation programs, as part of a broader strategy to increase the number of Americans who volunteer from 63 million in 2003 to 70 million by 2008. Our strategy includes efforts to reach the 35 percent of Americans who are considered potential volunteers;
- Engage one million participants in Learn and Serve America activities and grow the percentage of America's schools offering quality service learning programs. Instilling the service ethic in young people will yield social capital gains in the years to come;
- Improve volunteer management by sharing what we've learned from our research through more focused training and technical assistance programs; and
- Increase the number of faith-based and other community-based grantees and project sites.

Goal 4:

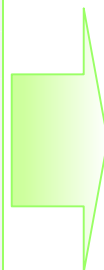
Improve the Corporation's trust, credibility, accountability, and customer focus

Strategy 4.1: Restore trust and credibility

Strategy 4.2: Manage to accountability

Strategy 4.3: Put the customer first

Strategy 4.4: Build a diverse, energized, high-performing workforce



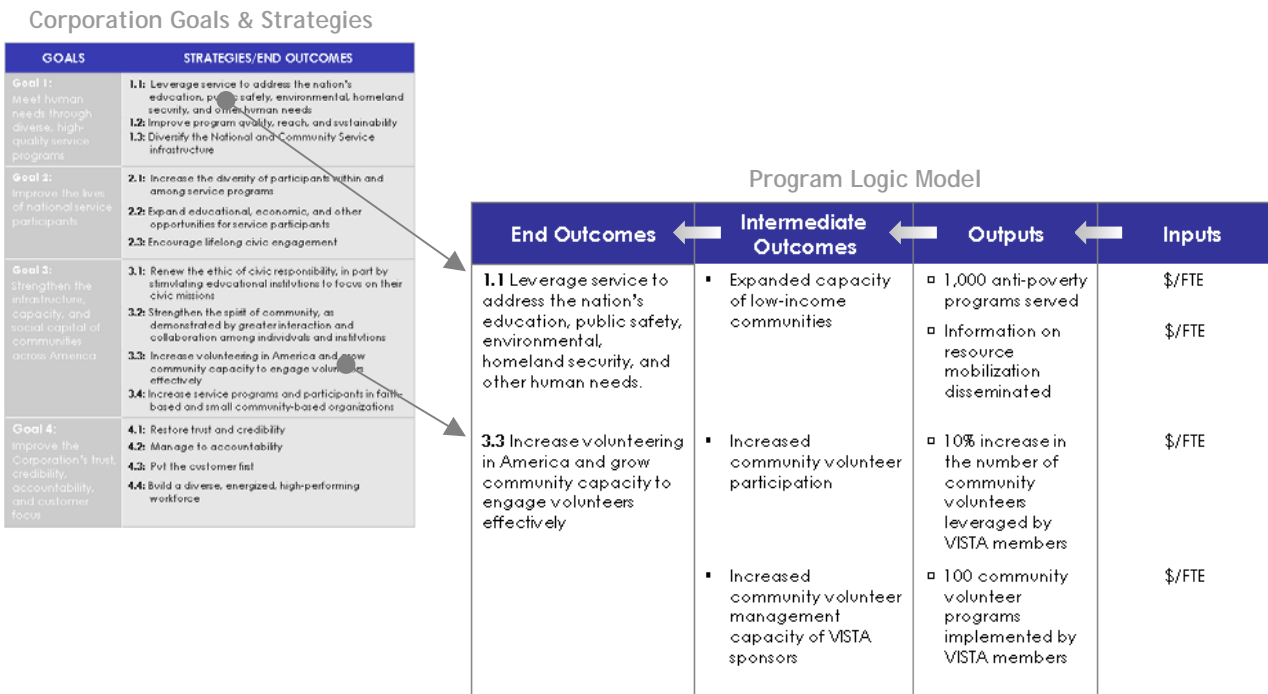
- Measure customer satisfaction regularly and implement a Customer Relations Management (CRM) system. We want to drive up the value of what we offer our customers—grantees and service participants—while at the same time driving down their costs of doing business with us;
- Ensure proper funding to maintain and continuously improve our new financial management, grants management, and information management systems;
- Continue to strengthen grants monitoring and oversight to protect the Corporation's investments of taxpayer dollars;
- Increase evaluation funding to continue our leading-edge performance measurement program and scientifically assess the impacts of our programs on participants and end beneficiaries; and
- Make clear progress toward achieving among the highest employee satisfaction ratings in government, as measured by the Office of Personnel Management (OPM).

How We Built the FY 2006 Budget A New Approach to Budget Development

The Corporation is moving toward a more fully performance-based budget. The goal of this project is to integrate strategic planning and budget development so that all programs and support offices are oriented toward a common set of goals and strategies.

The Corporation used the “logic model” development methodology, which provides a framework for defining end outcomes, intermediate outcomes, outputs, activities and inputs (dollars and human resources) that build in a logical sequence and demonstrate what resources are required to support the agency’s goals and objectives. Exhibit 3 below demonstrates how this planning framework was constructed. Each of the Corporation’s programs built logic models that aligned to the Corporation’s goals and strategies.

Exhibit 3: Relationship Between the Corporation’s Goals and Strategies and a Sample Program Logic Model



FY 2006 Budget Justification

The program chapters of the Corporation’s budget justification include three elements drawn from the logic models:

1. A table showing the Corporation goals and strategies that the program most directly supports, along with associated program-specific intermediate outcomes.
2. A description of how the programs’ planned activities for FY 2006 support the Corporation goals and strategies.
3. A table showing the program’s key measures of performance for each of its intermediate outcomes.

Exhibit 4 shows how these three elements work in unison.

Part I: Overview—How We Built the Budget

Exhibit 4: Link Between the Corporation’s Goals and Strategies and the Programs’ Key Performance Measures

Corporation Goals	Strategies	Intermediate Outcomes	Intermediate Outcomes	Measures	FY 2004	FY 2005	FY 2006
Goal 1: Meet human needs through diverse, high-quality service programs	1.1 Leverage service to address the nation’s education, public safety, environmental, homeland security, and other human needs	1.1A Continue services to communities through enhanced cooperation with national service networks.	Increased number of communities served through cooperation with national service networks, and at the most-effective cost.	Output: Percent of project sponsors that reported that NCCC assistance provided to their organization had increased the numbers of people served by a considerable amount over the last 12 months.	68%	70%	70%
	2.2 Expand educational and economic opportunities for service participants	2.2A More members are better prepared to transition into higher education and employment		Output: Percentage of national and/or state designated disaster relief sites that NCCC supports.	NA	TBD	TBD
Goal 2: Improve the lives of national service participants	2.3 Encourage lifelong civic engagement	2.3A Increased impact on member commitment to lifelong service	More members better prepared to transition into higher education and employment	Output: Percentage of organizations that reported they would “highly recommend” NCCC teams to other organizations	88%	90%	90%
	3.2 Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions	3.2A Sponsoring organizations expand community collaborations and/or involvement in coalitions or partnerships with other organizations		Outcome: Percentage of former members who say the skills they learned during their service has helped them in their current job, educational pursuits, or community service activities to a great or moderate extent	83%	87%	87%
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.4 Increase service programs and participants in faith-based and other community-based organizations	3.3A Increased number of applications from faith-based and other community-based organizations	Sponsoring organizations expand community collaborations and/or involvement in coalitions or partnerships with other organizations.	Output: Percentage of members who successfully complete the program.	90%	90%	87%
				Output: Percentage of members who at the end of their term say their experience was “excellent” or “good”	95%	95%	95%
				Outcome: Percentage of organizations that reported the services of members considerably or moderately helped the organization to build or increase their involvement in coalitions or partnerships with other organizations.	50%	52%	55%
				Output: Percentage of organizations reporting that projects were very successful.	88%	90%	90%

Resource Exhibits

FY 2006 Total Budget Request

Exhibit 5: FY 2006 Budget Request by Activity (dollars in thousands)

Activity	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
National and Community Service Act (NCSA):				
National Service Trust	\$129,233	\$142,848	\$146,000	\$3,152
AmeriCorps Grants	312,147	287,680	275,000	(12,680)
Innovation, Assistance, and Other Activities	11,159	13,227	9,945	(3,282)
Evaluation	2,982	3,522	4,000	478
National Civilian Community Corps	24,853	25,296	25,500	204
Learn and Serve America: K-12 and Higher Ed	42,746	42,656	40,000	(2,656)
State Commission Admin Grants	11,929	11,904	12,642	738
Points of Light Foundation	9,941	9,920	10,000	80
America's Promise	4,971	4,464	5,000	536
<i>Subtotal, NCSA</i>	<i>549,961</i>	<i>541,517</i>	<i>528,087</i>	<i>(13,430)</i>
NCSA, Salaries & Expenses	24,852	25,792	27,000	1,208
Office of the Inspector General	6,213	5,952	6,000	48
<i>Subtotal, NCSA, S&E and OIG</i>	<i>581,026</i>	<i>573,261</i>	<i>561,087</i>	<i>(12,174)</i>
Domestic Volunteer Service Act (DVSA):				
Volunteers in Service to America (VISTA)	93,731	94,240	96,428	2,188
Special Volunteer Programs - Homeland Security	9,876	4,960	-	(4,960)
Special Volunteer Programs - Teach for America	-	-	4,000	4,000
National Senior Service Corps				
Retired and Senior Volunteer Program	58,156	58,528	60,288	1,760
Foster Grandparent Program	110,121	111,424	112,058	634
Senior Companion Program	45,987	45,905	47,438	1,533
Senior Demonstration Program	-	-	-	-
<i>Subtotal, Senior Programs</i>	<i>214,264</i>	<i>215,857</i>	<i>219,784</i>	<i>3,927</i>
Program Administration	36,469	38,688	39,750	1,062
<i>Subtotal, DVSA</i>	<i>354,340</i>	<i>353,745</i>	<i>359,962</i>	<i>6,217</i>
Corporation Total	\$935,366	\$927,006	\$921,049	(\$5,957)

Detail of Permanent Positions

Exhibit 6: Detail of Permanent Positions

Offices and Programs	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request
National and Community Service Act Programs			
Chief Executive Officer	8	8	8
General Counsel	9	10	10
COO Immediate Office	14	16	16
Human Capital	22	21	21
AmeriCorps*State and National	41	36	38
Learn and Serve America	12	12	13
Chief Financial Officer (Immediate Office)	15	15	16
Office of Budget and Trust	15	14	14
Office of Information Technology	17	18	19
Grants Management	15	15	15
Financial Management Services	7	7	7
Public Affairs	9	7	7
AmeriCorps Recruitment	4	0	0
Office of Leadership Development and Training	12	12	12
<i>Total NCSA Admin</i>	<u>200</u>	<u>191</u>	<u>196</u>
AmeriCorps*NCCC	103	103	103
Total NCSA	303	294	299
Domestic Volunteer Service Act Programs			
AmeriCorps*VISTA	20	20	20
NSSC	14	14	15
Research & Policy Development	13	13	13
State Offices	170	170	170
Administrative Services	12	12	12
Procurement	9	9	9
Financial Management Services	14	14	14
Field Services Team	38	38	38
Public Affairs	10	10	10
Congressional Relations	5	5	5
<i>Total DVSA</i>	<u>305</u>	<u>305</u>	<u>306</u>
DVSA Recruitment/Outreach	7	7	7
Total DVSA	312	312	313
Inspector General			
Inspector General	26	30	30
Corporation Total	641	636	642

Total NCSA Budget Authority by Object Classification

Exhibit 7: Total NCSA Budget Authority by Object Classification*

Object Class Number	Object Classification	FY2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
	Total number of permanent positions	303	294	299	5
	Full-time equivalent employment (FTE)	282	273	276	3
	Personnel compensation:				
11.1	Permanent positions (FTP)	19,114	19,599	20,665	1,066
11.3	Positions other than FTP	131	131	131	-
11.5	Other personnel compensation	84	107	109	2
11.8	Special personal services payments	126	128	130	2
11.9	<i>Total, personnel compensation</i>	<i>19,455</i>	<i>19,965</i>	<i>21,035</i>	<i>1,070</i>
12.1	Personnel benefits	6,163	6,816	7,010	194
13.0	Benefits for former personnel	62	69	70	1
21.0	Travel and transportation of persons	3,511	3,593	3,824	231
22.0	Transportation of things	56	58	75	17
23.1	Rental payments to GSA	-	-	-	-
23.2	Rental payments to others	218	245	294	49
23.3	Communications, utilities, and miscellaneous charges	1,038	1,055	1,071	16
24.0	Printing and reproduction	206	327	332	5
25.0	Other services	15,236	15,882	16,452	570
26.0	Supplies and Materials	1,014	963	977	14
31.0	Equipment	100	75	76	1
41.0	Grants, subsidies and contributions	398,256	375,118	357,573	(17,544)
42.0	Claims	266	295	299	4
43.0	Interest and Dividends	-	-	-	-
93.0	Deposits to the National Service Trust	129,233	142,848	146,000	3,152
	Total funds available	574,813	567,309	555,088	(12,221)

*Includes NCSA Salaries and Expenses account budget authority

Total DVSA Budget Authority by Object Classification

Exhibit 8: Total DVSA Budget Authority by Object Classification

Object Class Numbers	Object Classification	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
	Total number of permanent positions	312	312	313	1
	Full-time equivalent employment (FTE)	279	290	291	1
	Personnel compensation:				
11.1	Permanent positions (FTP)	17,451	17,399	17,735	336
11.3	Positions other than FTP	1	-	-	-
11.5	Other personnel compensation	634	107	109	2
11.8	Special personal services payments	41,411	42,250	43,090	840
11.9	<i>Total, personnel compensation</i>	<i>59,497</i>	<i>59,756</i>	<i>60,934</i>	<i>1,178</i>
12.1	Personnel benefits	7,688	7,738	7,935	197
13.0	Benefits for former personnel	-	-	-	-
21.0	Travel and transportation of persons	6,854	7,024	7,109	85
22.0	Transportation of things	493	500	508	8
23.1	Rental payments to GSA	4,870	2,397	6,715	4,318
23.2	Rental payments to others	204	152	154	2
23.3	Communications, utilities, and miscellaneous charges	791	1,103	1,120	17
24.0	Printing and reproduction	276	61	62	1
25.0	Other services	25,119	25,655	25,927	271
26.0	Supplies and Materials	794	824	836	12
31.0	Equipment	567	4,277	586	(3,691)
41.0	Grants, subsidies and contributions	247,187	244,032	247,848	3,816
42.0	Claims	-	225	228	3
	Lapse	-	-	-	-
	Total funds available	354,340	353,744	359,962	6,217

Part II:

National and Community Service Act
Programs

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NCSA Programs FY 2006 Appropriations Language

Corporation for National and Community Service Federal Funds

General and Special Funds:

National and Community Service Program 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 [\$545,884,000] *\$528,087,000*, to remain available until September 30, [2006] *2007*: *Provided*, That not more than [\$290,000,000] *\$275,000,000* 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): *Provided further*, That not less than [144,000,000] *\$146,000,000* 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 [\$3,900,000] *\$4,000,000* shall be available to support national service scholarships for high school students performing community service, and of which [\$13,000,000] *\$10,000,000* 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 any national service program authorized under section 121(d)(2) of such Act (42 U.S.C 12581(d)(2)):] *Provided further*, That not more than [\$13,334,000] *\$9,945,000* 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.)[, of which \$4,000,000 shall be available for challenge grants to non-profit organizations: *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 \$25,500,000 of the funds made available under this heading shall be available for the Civilian Community Corps authorized under subtitle E of title I of the Act (42 U.S.C. 12611 et seq.): *Provided further*, That [\$43,000,000] *\$40,000,000* 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 [\$3,550,000] *\$4,000,000* 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 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 [\$4,500,000] *\$5,000,000* 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] *notwithstanding section 501(a)(4) of the Act, of the funds provided under this heading, not more than \$12,642,000 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.* (Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 2005.)

Language Analysis

Language Provision/Change	Explanation
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 and 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: , of which \$4,000,000 shall be available for challenge grants to non-profit organizations:	Deletes language providing for challenge grants. Due to funding constraints, the Corporation is not requesting funding in FY 2006 for challenge grants.
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 2006 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.
Delete: 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	In light of Executive Order 13331, the Corporation is undertaking a set of initiatives, including rulemaking, to leverage federal resources in all programs, making this provision unnecessary.
Add: <i>notwithstanding section 501(a)(4) of the Act, of the funds provided under this heading,</i>	Section 501(a)(4) of the authorizing statute provides for an appropriation for Program

Language Provision/Change	Explanation
<p><i>not more than \$12,642,000 shall be made available to provide assistance to state commissions on national and community service under section 126(a) of the Act:</i></p>	<p>Administration, of which at least 40 percent is designated for state commission administrative grants. Congress's adoption of a separate Corporation Salaries and Expenses appropriation makes necessary language specifying the amount for state commission grants.</p>
<p><i>Add: 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.</i></p>	<p>The NCSA mandates the use of peer reviewers in selecting the AmeriCorps grants and the Corporation uses a small portion of AmeriCorps grant funds for the AmeriCorps grant review process. This language would allow other grant programs, such as Learn and Serve America and Next Generation grants, to do the same. According to the conference report accompanying the FY 2005 Consolidated Appropriations Act, the conferees intended to include this language in the Act; however it was inadvertently excluded.</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.) 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, [~~\$26,000,000~~] *\$27,000,000. (Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 2005.)*

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 2005, the Corporation shall make any significant changes to program requirements or policy only through public notice and comment rulemaking. For fiscal year 2005, 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.] (*Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 2005.*)

Language Analysis

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 functions, 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.</p>
<p>Delete: For fiscal year 2005, 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 2005, 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>

National and Community Service Act (NCSA) Salaries and Expenses: Budget Activity 1

Exhibit 9: Summary of Budget Estimates for NCSA Salaries and Expenses (dollars in thousands)

Office	FY 2004	FY 2005	FY 2006	FY 2005-06 Difference
AmeriCorps	\$4,346	\$3,007	\$3,182	\$175
AmeriCorps*State & National	3,068	3,007	3,182	175
Recruitment	1,278	0	0	0
CEO	8,627	10,082	10,260	178
Office of the Chief Executive Officer	882	971	988	17
Public Affairs (1)	1,122	1,792	1,826	34
General Counsel	1,296	1,343	1,366	23
Chief Operating Officer	1,141	1,726	1,755	29
Office of Leadership Development & Training (1)	1,728	1,359	1,382	23
Human Capital	2,457	2,891	2,942	51
Learn and Serve	1,159	1,218	1,284	66
Learn and Serve	1,159	1,218	1,284	66
CFO	10,721	11,485	12,275	790
Office of the Chief Financial Officer	3,628	2,782	3,349	567
Office of Information Technology	3,145	4,762	4,916	154
National Services Trust	1,694	1,684	1,714	30
Accounting	841	819	832	14
Grants Management	1,413	1,439	1,464	25
Total Program Administration	\$24,853	\$25,792	\$27,000	\$1,208

Request Summary

For FY 2006, the Corporation requests \$27 million, which is \$1,208,000 more than the FY 2005 enacted level. This funding will enable the Corporation to administer the NCSA program grants and continue progress on the Corporation's management improvement initiatives.

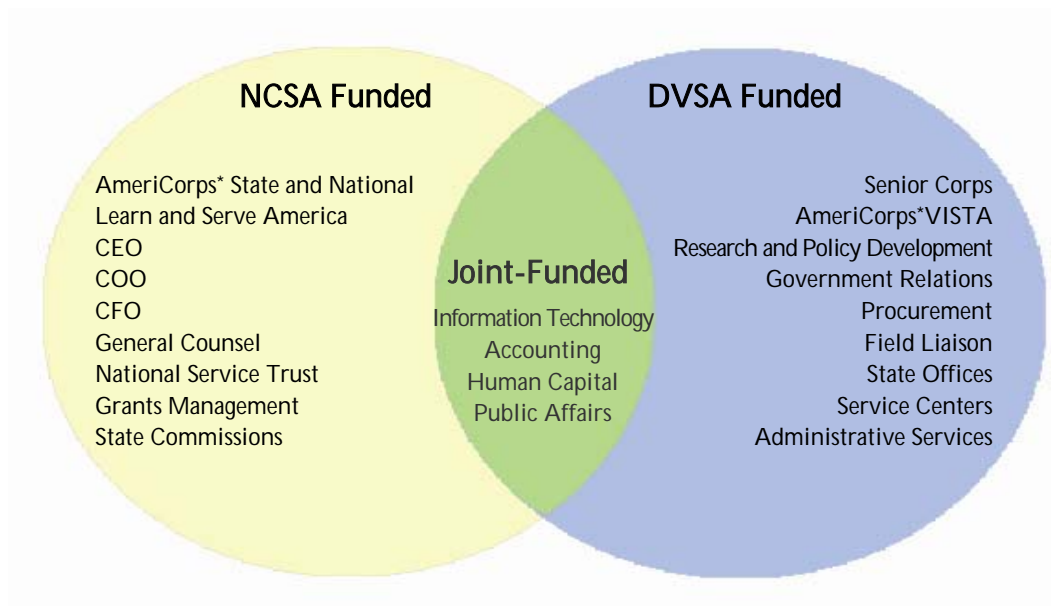
- The requested increase will help the Corporation promote service-learning among all schools, improve program management, (particularly of the AmeriCorps*State and National program) and begin to address the backlog of systems upgrades.

About the Program

Overview

The Salaries and Expenses budget activity funds the salaries and operating expenses of the Corporation's programs and administrative offices. Program administration costs are shared between the National and Community Service Act (NCSA) and the Domestic Volunteer Service Act (DVSA) appropriations, as shown in Exhibit 10.

Exhibit 10: Shared Program Administration Costs



Program Accomplishments

Over the past few years, the Corporation has initiated management reforms affecting nearly every aspect of the agency's operations.

Among other things, the Corporation has:

- Strengthened controls over AmeriCorps enrollments and the National Service Trust;
- Developed and implemented grantee and Corporation performance measures;
- Undertaken rulemaking efforts to make our programs more predictable for grantees and better leverage Federal dollars;
- Reorganized to make better use of our existing resources;
- Improved the grant review and approval process;
- Begun to implement a series of grants oversight and monitoring improvements; and
- Increased Board oversight.

In FYs 2003-2005, the Corporation received funding under this appropriation specifically to address critical management improvements. With this funding, the Corporation has:

- Implemented improvements to eGrants, the agency's award and grantee reporting system, including improving the user interface and integrating the capabilities of the Web Based Reporting System (WBRS). The WBRS integration will save the AmeriCorps*State and National Program between \$500,000 and \$1 million a year;
- Improved information management and program accountability by beginning to build a data warehouse and develop a comprehensive set of operational metrics that can be used to spot and solve management problems;
- Conducted business process reviews of key functions, including grants processing, Trust operations, procurement, and VISTA and NCCC payroll processing. Changes in progress as a result of these reviews will generate significant cost savings; and
- Automated salary management and budget execution functions.

For additional information on the Corporation's management improvement accomplishments and plans, as well as more detail on the use of the "CFO set-aside," please see Appendix C: Management Improvement.

Our Plan for FY 2006

The Corporation requests \$27 million, an increase of \$1,208,000 over the FY 2005 enacted level, to support salaries and program administration activities.

Exhibit 11: Summary Table of Key Initiatives by Corporation Strategy for Program Administration (dollars in thousands)

Corporation Goals	Strategies and Initiatives	Organization	Proposed Increase (FY 2006)
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	Strategy 3.2: Renew the ethic of civic responsibility, in part by stimulating educational institutions to focus on their civic missions.		
	▪ Help schools establish service-learning programs	LSA	\$45
	Subtotal, Strategy 3.2		45
	Strategy 4.2: Manage to accountability		
Goal 4: Improve the Corporation's trust, credibility, accountability, and customer service	▪ Improve grants and program management	AC/CFO	183
	Subtotal, Strategy 4.2		183
	Strategy 4.3: Put the customer first		
	▪ Begin to address the backlog of system upgrade requirements by implementing selected high-priority systems upgrades, including key improvements to systems security and eGrants	OIT/CFO	521
	Subtotal, Strategy 4.3		521
TOTAL, GOAL 4			749
TOTAL, ALL GOALS			\$749
Current Services Adjustments			
▪ COLA pay increase (2.3%)—NCSA portion	CNCS	302	
▪ Non-pay inflation (2.0%)—NCSA portion	CNCS	157	
TOTAL ADJUSTMENTS			459
Total Increase: NCSA Salaries and Expenses			\$1,208

The requested increase includes:

- \$459,000 for adjustments to current services. This includes a 2.3 percent cost-of-living adjustment (\$302,000) and a 2.0 percent non-pay inflation adjustment (\$157,000);
- \$521,000 to continue investment in management reform and process improvement. Planned projects include further eGrants enhancements, data quality and reporting improvements, customer relationship management systems, business process reviews of additional functions, and workforce planning;
- \$183,000 for targeted staffing increases to support information management, financial oversight, and grants management. The Corporation was forced to eliminate nine positions in FY 2005 due to funding constraints, which has further strained our ability to

adequately monitor grants, provide good customer service, and proactively review the effectiveness of our programs; and

- \$45,000 to enable Learn and Serve America to promote and support the establishment of service-learning in America's schools. The Corporation's goal is to increase the percentage of schools with service-learning programs from 28 percent in FY 2004 to 50 percent by 2009. Learn and Serve grants reach only a fraction of schools, so achieving this goal will depend largely on the agency's ability to persuade schools to make service-learning part of their curriculum. This funding would support a new position and related expenses.

NCSA Salaries and Expenses Budget Detail

Exhibit 12: NCSA Salaries and Expenses Budget Detail (dollars in thousands)

FY 2006 NCSA Salaries & Expenses	Positions	S&E - Program Admin					FY 2006 Request	FY 2005 Enacted	Change
		Sals/Ben	Travel	Rent	Technology	Other			
AmeriCorps	38	\$2,866	\$316	\$0	\$0	\$0	\$3,182	\$3,007	\$175
AmeriCorps State & National	38	2,866	316				3,182	3,007	175
CEO	74	7,645	335	0	0	2,280	10,260	10,082	178
Office of the Chief Executive Officer	8	846	103			40	988	971	17
Public Affairs	7	620	67			1,140	1,826	1,792	34
General Counsel	10	1,214	14			139	1,366	1,343	23
COO	16	1,607	8			141	1,755	1,726	29
Office of Leadership Development and Training	12	1,205	136			41	1,382	1,359	23
Human Capital	21	2,155	8			779	2,942	2,891	51
Learn & Serve	13	1,175	47	0	0	61	1,284	1,218	66
Learn and Serve	13	1,175	47			61	1,284	1,218	66
CFO	71	6,859	107	0	2,836	2,474	12,275	11,485	790
Office of the Chief Financial Officer	16	1,583	9			1,757	3,349	2,782	567
Office of Information Technology	19	2,062	18		2,836		4,916	4,762	154
Trust	14	1,065	20			629	1,714	1,684	30
Accounting	7	832					832	818	14
Grants management	15	1,317	60			88	1,464	1,439	25
	196	\$18,545	\$805	\$0	\$2,836	\$4,814	\$27,000	\$25,792	\$1,208

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NCSA State Commission Administrative Grants: Budget Activity 2

Exhibit 13: Summary of Budget Estimates for State Commission Administrative Grants (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2005 Pres. Bud.	FY 2006 Request	Increase/ (Decrease)
State Commission Admin. Grants	\$11,929	\$11,904	\$12,642	\$738
Total budget authority	\$11,929	\$11,904	\$12,642	\$738

Request Summary

For FY 2006, the Corporation requests \$12.6 million for state commission administration grants. Although in prior years appropriated funds were supplemented with carryover of prior year unused funding, the Corporation does not anticipate any carryover into FY 2006.

About the Program

State service commissions administer approximately three-fourths of AmeriCorps*State and National grant funds. These administrative grants, which must 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 their subgrantees. 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 an appropriations bill or report language.

Our Plan for FY 2006

For FY 2006, the Corporation requests \$12.6 million for state commission administration grants, an increase of \$738,000 over the FY 2005 enacted level. This increase partially offsets the collective impact of three factors: 1) a decrease in funds carried over from the prior year, 2) the creation of three new territories commissions (Guam, U.S. Virgin Islands, and Northern Marianas) that are now eligible for a share of these funds, and 3) inflation.

In previous years, some commissions were unable to match their full grant allocations, resulting in carryover funds that were then available for award in the subsequent year. This carryover declined from \$2.6 million in FY 2004 to \$1.3 million in FY 2005; the Corporation does not project any carryover into FY 2006. Thus, the request level will result in a \$650,000 reduction in funding compared with the FY 2005 total funding allocation.

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AmeriCorps*State and National: Budget Activity 3

Exhibit 14: Summary of Budget Estimates for AmeriCorps*State and National (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Formula grants to states	\$90,917	\$87,216	\$84,004	(\$3,212)
Competitive grants to states	121,819	114,639	108,408	-6,231
Direct national competitive grants to eligible nonprofit organizations	54,560	54,560	54,560	0
Education award program	6,000	5,622	5,988	366
Set-asides for U.S. territories	2,728	2,616	2,520	-96
Set-asides for Indian tribes	2,728	2,616	2,520	-96
Subtotal, grants budget authority	278,752	267,269	258,000	-9,269
Child care for members	9,000	8,000	8,000	0
Training and other grantee support	10,000	9,800	9,000	-800
Transfer to Trust	14,395	2,611	0	-2,611
Total budget authority	\$312,147	\$287,680	\$275,000	(\$12,680)
Program administration [non-add]:*				
Personnel Compensation	\$11,592.5	\$11,150.8	\$11,370.0	\$219.2
Other Expenses	\$22,206.7	\$23,347.5	\$24,729.3	\$1,381.8
Staff FTE	131	128	131	3

*Amounts represent an allocation of the Corporation's total administrative costs and staffing to each of the five major programs.

Request Summary

The AmeriCorps*State and National program will fund 67,405 of the total 75,000 AmeriCorps members in FY 2006. The FY 2006 budget requests \$275 million for this activity, \$12.7 million below the FY 2005 enacted level. We are able to support this member level with fewer dollars primarily because our FY 2006 portfolio will include an increased number of effective, lower cost programs, such as professional and teacher corps. Also, we are including all VISTA members (6,545) in our 75,000 goal, rather than excluding those who do not choose the education award (as we did in FYs 2004 and 2005).

Vital Statistics

Exhibit 15: Vital Statistics for AmeriCorps*State & National (dollars in thousands)

Program Items	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Appropriation (\$000's)	\$240,492	\$173,863	\$312,147	\$287,680	\$275,000
Number of Member slots approved (or estimated)	44,344	44,110	69,000	66,600	67,405
Number of Members enrolled (as of Jan. 1, 2005)	42,929	36,332	37,525	TBD	TBD
Number of Volunteers leveraged by State & National members	256,170	529,389	TBD	TBD	TBD
Number of grants approved and funded	145	127	134	TBD	TBD
Amount of non-Corporation dollars generated by AmeriCorps grants (\$000's)	\$206,499	\$95,356	\$165,985	TBD	TBD
Average Grant to National Direct Grantees (\$000's)	\$1,257	\$1,087	\$1,302	TBD	TBD
Average Grant to State-level Grant Recipients (\$000's)	\$346	\$226	\$311	TBD	TBD

About the Program

Overview

Created in 1993, the primary mission of AmeriCorps*State and National (State and National) is to provide financial support through grants to non-government and government entities sponsoring national service programs that meet critical community needs in education, public safety, health, and the environment. One-third of State and National grant funds are distributed by 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 25 percent 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 been used to enable sponsoring organizations to manage and fund about 75,000 AmeriCorps members per year since 2004 to provide intensive services in communities across the country. State and National 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 premise of the State and National program is that communities and community institutions, whether public agencies or private organizations, can best identify community needs and develop 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. Interest in State and National continues to grow—both among individual Americans who want to serve and among communities and community organizations who recognize State and National as a valuable partner in the effort to meet critical local needs.

Program Impact

Preliminary results from our longitudinal study of AmeriCorps members demonstrate that participation in AmeriCorps*State and National 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.

See the Evaluation Plan section of this chapter for more information about the positive impacts of AmeriCorps on members. The full report can be accessed at www.nationalservice.org/research/index.html.

Data from our National Performance Benchmarking Survey demonstrates the significant impacts made in communities, such as:

- 57 percent of organizations reported that AmeriCorps members “considerably” helped them to increase their involvement in partnerships and coalitions (29 percent reported “moderately” helped);
- 75 percent of grantees said that AmeriCorps assistance had increased “by a considerable amount” the number of end beneficiaries served; and
- 83 percent of grantees reported that AmeriCorps members helped their organization either “considerably” (53 percent) or “moderately” (30 percent) in leveraging additional volunteers.

This survey also demonstrates the impact of AmeriCorps service on AmeriCorps members, which shows:

- 81 percent of former members said they have done volunteer work since completing their service;
- 90 percent responded that their service experience was either “excellent” (49 percent) or “good” (41 percent); and
- 92 percent said they are “very likely” (34 percent) or “somewhat likely” (58 percent) to recommend AmeriCorps service to a friend.

Program Accomplishments

Since 1994, more than 400,000 Americans have served in programs supported by the State and National program. Over the years, State and National 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 2004-05 program year, about 69,000 State and National members will:

- Serve over 2 million children and youth in education-related programs and continue to advance the Nation's goal of ensuring that all children can read by the third grade; and
- Recruit and train more than 600,000 community volunteers, reflecting the Corporation's goal of increasing volunteer leveraging.

Management Improvements

In response to recommendations from the Government Accounting Office (GAO), the Office of Management and Budget (OMB), and the Corporation's Board of Directors, State and National is taking a number of steps to improve both its overall management and the impacts of its programs on end beneficiaries. These steps include:

- State and National is implementing an integrated program management system that will result in more comprehensive, efficient, and accurate information being available to better inform management decisions. Data will be collected to describe the types of projects being conducted by grantees and sub-grantees, as well as the accomplishments and activities of their projects (e.g., number of children tutored, number of volunteers recruited). As the system's capacity to gather and report data is expanded—a priority for FY 2005—we will be better able to track the results of individual programs, as well as document the accomplishments of the overall State and National program;
- State and National initiated a major review of its organizational structure, staffing, and position allocations. Based on the results of this review, State and National will improve its business processes to promote improved customer service, program effectiveness, and operational efficiency;
- Program grantees are continuing to refine their performance measures. In FY 2006, State and National will assess continuation and re-competing grantees on actual performance results; and
- State and National is taking deliberate steps to increase the competitiveness of applicants for grant support and, thereby, increase the overall quality of funded programs. These steps include

expanding outreach and refining selection criteria. Many of these changes will be in effect after rulemaking is completed.

In particular, State and National is addressing each of the recommendations cited in the 2002 Program Assessment Rating Tool (PART) review, as follows:

- The Corporation established new financial management procedures in order to ensure that obligations stay within budgeted levels. These procedures include properly recording education award obligations in the Trust and ensuring that the Corporation has timely and accurate information on AmeriCorps enrollments. GAO and the Office of Inspector General (OIG) favorably reviewed the Corporation's management of the Trust. The agency is implementing GAO recommendations to further improve Trust data quality. In addition, the Corporation is integrating the Web-based Recruiting System (WBRS) into eGrants, thus providing a single system for recording and tracking enrollments;
- State and National is developing better methodologies to quantify results, including requiring grantees to submit at least one performance measure addressing volunteer leveraging and management. Also, the program is developing a more reliable means to quantify volunteer leveraging and report results (e.g., the ratio of volunteers to members); and
- The agency developed methods to disaggregate national performance data and report information on program performance for states and grantees, making the presentation of data more transparent and meaningful.

Our Plan for FY 2006

Exhibit 16: AmeriCorps*State and National Plan for FY 2006

Corporation Goals	Strategies	Intermediate Outcomes
Goal 1: Meet human needs through diverse, high-quality service programs	1.1 Leverage service to address the Nation's education, public safety, environmental, homeland security, and other human needs	1.1A Increased services provided to respond to community-identified needs 1.1B Increased non-federal financial resources to address the nation's education, public safety, environmental, homeland security, and other human needs 1.1C Focused grant resources on more cost-effective programs
	1.2 Improve program quality, reach, and sustainability	1.2A Strengthened the ability of direct grantees to develop and manage high quality programs 1.2B Strengthened the ability of state commissions to develop and manage high quality programs
	1.3 Diversify the national and community service infrastructure	1.3A Increased number of programs from among under-represented program types in the State and National portfolio
Goal 2: Improve the lives of national service participants	2.2 Expand educational and economic opportunities for members	2.2A Increased support for programs that focus on the educational and workplace skills of members
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively	3.3A Increased leveraging of community volunteers by AmeriCorps members
	3.4 Increase service programs and participants in faith-based and other community organization initiatives	3.4A Increased number of grants to faith-based and other community organizations and related intermediary organizations

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the Nation's education, public safety, environmental, homeland security, and other human needs

For FY 2006, the Corporation is requesting \$275 million for grants and related expenses to support 41,500 AmeriCorps*State and National member service years (MSYs) or an estimated 67,405 total members.

We will be focused on achieving the following targets:

- 40,000 members will provide services for children and youth, including tutoring, after-school programs, access to health care, and support for families in crisis; and
- In FY 2006, over 5,000 children of prisoners will receive services.

Strategy 1.2: Improve program quality, reach, and sustainability

The State and National program's success depends largely on the performance of its grantees in creating and managing projects to meet community needs. The program will help grantees to improve program quality by strengthening the grant selection process, better targeting training and technical assistance for sustainability, and using grant monitoring as a tool for identifying and addressing weaknesses.

During FY 2006, we propose to spend \$9 million of State and National grant funds on focused training and technical assistance activities. Better selection and stronger support for grantees are expected to result in the following outcomes:

- 75 percent of programs will fill all awarded member slots;
- All state commissions will meet the Corporation's State Administrative Standards; and
- Over 50 percent of grantees will report that State and National members helped the organization expand its resource base.

Strategy 1.3: Diversify the national community service infrastructure

The State and National program will take additional steps to diversify its funded partners, and specifically to increase the number of grants to under-represented types of organizations. For FY 2006, State and National will focus outreach on increasing the number of rural programs, programs sponsored by faith-based and other community-based organizations, programs carrying out homeland security activities, and programs that serve economically disadvantaged communities. This focus will result in:

- A 50 percent increase in the number of new applications from among under-represented program types; and
- A 20 percent growth in both grant funds and AmeriCorps member positions allocated to under-represented program types.

Goal 2: Improve the lives of national service participants

Strategy 2.2: Expand educational, economic, social, and life-long learning opportunities for service participants

A critical mission of State and National is to ensure that AmeriCorps members, through their service, have opportunities to gain knowledge,

skills, resources, and motivation to continue to improve their own lives and make life-time commitments to civic engagement. By continuing to emphasize strong program management and member development strategies, we expect the following outcomes in FY 2006:

- 80% of AmeriCorps members will successfully complete their terms of service and earn the AmeriCorps education award;
- More than 90% of former members will say the skills they learned during their service have helped them in their current job or educational pursuits; and
- Over 50% of former members will report maintaining a high level of civic engagement and community involvement.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively

State and National will focus additional member resources and grantee support on recruiting and training community volunteers. In FY 2006, we expect to help grantees to generate and manage 650,000 community volunteers, resulting in about 5.8 million hours of service.

Strategy 3.4: Increase service programs and participants in faith-based and other community organization initiatives

As one component of its diversification initiative, the State and National program will focus outreach on increasing the number of programs sponsored by faith-based and other community organizations.

Program Performance

Exhibit 17: State and National's Key Program Performance Measures

Intermediate Outcome	Measures	FY 2004	FY 2005	FY 2006
1.1A Increased services provided to respond to community- identified needs	Output: Number of AmeriCorps member service years	41,751	40,378	41,479
1.1B Increased non-federal financial resources to address the Nation's education, public safety, environmental, homeland security and other human needs	Outcome: Average cost sharing rate of State and National grantees	44%	TBD	TBD
	Output: Number of grantees receiving training and technical assistance related to financial sustainability	NA	Set Baseline	TBD
1.2B Strengthened ability of state commissions to develop and manage high quality programs.	Outcome: Percent of grantees achieving self-nominated performance targets	NA	Set Baseline	TBD
	Output: Percent of state commissions meeting CNCS administrative standards	96%	100%	100%
2.2A Increased support for programs that focus on educational and workplace skills.	Outcome: Percent of former AmeriCorps members who say the skills they learned during their service have helped them 'greatly' or 'moderately' in their current job, educational pursuits, or community service activities	93%	94%	95%
	Output: Percent of AmeriCorps members who complete their service	Data being compiled	80%	82%
3.3A Increased leveraging of community volunteers by AmeriCorps members	Outcome: Number of community volunteers leveraged per AmeriCorps State and National member	8.0	8.3	8.7
	Output: Number of grantees receiving training and technical assistance related to volunteer management	NA	Set Baseline	TBD

AmeriCorps FY 2006 Budget

The following projections and assumptions were used to build our overall FY 2006 AmeriCorps portfolio plan (including State and National, VISTA, and NCCC) and are based on our best estimates.

Number of members

We project to support about 48,500 MSYs and a total of 75,000 new AmeriCorps members (across the three programs) in FY 2006.

Program Mix

Exhibit 18: Mix of Members Across Programs

Program	Number of Members	Percent of Members
State & National Stipended Programs	37,562	50.1%
Education Award Only (EAP)	29,843	39.8%
State and National subtotal	67,405	89.9%
VISTA members	6,545	8.7%
NCCC	1,050	1.4%
Total AmeriCorps members	75,000	100%

The projected State and National portfolio includes:

- 39.8 percent Education Award Program (EAP) members. EAP grants provide \$400 per FTE for operating costs plus an education award. The grantee is responsible for any stipend, but is subject to minimal reporting requirements; and
- 5,700 Professional Corps and Teacher Corps members in the National Direct program, up from 4,200 in FY 2005 (a 36 percent increase). This increase is possibly due to turnover in the grant portfolio; many grants will complete their three-year cycles in 2005, making room for effective, lower cost programs to compete for funding and member slots.

Cost Per Member Service Year

- The projected average cost per MSY of State and National stipended programs (not including EAP) is about \$8,200. This amount includes the Corporation's share of member support (other than the education award and child care) and program operating costs. It is about 19 percent below the level planned for 2005 and 22 percent below the 2002 baseline level.
- Cost per MSY for education awards is estimated at \$2,833. Budgeting for education award costs is detailed in the National Service Trust chapter.

Evaluation Plan

Longitudinal Study of AmeriCorps Members

Early findings from *Serving Country and Community: A Longitudinal Study of Service in AmeriCorps*, were released in 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. An executive summary, fact sheet, and the full report are available at: www.nationalservice.org/research/index.html.

The following findings reflect only the initial stages of a long-term longitudinal study:

- AmeriCorps participation resulted in a statistically significant positive impact on members' attitudes and behaviors in the areas of civic engagement, education, employment and life skills;
- AmeriCorps participation resulted in statistically significant positive impacts on members' connection to their community; knowledge about problems facing their community and participation in community based activities such as attending public meetings and writing to newspapers;
- Participation has a significant effect on AmeriCorps*State and National members who did not volunteer prior to enrolling, reflecting the capacity of AmeriCorps to strengthen civic attitudes and behaviors; and
- Former AmeriCorps members were significantly more likely than the comparison group to enter careers in public service such as teaching, public safety, social work and full time military service.

National Performance Benchmarking Initiative

AmeriCorps*State and National 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 AmeriCorps in helping nonprofit organizations increase their capacity by leveraging community volunteers and building service partnerships;
- Effect of AmeriCorps service on members' education, careers, and lifelong civic engagement; and
- Member satisfaction with their AmeriCorps service experience. This page is intentionally left blank.

AmeriCorps*NCCC: Budget Activity 4

Exhibit 19: Summary of AmeriCorps*NCCC Budget (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Member support	\$14,093	\$14,105	\$14,105	\$0
Program support	8,940	8,940	8,940	0
Total support	23,033	23,045	23,045	0
<i>Homeland security</i>	2,547	4,500	5,500	1,000
<i>Digital divide</i>	1,389	1,389	1,389	0
<i>Education</i>	3,473	3,473	3,473	0
<i>Low-income house builds</i>	1,852	1,852	1,852	0
<i>Other activities</i>	13,772	11,831	10,831	(1,000)
Facility improvements	0	296	500	204
Child care for members	0	0	0	0
Health insurance for members	1,820	1,955	1,955	0
	\$24,853	\$25,296	\$25,500	\$204
Program administration [non-add]:*				
Personnel Compensation	\$4,554.2	\$5,332.8	\$5,346.9	\$14.1
Other Expenses	\$4,939.8	\$6,577.1	\$6,849.2	\$272.1
Staff FTE	152	160	160	0

*Amounts represent an allocation of the Corporation's total administrative costs and staffing to each of the five major programs.

Request Summary

For FY 2006, the Corporation requests \$25.5 million, an increase of \$204,000 over the FY 2005 enacted level, for the AmeriCorps*NCCC (National Civilian Community Corps) program. This funding will enable about 1,050 NCCC members, a decrease of 102 members from the FY 2005 level, to provide approximately 1.5 million hours of service to local communities throughout the country. This service will help to provide disaster relief, improve homeland security, tutor youth, construct and repair homes for low-income families, restore national park trails, assist veterans and the elderly, increase the capacity of community organizations, and help coordinate community volunteers.

- An increase of \$204,000 is necessary to help fund \$500,000 in crucial campus repairs, as detailed under Strategy 1.1 later in this chapter. This funding is necessary for the Corporation to continue its efforts to reduce the backlog of infrastructure repairs and ensure adequate, safe facilities for NCCC members. Without this funding, member levels would have to be further reduced in order to fund the repairs necessary to meet minimal safety and functional facility requirements.

Vital Statistics

Exhibit 20: Vital Statistics for AmeriCorps*NCCC (dollars in thousands)

Program Items	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Appropriation (\$000's)	\$24,837	\$24,853	\$24,853	\$25,296	\$25,500
Number of Members	1,182	1,276	1,187	1,152	1,050
Cost Per Member	\$21,013	\$19,477	\$20,938	\$21,701	\$23,810
Number of Direct Volunteers/Participants Coordinated ¹	15,000	30,000	16,000	16,000	16,000
Number of Projects Completed	574	693	575	550	525
Number of Projects Sponsored by Faith-based and Other Community Organizations	326	410	330	330	300

About the Program

Overview

AmeriCorps*National Civilian Community Corps (NCCC) is a full-time, team-based, residential program for men and women ages 18–24 who volunteer to help meet critical community needs throughout the Nation. Based on the successful models of the Civilian Conservation Corps of the 1930s and the U.S. military, the mission of NCCC is to strengthen communities and develop leaders through direct, team-based national and community service. Members live on one of five campuses and are deployed to work in partnership with nonprofit organizations, state and local agencies, and community and faith-based groups, on community service projects in all 50 states and some U.S. territories. Although NCCC members help meet a wide variety of community needs, including educational, environmental, and housing needs, NCCC is particularly well-structured to quickly respond to urgent community needs, such as disaster relief. Moreover, the streamlined application process and the collaborative aspect of service projects allows organizations that may be unable to meet grant requirements of other Corporation programs to access support for their communities' needs.

The NCCC also offers young Americans an opportunity to give back to their communities, acquire job and interpersonal skills, develop their civic commitment, and make lasting changes in communities and their own lives. Organized into teams, members serve in local communities on projects that are proposed by nonprofit and local government organizations. All members are trained in CPR, first aid, and mass care, and can be deployed immediately to support urgent community needs in cooperation with the American Red Cross and the Federal Emergency Management Agency (FEMA). Members receive a \$4,000 annual living allowance, plus room and board. At the successful completion of their service, members receive an education award of \$4,725.

Program Impact

Since 1994, 10,000 members have invested more than 15 million service hours at 4,500 nonprofit organizations and other public agencies to provide disaster relief, tutor children, preserve the environment, build homes for low-income families, and meet other challenges. More specifically in FY 2004, NCCC teams:

- Tutored or mentored 25,000 children and youth;
- Constructed or repaired 500 homes for low-income families;
- Built or restored more than 550 miles of trail in national parks;
- Supported 73 summer camps to improve the infrastructure and increase capacity to engage more youths;
- Assisted nearly 1,000 senior citizens and veterans; and
- Provided disaster response that impacted 350,000 Americans.

The team-based NCCC program model results in a high-volume, rapid-response service that is extremely cost-effective. For example, following the hurricanes this past year in the Southeast, 545 NCCC members were deployed at the request of FEMA and the American Red Cross to assist citizens. A group of 85 members worked with the Christian Contractors Association to make temporary repairs to over 1,500 homes. NCCC's costs for this project were less than one percent of the market value of the services provided—approximately \$5 million.

NCCC teams also helped communities jump start efforts, increase organizational capacity, and address a wider range of service needs.

- In FY 2004, members served with about 16,000 other community volunteers, helping to coordinate the activities of these volunteers;
- 88 percent of sponsors surveyed in FY 2004 reported that their projects with NCCC were very successful;
- One-half of the project sponsors reported that NCCC teams helped their organization to build or increase involvement in coalitions and partnerships; and
- 68 percent of the project sponsors indicated that NCCC support had enabled their organization to serve increased numbers of people by a considerable amount.

In addition to providing significant support to communities and organizations throughout the country, NCCC also provides a challenging and rewarding experience for its members. The intensely rigorous immersion in a team-based, service environment promotes long-term civic engagement, employability, and personal development. As members take on various specialty roles on NCCC teams, they gain valuable public speaking, leadership, organization development, and other professional skills. Recent studies have confirmed the impact of the NCCC experience on its members, including:

- A longitudinal study of NCCC members conducted in FY 2004 found that NCCC members experience statistically significant increases in their work skills compared to a comparison group. This study also found that participation in NCCC resulted in statistically significant positive impacts on members' connection to community, knowledge about problems facing their community, participation in community-based activities, and personal growth through service; and
- In an online exit survey of FY 2004 members, 98 percent of respondents rated the quality of their service experience as "outstanding" (34 percent) or "good" (64 percent).

Program Accomplishments

In FY 2004, NCCC engaged 1,187 members on 591 projects in all 50 states. Nearly 90 percent of program participants completed the program, investing 1.8 million service hours. The NCCC helped provide a wide range of services—disaster relief/public safety, educational, environmental, and other unmet human needs—in each of the NCCC geographic regions.

Exhibit 21: FY 2004 Distribution of NCCC Projects by Region

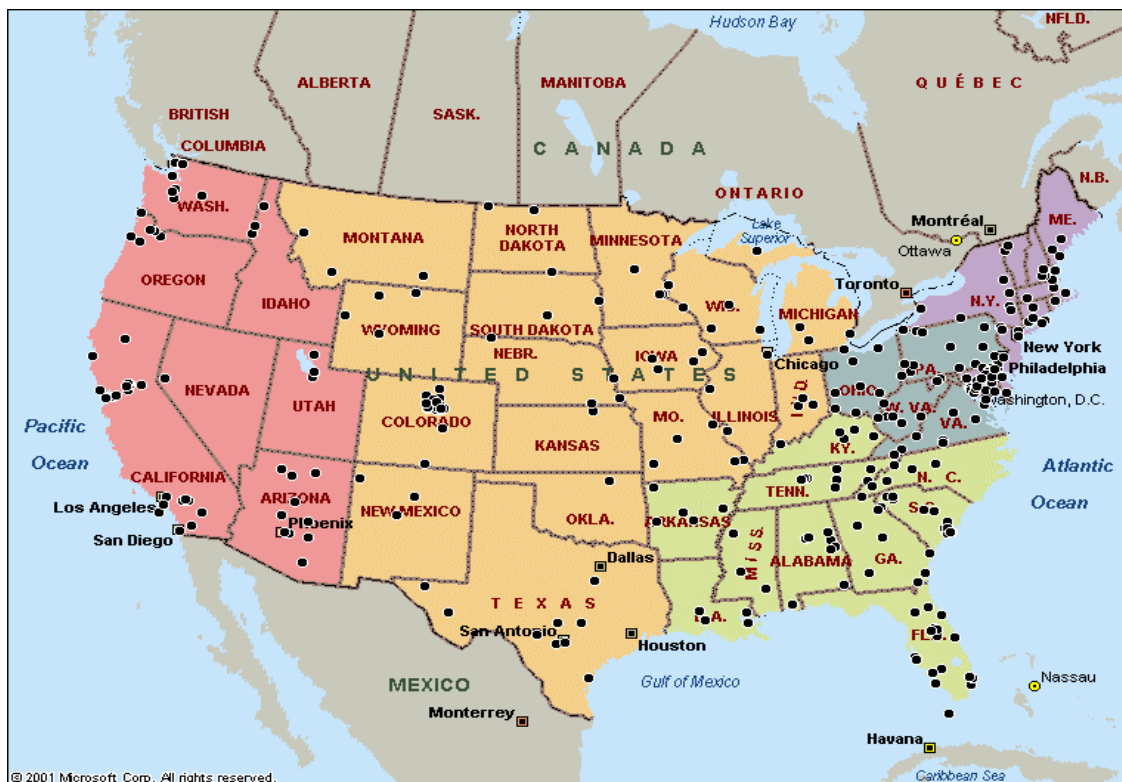
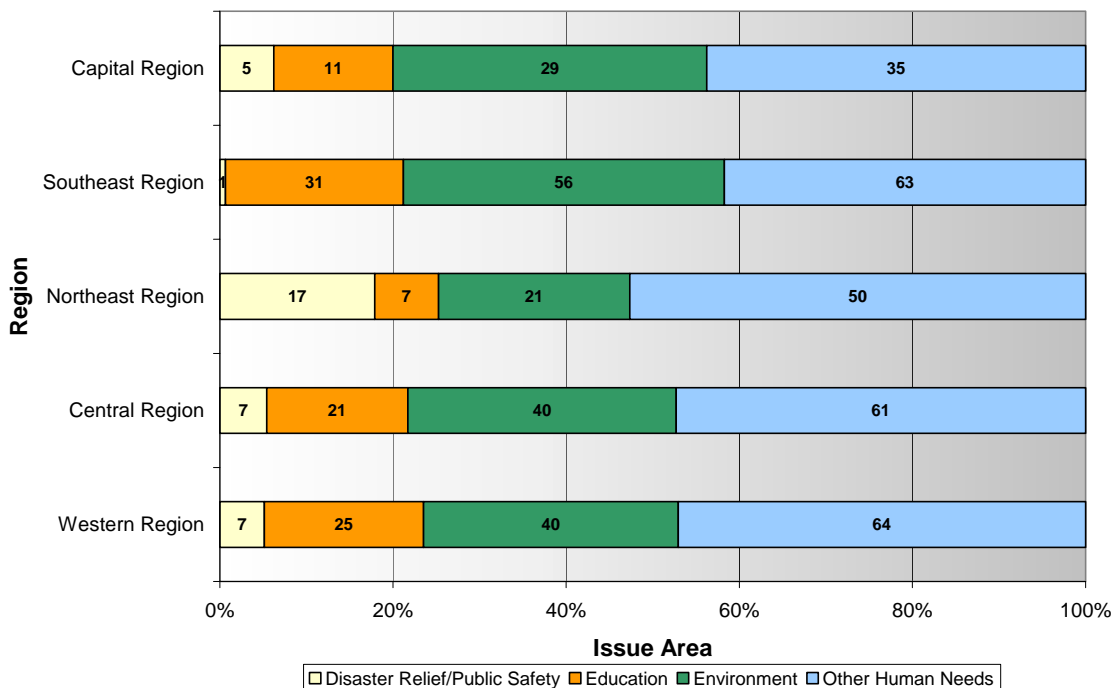


Exhibit 22: FY 2004 Distribution of NCCC Projects by Region and Issue Area



Nearly one half of the corps participated in 30 disaster relief projects, in partnership with the American Red Cross, state parks, nonprofit disaster relief organizations, and FEMA. NCCC was particularly active in disaster relief in the Southeast where a historic number of hurricanes occurred. Examples of NCCC’s disaster relief/public safety activities in FY 2004 include the following:

- Supported recovery efforts in Florida in the wake of hurricanes Charley, Frances, and Jeanne with 306 members;
- Conducted initial attack on small wildfires in northern California alongside Forest Service members;
- Staffed American Red Cross call centers to respond to citizens’ requests for assistance when hurricanes touched down along the East Coast; and
- Assisted families in Kentucky and West Virginia displaced by flooding, and helped them to recover valuables and remove debris from their homes.

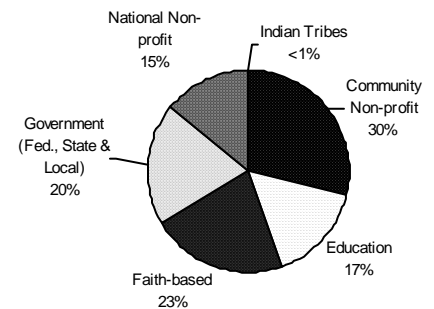
In recognition of the Corporation’s growing role in responding to disasters, Homeland Security Department Secretary Tom Ridge recently released the National Response Plan, which for the first time ever included a focus on volunteers and embraced the Corporation as a signatory.

NCCC members also provided a variety of services to local communities in partnership with community-based and other organizations and institutions. Project sponsors included a wide range of nonprofit and governmental organizations, including faith-based (23 percent), and other community nonprofit organizations (30 percent).

Projects were focused in communities with the greatest need, whether urban (44 percent), rural (34 percent), suburban (14 percent) or wilderness (8 percent).

FY 2004 also represented a key milestone for the NCCC: ten years of service to America. Private support from Home Depot, Polo, Rotary Clubs, and other groups made it possible for each campus to host a "Legacy Weekend" to commemorate this milestone. During these events, the NCCC partnered with KaBOOM! and other non-profit organizations to complete a series of projects, including building new playgrounds in each campus host city, and rebuilding a promenade along the Chesapeake Bay that had been demolished by Hurricane Isabelle. Almost 1,000 alumni returned to the campuses and volunteered on these community service projects during the "Legacy Weekends."

**Types of Project Sponsors
FY 2004
N = 425**



Management Improvement

NCCC manages its resources to most effectively and efficiently meet critical community needs, improve the lives of its members, and strengthen the infrastructure and capacity of communities. To help support effective management, the Corporation is continuing to improve the availability of relevant NCCC outcome and operational data. This data is obtained through ongoing and expanded current and former member and project sponsor surveys as well as expanded tracking of program operations. Program management decision-making based on enhanced data systems have already resulted in some efficiencies and improved customer service, such as:

- Established agreements with local health care providers to conduct entry physical exams, resulting in program cost savings and better customer service to members;
- Enhanced campus staff guidelines and procedures were established to help manage member mental health accommodations and support;
- Held project sponsors more accountable for member learning goals;

- Expanded emphasis on developing partnerships with local organizations and helping to promote cooperation among community organizations on joint projects; and
- Increased emphasis on member recruitment in FY 2005 to address diversity challenges.

The Corporation also is continuing to conduct in-progress reviews (IPR) at each campus both to ensure compliance with applicable statutes and regulations and identify needed operational changes. The IPR consists of a team of NCCC and other Corporation staff who conduct an in-depth, on-site review of program activities, projects, facilities, and administrative requirements using a checklist of 15 standards.

Our Plan for FY 2006

Exhibit 23: AmeriCorps*NCCC Plan for FY 2006

Corporation Goals	Strategies	Intermediate Outcomes
Goal 1: Meet human needs through diverse, high-quality service programs	1.1 Leverage service to address the Nation's education, public safety, environmental, homeland security, and other human needs	1.1A Continued services to communities through enhanced cooperation with national service networks
Goal 2: Improve the lives of national service participants	2.2 Expand educational and economic opportunities for service participants	2.2A Prepared more members are better prepared to transition into higher education and employment
	2.3 Encourage lifelong civic engagement	2.3A Increased impact on member commitment to lifelong service
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.2 Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions	3.2A Expanded community collaborations and/or involvement in coalitions or partnerships between sponsoring organizations and other organizations
	3.4 Increase service programs and participants in faith-based and other community-based organizations	3.3A Increased number of applications from faith-based and other community-based organizations

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1 Leverage service to address the Nation's education, public safety, environmental, homeland security, and other human needs

In FY 2006, the Corporation requests \$25.5 million to fund 1,050 NCCC members. These members will provide 1.6 million hours of service, help to organize and manage other community volunteers, and provide significant tangible benefits to communities throughout the country.

NCCC will focus much of its resources on short-term, quick-turnaround community needs with a continued priority on response to disasters. Using its effectively focused resources, NCCC estimates 16,000 community volunteers will be utilized as a result of NCCC member service.

In order to provide adequate housing for the NCCC members, the Corporation will continue to implement its multi-year plan to address the backlog of critical facilities maintenance and repairs. In FY 2006, the Corporation will invest \$500,000 in the highest priority structural repairs necessary to provide a minimally acceptable living environment for members. These repairs include items such as roof repairs, proper ventilation to prevent growth of mold and mildew, accessibility improvements, and fire safety enhancements. Of this \$500,000, \$204,000 represents an increase in funding over the FY 2005 enacted level.

Exhibit 24: Summary of Capital Improvements by Campus (dollars in thousands)

Types/Costs of Facility Improvements	Campus					Total
	Capital Region	Central Region	Northeast Region	Southeast Region	Western Region	
	<i>Washington, DC</i>	<i>Denver, CO</i>	<i>Perry Point, MD</i>	<i>Charleston, SC</i>	<i>Sacramento, CA</i>	
Accessibility Improvements				\$10,000		\$10,000
Roof Repairs				\$50,000		\$50,000
Fire Safety Enhancements			\$60,000			\$60,000
General Repairs	\$40,000		\$150,000	\$145,000	\$45,000	\$380,000
Total	\$40,000	\$0	\$210,000	\$205,000	\$45,000	\$500,000

Goal 2: Improve the lives of national service participants***Strategy 2.1: Increase the diversity of participants within and among service programs***

In FY 2005 and FY 2006, NCCC will expand recruitment partnerships with key organizations to reverse a decline in applications and implement a recruitment campaign targeted to under-represented groups. Outcomes in FY 2006 from these efforts will include:

- Increase the overall applications to the NCCC program by 20 percent from FY 2004 levels;
- Increase the percentage of members from underrepresented groups (establish baseline in FY 2005); and
- Increase the number of applications from under-represented populations by 30 percent from FY 2004 levels.

Strategy 2.2 Expand educational and economic opportunities for service participants

NCCC members' experiences increase their employment skills, and expand their educational opportunities. The NCCC will enhance this facet of the program by expanding the member training segment, "Life after AmeriCorps," and increasing member access to computer network facilities. As a result of these training improvements:

- The percent of former members reporting the skills they learned during their service helped in their current job, educational pursuits or community service activities will increase to 87 percent, from 83 percent in FY 2004.

Strategy 2.3 Encourage lifelong civic engagement

To enhance community development skills of members and promote continued service by alumni, the NCCC will strengthen the civic engagement training curricula and expand access to external service awards programs such as the Presidential Award service programs as a means to recognize the member's commitment to service. As a result of changes in FY 2006:

- 85 percent of former members will have done volunteer work in the year since completing their service (compared with 81 percent of former members in FY 2004 and 29 percent of all Americans).

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.2 Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions

NCCC will increase collaboration efforts at the project planning stage to better support organizations in the development of project proposals that are most responsive to their program needs. Special emphasis will be placed on strengthening collaboration for disaster relief projects.

- 55 percent of project sponsors will report that NCCC teams “considerably helped” or “moderately helped” their organization to build or increase involvement in coalitions and partnerships, compared to 50 percent in FY 2004.
- 70 percent of project sponsors will indicate that NCCC support had enabled their organization to serve increased numbers of people by a considerable amount compared to 68 percent in FY 2004.
- At least 90 percent of project sponsors, compared to 88 percent in FY 2004, will report that the projects on which the NCCC members served over the past 12 months had been very successful.

Program Performance

Exhibit 25: NCCC Key Program Performance Measures

Intermediate Outcomes	Measures	FY 2004	FY 2005	FY 2006
1.1A Increased number of communities served in cooperation with national service networks, and at the most cost-effective level	Output: Percent of project sponsors that reported that NCCC assistance provided to their organization had increased the numbers of people served by a considerable amount over the last 12 months	68%	70%	70%
	Output: Percentage of national and/or state designated disaster relief sites that NCCC supports	TBD	TBD	TBD
	Output: Percentage of organizations that reported they would "highly recommend" NCCC teams to other organizations	88%	90%	90%
2.2A More members are better prepared to transition into higher education and employment	Outcome: Percentage of former members who say the skills they learned during their service has helped them in their current job, educational pursuits, or community service activities to a great or moderate extent	83%	87%	87%
	Output: Percentage of members who successfully complete the program	90%	90%	87% ¹¹
	Output: Percentage of members who at the end of their term say their experience was "excellent" or "good"	95%	95%	95%
3.2A Sponsoring organizations expand community collaborations and/or involvement in coalitions or partnerships with other organizations	Outcome: Percentage of organizations that reported the services of members considerably or moderately helped the organization to build or increase their involvement in coalitions or partnerships with other organizations	50%	52%	55%
	Output: Percentage of organizations reporting that projects were very successful	88%	90%	90%

Evaluation Plan

Data from several sources will be used to evaluate the NCCC's program success and identify needed management improvements to better serve communities and the program's members.

- As in prior years, NCCC members will be surveyed at or near the end of the service year to capture data about their service experience and the impact on them.
- Project sponsors will be able to provide continuous feedback throughout the program year via an online monitoring survey.
- In FY 2004, the Corporation released the early findings from the Longitudinal Study of AmeriCorps Members—an evaluation designed to assess the long-term attitudinal and behavioral impacts of participation in AmeriCorps on members' civic values and engagement, education, employment, life skills, and social attitudes and behaviors. The results of this study provided baseline data for many of NCCC's key objectives. The Corporation will continue to follow members over time to assess the longer-term impacts of AmeriCorps participation.
- Also in FY 2004, the Corporation released the results from a national performance benchmarking effort to collect data from community sponsoring organizations served by the AmeriCorps programs as well as current and former AmeriCorps members. The results of this effort have provided NCCC with annual data to report on program performance, to set key objectives, and to identify areas for continuous program improvement.

National Service Trust: Budget Activity 5

Exhibit 26: Summary of Budget Estimates for National Service Trust

Budget Activity Item	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase (Decrease)
Education awards/Interest forbearance	\$115,292	\$126,084	\$132,000	\$5,916
Reserve	9,941	12,896	10,000	-2,896
President's Freedom Scholarships	4,000	3,868	4,000	132
Total Budget Authority	\$129,233	\$142,848	\$146,000	\$3,152
<i>Transfer from AmeriCorps grants</i>	<i>\$14,295</i>	<i>\$2,611</i>	<i>\$0</i>	

Request Summary

The FY 2006 budget includes:

- \$142 million to provide education awards to approximately 73,000 new AmeriCorps members in FY 2006 (an additional 2,000 VISTA members will elect an end-of-service stipend instead of an education award), and set aside \$10 million in the National Service Trust Reserve established by the Strengthen AmeriCorps Program Act.
- \$4 million to provide \$500 President's Freedom Scholarships (matched by \$500 from local sponsors) to 8,000 high school students who perform outstanding service to their communities.

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 27: 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 also funds the President's Freedom Scholarships for high school students. These \$1,000 scholarships are awarded to students who provide outstanding service. To fund each scholarship, a local community source must match \$500 provided by the Corporation.

Program Accomplishments

Trust Management

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 FTE 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;
- Automating 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

The Corporation's current Trust management policies and procedures have been reviewed favorably by both the Office of Inspector General (OIG) and the Government Accountability Office (GAO). Further, an independent auditor, Cotton & Company LLP, issued an unqualified audit opinion on the FY 2004 schedule of Trust budgetary resources and obligations.

In a letter dated January 16, 2004 (OIG Report Number 04-10), the Corporation's 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."

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.

How We Calculate Trust Budgetary Needs

The Corporation is using the following assumptions to calculate Trust budgetary needs for FY 2006:

- **46,500 Member Service Years.** This budget proposes a total of 46,500 new AmeriCorps MSYs (73,000 members) who will be eligible for an education award (an additional 1,813 VISTA members will elect a cash stipend in lieu of an education award, and therefore do not affect Trust funding needs);
- **100 percent enrollment rate.** Based on the Strengthen AmeriCorps Program Act legislative history, our calculation of Trust funding needs assumes that all member slots supported by the request will be enrolled in the Trust. Recently, enrollment rates have averaged about 85 percent;

- **80 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 experience to date indicates that about 75 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;
- **80 percent usage rate.** Based on Strengthen AmeriCorps Program Act legislative history, we are currently assuming that 80 percent of the members earning an award will use it. Our experience to date indicates that about 76 percent of members earning an award will eventually use it;
- **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; and
- **Reserve account:** The request includes \$10 million for the Trust reserve account. The Strengthen AmeriCorps Program Act requires that a reserve be set aside in case the estimates used in preparing the request are not sufficient to meet the Trust's funding needs.

Based on these assumptions, we estimate a Trust cost per MSY of \$2,833.

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 has initiated a study of how external economic, demographic, and other factors affect enrollment, earning, and usage rates. The results may lead to refinements in how we budget for education award costs in the future.

Learn and Serve America: Budget Activity 6

Exhibit 28: Summary of Budget Estimates for Learn and Serve America (dollars in thousands)

Budget Activity Items	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
School-based service-learning programs - formula	\$19,824	\$19,783	\$18,551	-\$1,232
School-based service-learning - competitive	6,609	6,594	6,184	(410)
School-based service-learning - set-aside for Indian tribes and U.S. territories	817	816	765	(51)
Community-based service-learning programs	4,809	4,799	4,500	(299)
Subtotal	32,059	31,992	30,000	(1,992)
Higher education	10,687	10,664	10,000	(664)
Total budget authority	\$42,746	\$42,656	\$40,000	-\$2,656
Program administration [non-add]:*				
Personnel Compensation	\$3,884.9	\$3,977.9	\$4,082.2	\$104.30
Other Expenses	\$1,891.1	\$2,075.5	\$2,289.9	\$214.40
Staff FTE	46	47	48	1

*Amounts represent an allocation of the Corporation's total administrative costs and staffing to each of the five major programs.

Request Summary

For FY 2006, the Corporation requests \$40 million, a decrease of \$2,656,000 from the FY 2005 enacted level, for the Learn and Serve America program. This funding will provide awards to approximately 125 grantees and continue to support the participation of about one million students in service-learning programs.

This funding reduction will not impact existing grants, but will result in a reduced number of new grantees that can be funded from the Corporation's FY 2006 grant competition.

In addition, the Salaries and Expenses request would fund a new position to focus on increasing the percentage of American schools offering service-learning programs. In FY 2006, the Corporation will explore more fully methods to stimulate service-learning programs at schools that are not Learn and Serve grantees, and to achieve greater institutionalization of service-learning within schools. For example, the Corporation may encourage experienced subgrantees to mentor less experienced subgrantees and promote service-learning among other schools.

Vital Statistics

Exhibit 29: Vital Statistics for Learn and Serve America

Program Item	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Appropriation (\$000's)	\$43 million	\$43million	\$42.746 million	\$42.656 million	\$40 million
Number of Grantee/Sponsor Applications	0	384	43	0	500
Number of New Awards ⁱⁱⁱ	0	133	10	0	145
Number of Grantees (including continuing grantees)	168	133	143	146	125
Number of Awards Made to Faith-based and Other Community Organizations	6	7	7	7	8
Number of Participants*	1.7 million	1.8 million	1.1 million**	1.1 million	1.0 million
Cost per Participant*	\$39	\$37	\$36	\$35	\$40

*LSA Participants in school- and community-based programs are school-age youth, while higher education program participants include undergraduate and graduate students, faculty, staff, and community members.

**Programs were instructed to support projects that were to take place over the full year in one school or district rather than to fund disparate projects in many classrooms, as was the case in prior years. The revised standard meant that projects covered fewer participants, but gave greater focus to quality and program intensity.

About the Program

Overview

Since 1990, Learn and Serve America (Learn and Serve) has furthered America's tradition of civic participation and volunteerism by making grants to integrate community service with curricula through a practice known as service-learning. 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 K-12 schools support the achievement of academic standards and enhance student civic responsibility. Approximately one million students annually participate in 2,000 local Learn and Serve supported projects in which community service is integrated into both classroom and extracurricular learning.

Created by the National and Community Service Act of 1990, Learn and Serve America funds, per statute, a wide variety of youth-serving organizations and institutions, including:

- ***School-Based Formula Grants:*** Grants to state education agencies (SEAs), based on statutory formula. The SEAs train teachers, administrators, adult volunteers, service-learning coordinators, and students in service-learning and make subgrants to local partnerships between schools and community organizations to plan, create, replicate or sustain new service-learning programs. SEAs may also conduct program evaluations, support local partnerships, and develop curriculum aligned with service activities;
- ***School-Based Competitive Grants:*** SEAs, Indian Tribes, U.S. Territories, and nonprofit organizations compete for grants 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. Competitive funds have recently focused on targeted initiatives, including Linking History, Civics, and Service; Community, Higher Education, and School Partnerships; and Homeland Security;
- ***Indian Tribes and U. S. Territories Grants:*** With a set-aside of three percent of school-based funds, Indian Tribes and U.S Territories compete for grants to operate local service-learning programs or to organize service-learning throughout a region to engage youth in positive community service activities and in partnership with elders;

- ***Community-Based Grants:*** Nonprofit organizations that work in two or more states and State Commissions on National and Community Service are eligible to compete for grants. Funds are used to provide training and technical assistance and are subgranted to local community and faith-based non-profit organizations to operate service-learning programs for young people; and
- ***Higher Education Grants:*** Colleges and universities or consortia of higher education institutions compete for grants to implement service-learning programs designed to engage students, faculty and staff in service to the local community. Funds support teacher training, course development, curricular and extra-curricular service by students, activities to strengthen the community service infrastructure of institutions, and support for community service Federal work-study programs.

Through the Learn and Serve program, the Corporation also manages the National Service-Learning Clearinghouse and the Presidential Freedom Scholarships program, both of which are funded through the Innovation, Demonstration and Assistance budget activity. The Clearinghouse provides information and technical assistance to Corporation grantees and the public on service-learning, including effective strategies, curricula and other materials. The Presidential Freedom Scholarships program provides recognition and scholarships to high school juniors and seniors who have demonstrated leadership and a commitment to service.

Program Impact

In the 2004 program year, more than 1.1 million students from every state participated in Learn and Serve programs and contributed about 40 million hours of service. The typical service-learning participant contributed an estimated 18 hours of service to their communities, although some participants contributed substantially greater amounts of time. Programs indicate that youth are frequently engaged in service to other young people, providing tutoring and mentoring, homework support, or recreational activities. In addition, service-learning programs frequently serve in environmental improvement activities, including neighborhood beautification and community gardens. Programs also support a range of other community service, including refurbishing and donating computers, and teaching elders how to use computer equipment.

In 1984, approximately nine percent of schools in the United States offered service-learning opportunities. Since 1990, when Learn and Serve was established, the program has helped to foster the development of service and service-learning in America's schools. 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 half of all high schools. Moreover, by 1999, about 60 percent of schools provided community service opportunities for their students, not connected to the curriculum. However, recent research indicates that this percentage has declined to 28 percent in 2004.

Recent research also has shown that the intensive service experiences fostered in Learn and Serve programs produce a positive and statistically significant impact on students' academic engagement, acceptance of cultural diversity, service leadership, and overall civic attitudes. Further, these positive impacts were shown to be greater among minority and economically disadvantaged students—two populations that Learn and Serve programs effectively engage in service. A recent rigorous statewide evaluation indicated that service-learning students out-performed their peers in many academic areas, including writing, social studies, and history.^{iv}

Program Accomplishments

In addition to engaging about 1.1 million students annually in service that supports their education and their community, Learn and Serve has been a catalyst for the expansion of service-learning to about one-third of all public schools. In recent years, Learn and Serve has increased the diversity of its programs and participants and provided effective support to its grantees and schools throughout the country.

- In FY 2004, about 41 percent of Learn and Serve participant students attended schools where more than 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.^v Funds granted directly to faith-based organizations increased 147 percent from the 2000-2003 grant period to the 2003-2006 grant period; and

- In 2004, Learn and Serve made ten new School-Based Competitive Homeland Security grants that were designed to engage students in local homeland security and disaster preparation and planning. These programs involve students in their school districts' and communities' efforts to prepare for, prevent, and in some cases, respond to disasters. For example, ten grantees from Florida collaborated with the MANATEENS to open a volunteer resource center to coordinate responses to the hurricane disaster in Florida. These grantees also piloted common performance measures that can be rolled-up for comparison across the portfolio.

Management Improvements

- In FY 2004, the Corporation instituted an on-line data collection system to provide program-wide performance data directly from grantees and subgrantees. The system will be used to collect annual output and outcomes data necessary to track the progress and impact of both Learn and Serve grantees and subgrantees.
- In FY 2005, Learn and Serve will implement a core competencies initiative for its state education agency (SEA) formula grantees. The initiative will codify effective fiscal and grants management strategies and catalog grantee best practices. The project will: strengthen the capacity of grantees to administer Federal funds and manage high-quality programs; help grantees make self-assessments and improve their policies and procedures; and identify areas for targeted technical assistance.
- Learn and Serve plans to undertake new rulemaking in FY 2005 to strengthen its programming, enhance the quality of service-learning programs, and expand the number of new schools that offer service-learning. Learn and Serve will provide the public with opportunities to help shape these new rules and to refine Learn and Serve policies and operations.
- In support of the Corporation's efforts to expand the use of service-learning nationally, the Corporation developed new print and video materials that will be used to attract and support new schools and community-based organizations to service-learning and Learn and Serve America. These materials will be distributed nationally in FY 2005.
- In FY 2004, the Learn and Serve program received feedback on its customer service from its grantees that showed both areas of success and potential for improvement. For example, 82 percent of grantees reported that they were "very satisfied" or "somewhat satisfied" with the timeliness of the program staff in responding to their inquiries. However, only 70 percent were "very" or "somewhat" satisfied with the support they received from program staff in program monitoring.

Our Plan for FY 2006

Exhibit 30: Learn and Serve's Plan for FY 2006

Corporation Goal:	Strategies	Intermediate Outcomes
Goal 1: Meet human needs through diverse, high quality service programs	1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs	1.1A Increased number of projects that have positive impacts on community problems.
	1.2 Improve program quality, reach and sustainability	1.2A Increased number of grantees certified by LSA staff as meeting performance measure milestones 1.2B Increased percentage of grantees reaching core competencies
Goal 2: Improve the lives of national service participants	2.1 Increase the diversity of participants within and among service programs	2.1A Increased LSA participation of individuals from low-income and other underrepresented groups.
	2.2 Expansion of educational and economic opportunities for service participants	2.2A Promoted academic achievement among the estimated one million Learn and Serve participants
	2.3 Increase lifelong civic engagement	2.3A Increased civic skills, knowledge, and dispositions among LSA participants
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.1 Renew the ethic of civic responsibility in part by stimulating educational institutions to focus on their civic missions.	3.1A Increased service-learning among educational institutions and youth-serving organizations
		3.1B Improved institutionalization of service-learning programs (building service-learning into the permanent fabric of the institutions educational program)

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: *Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs*

For FY 2006, the Corporation is requesting funding to support approximately 125 grantees and 1,800 local subgrantee programs that, in turn, will support approximately one million Learn and Serve participants. In response to the Corporation's guidance, these grantees, and subgrantees will work to increase the annual number of service hours for a typical participant from 18 in FY 2004 to 25 in FY 2006.

- Learn and Serve will place greater emphasis on support for homeland security, with about \$3 million estimated to fund homeland security projects in FY 2006.

Strategy 1.2: *Improve program quality, reach, and sustainability*

The Corporation will improve the competitiveness, quality, reach, and sustainability of Learn and Serve grants by providing targeted outreach, training, and technical assistance. In response to Corporation guidance, grantees will implement more effective methods to ensure institutionalization of service-learning within schools and to stimulate service-learning at schools that are not subgrantees. For example, the Corporation may encourage experienced subgrantee programs to mentor less experienced programs. Performance targets include:

- Increase to 90 percent the number of Learn and Serve grantees that are on track towards meeting their performance goals;
- Increase by 20 percent the percentage of Learn and Serve projects that report having a positive impact on the academic performance of participants (from 34 percent in FY 2004 to 41 percent in FY 2006); and
- Improve grantee and subgrantee program expertise and management, as demonstrated by an increase (from 75 percent in FY 2004 to 85 percent in FY 2006), in the number of Learn and Serve projects that demonstrate at least six of the nine characteristics of high-quality service-learning programs (e.g., clear and specific learning objectives, strong community partnerships, and emphasis on both service and learning).

Goal 2: Improve the lives of national service participants

Strategy 2.1: *Increase the diversity of participants within and among service programs*

The Corporation seeks to increase the proportion of Learn and Serve participants who are from underserved groups. Learn and Serve will accomplish this through increased emphasis and priority in new grant competitions on the diversity of participants. In FY 2006, Learn and Serve will:

- Increase the percentage of the overall pool of higher education grants or subgrants made to Historically Black Colleges and Universities, Hispanic-serving institutions, Pacific Island institutions, and Tribally-controlled institutions by ten percent, from 28 to 31 grants and subgrants;
- Increase the percentage of projects focusing on foster children from 17 percent in FY 2004 to 22 percent in FY 2006;

- Increase the percentage of projects focusing on children of incarcerated parents from 15 percent in FY 2004 to 20 percent in FY 2006;
- Increase the percent of Learn and Serve participant students who attend schools where more than half of the students qualified for the federal subsidized school lunch program from 41 in FY 2004 to 48 percent in FY 2006.

Strategy 2.2: Expansion of educational and economic opportunities for service participants

The Corporation will promote academic achievement among the estimated one million Learn and Serve participants. Recent research has demonstrated benefits associated with service-learning, including academic engagement, acceptance of cultural diversity, service leadership, and overall civic attitudes. Further, these positive impacts were shown to be greater among minority and economically disadvantaged students. A recent rigorous statewide evaluation indicated that service-learning students out-performed their peers in many academic areas, including writing, social studies, and history.

Strategy 2.3: Increase lifelong civic engagement

Learn and Serve programs encourage participants to stay civically engaged throughout their lives by increasing their civic skills, knowledge, and dispositions (e.g. intentions, inclinations, and habits of civic engagement). The independent nonprofit organization, Independent Sector, indicates that the strongest predictor of adult volunteer activity is service and volunteering as a child or teen. In FY 2004, 48 percent of grantees and subgrantees reported that Learn and Serve activities had a substantial positive impact on participants' civic engagement.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.1: Renew the ethic of civic responsibility in part by stimulating educational institutions to focus on their civic missions

One goal of the Learn and Serve program is to increase the civic engagement and community involvement of educational institutions and other organizations. All Learn and Serve programs require partnerships between educational and community groups to meet local service and educational goals. Likewise, citizenship skills and community involvement are required features of all Learn and Serve

programs. In FY 2006, Learn and Serve will launch a market expansion initiative designed to increase the number of local schools, colleges, and community, and faith-based organizations that offer high-quality service-learning experiences. For example, market expansion performance targets include:

- Increase from 28 in FY 2004 to 30 percent by FY 2006 the number of elementary and secondary schools in the Nation offering service-learning opportunities; and
- Increase from 19 percent in FY 2004 to 30 percent in FY 2006 the proportion of programs that have adopted at least six of nine institutional supports for service-learning—indicators that the program has been built into the fabric of the institution and will be sustained beyond Learn and Serve funding.

Program Performance

Exhibit 31: Learn and Serve’s Key Program Performance Measures

Intermediate Outcome	Measures	FY 2004	FY 2005	FY 2006
1.1A Increase in number of projects that have positive impacts on community problems	Outcome: % of grantees and subgrantees reporting that LSA activities had a substantial positive impact on the organizations that were served	60%	75%	80%
	% of participants serving at least one semester and a minimum of 20 hours.	32%	33%	34%
	Output: Number of participants	1.1 million participants	1.1 million participants	1 million participants
1.2B Increased percentage of grantees reaching core competencies	Outcome: % of grantees and subgrantees meeting a majority of the characteristics of a high-quality service-learning program	75%	80%	85%
	Percentage of grantees and subgrantees that meet new core competency standards	N/A	N/A	60%
2.1A Increased LSA participation of individuals from low-income and other underrepresented groups.	Outcome: % of minority and persons with disabilities	38%	40%	42%
2.3A Increased civic skills, knowledge, and dispositions among LSA participants	Outcome: % of grantees and subgrantees reporting that LSA activities have a significant positive impact on participant’s civic engagement	48%	50%	52%
3.1A Increase the spread of service-learning among educational institutions and youth-serving organizations	Outcome: % of elementary and secondary schools with service-learning programs	28%	29%	30%

Evaluation Plan

Learn and Serve will continue to enhance its capacity to measure program outcomes and will document the impact of the program on student participants and communities.

Learn and Serve Performance Measurement System

In FY 2004, Learn and Serve America implemented a new Program and Performance Measurement Reporting system. This system collects national data on the outputs, intermediate outcomes, and end outcomes of grantees, subgrantees, and sub-subgrantees, which will be used for program management and improvement as well as performance reporting. The system will also allow the Corporation to establish a baseline for an intensive study of the institutionalization of service-learning.

Youth Volunteering and Civic Engagement Survey

With the U.S. Census, the Corporation will begin collecting data in FY 2005 on volunteering and civic engagement among America's youth (ages 12 to 18). The survey will be 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. Through the survey, Learn and Serve will gain valuable national-level data on service-learning and its relationship with volunteering and other forms of civic engagement.

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Innovation, Demonstration, and Assistance: Budget Activity 7

Exhibit 32: Summary of Budget Estimates for Innovation, Demonstration, and Assistance (dollars in thousands)

Budget Activity Items	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
MLK grants	\$500	\$595	\$500	(\$95)
Disability grants (1)	4,555	4,473	4,338	-135
Challenge grants	2,379	3,968	0	-3,968
Next Generation grants	1,000	1,488	1,300	-188
Training and Technical Assistance (T&TA) (2)	2,000	1,984	2,250	266
President's Freedom Scholarships	0	0	400	400
Faith-based and Community Initiatives	0	0	125	125
President's Council on Service	0	0	52	52
President's Volunteer Service Award	0	0	250	250
Service-Learning Clearinghouse & Exchange	725	719	725	6
National Volunteer Hotline	0	0	5	5
Total Budget Authority	\$11,159	\$13,227	\$9,945	(\$3,282)

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

(2) This amount will be managed through the Office of Leadership Development and Training.

Request Summary

For FY 2006 we request \$9,945,000 for Innovation, Demonstration, and Assistance, \$3,282,000 less than FY 2005 enacted level. This funding request will enable the Corporation to fund the core of the activities authorized by Subtitle H of the National and Community Service Act, namely:

Innovative and demonstration service programs that may not be eligible under other subtitles of the legislation,

- \$1.3M to support innovative new service programs through Next Generation grants.

Leadership development, training, and technical assistance activities to support grantees receiving assistance under the Act,

- \$2.25M to provide training and technical assistance to Corporation grantees.
- \$725K to support the Service Learning Clearinghouse and Exchange.

Outreach to, and accommodation for, service participants with disabilities, and

- \$4.34M to support AmeriCorps service participants with disabilities.

Activities that help to build the ethic of service among Americans of all ages and backgrounds.

- \$832K to facilitate Presidential initiatives, including faith-based and community outreach, the President's Council on Service and Civic Participation, and the President's Freedom Scholarships program.
- \$500K to support MLK Day of Service activities.

Due to funding constraints, the Corporation is not requesting funding in FY 2006 for Challenge Grants. During FY 2005 we will review the Challenge Grants program to better inform our strategy and future efforts at leveraging non-federal dollars.

About the Program

Program Accomplishments

The Corporation's achievements using Subtitle H funds include the following:

- The Corporation received monumental interest from across the country for the Next Generation Grants competition. More than 1,150 concept-paper proposals were submitted—a record number of applications for any CNCS grant competition—requesting approximately \$280 million in funds. This large pool represented significant geographic and organizational diversity, as well as diversity among our three program models (intensive commitment to service, connecting service to education, and/or connecting service to seniors). Sixteen applicants were recommended for funding. The selected proposals reflect a variety of innovative ideas that have the potential to be replicated across the country and will allow the Corporation's investment to dramatically increase community involvement in service among previously underrepresented areas and groups;
- We supported a variety of community projects serving over 12,000 children of prisoners. The National Conference of Black Mayors, National Association of Blacks in Criminal Justice, and Amachi Initiative are among the Corporation partners in the effort. CNCS has also provided community education resource forums across the country on mentoring, asset development and family strengthening to over 1,200 faith-based, grassroots community, and other civic leaders. Additionally, the Corporation conducted an extensive review of program barriers to faith-based and community initiatives (FBCI) and has implemented actions in each program area to redress them;
- In FY 2005, we awarded \$595,000 in *Martin Luther King, Jr. Day of Service* grants to four grant-making organizations: the Points of Light Foundation, the Hands On Network, the National Association of Blacks in Criminal Justice, and the California State University Fullerton Foundation; and
- We awarded approximately 80,000 President's Volunteer Service Awards in FY 2004.

Our Plan for FY 2006

MLK Grants (\$500,000)

In 2006 the Corporation will support community organizations in their efforts to engage local citizens in service as a way to honor Dr. Martin Luther King, Jr.'s legacy. Over the past several years, the Corporation has run a national MLK Day of Service grant competition and approved a total of \$400,000–\$600,000 in grants each year. In FY 2004, we provided funds to 95 grantees. Approximately 57 of the FY 2004 grants went to organizations that had not received an MLK Day grant award within the previous three years. In FY 2005 the Corporation awarded \$595,000 in grants to four grant-making intermediaries: the Points of Light Foundation, Hands On Network, the National Association of Blacks in Criminal Justice, and the California State University Fullerton Foundation.

Exhibit 33: MLK Grants (\$500,000)

Strategies	Intermediate Outcomes	Outputs	Activities	Inputs	Sources
1.3 Diversify the National and Community Service Infrastructure	Organizations with no prior CNCS funding become part of the national service network	Program reports to compile and share innovative ideas and best practices	Monitor new grants Collect information on subgrantees Issue NOFA Review 50 proposals Award 3 - 4 new grants	\$500,000 1 FTE	Subtitle H MLK Day of Service Grants NCSA S&E
3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively	Volunteers serve through MLK Day grant projects				
3.4 Increase service programs and participants in faith-based and other community-based organizations	Faith-based and other community based organizations receive MLK grant funds	Up to 4 grants to intermediary organizations for the purpose of subgranting to other community based organizations			

Disability Grants (\$4,338,000)

State Commissions receive funds based upon disability placement plans that include outreach, recruitment, and placement activities for AmeriCorps programs and reasonable accommodations for members with disabilities. In the past, these funds have proven effective in engaging people with disabilities in innovative programs, and in providing new service opportunities. To further utilize disability grant funds, during FY 2005 the Corporation plans to award *Engaging Persons with Disabilities in National and Community Service Grants*. These grants will support efforts to assist in the transition of young persons with disabilities from school to adult life, and provide adults with disabilities, and particularly disabled veterans, the opportunity to engage in service. By statute, one percent of total funding appropriated for the National Service Trust, AmeriCorps Grants, Innovation and Evaluation budget activities must be set aside for disability grants.

Exhibit 34: Disability Grants (\$4,338,000)

Strategies	Intermediate Outcomes	Outputs	Activities	Inputs	Sources	
2.1 Increase the diversity of participants within and among service programs	Increased number of people with disabilities involved in service programs	50+ grants awarded to State Commissions	Conduct strategic outreach	\$4.3 million	Subtitle H Disability Grant	
			Review proposals			
	Innovative approaches to involving people with disabilities in service that have widespread applicability to the national service field	Best practices document is developed on strategies for engaging people with disabilities	Award grants	.20 FTE		NCSA Salaries and Expenses
			Conduct Outreach, training, and recruitment for people with disabilities			
	Report on impact of service on individual's future service	Publish best practices document				

Training and Technical Assistance (\$2,250,000)

The Corporation’s strategic training and technical assistance (T&TA) plan provides a comprehensive approach to T&TA for all its grantees, sub-grantees, projects and participants across Corporation programs. As Exhibit 35 below demonstrates, Subtitle H funds support only a part of the overall agency response to training and technical assistance needs of grantees.

Exhibit 35: FY2006 Requests for T&TA Activities (dollars in thousands)

Activity Funded	FY 2006 Request*
OLDT Innovation (H)	\$2,250.0
Service Learning Clearinghouse & Exchange (H)	725.0
Subtotal H	2,975.0
AmeriCorps State and National	9,000.0
VISTA	1,000.0
Senior Corps	3,138.5
Subtotal Program	13,138.5
Total Corporation TTA funding	\$16,113.5

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

The request includes subtitle H funding of \$2,250,000, managed by the Office of Leadership Development and Training (OLDT), to support the following key components in the strategy:

- \$1,470,500 of the request will be used for several national training cooperative agreements that cannot, by statute, be covered by individual program funds. These include:
 - \$1,125,500 to help state commissions support cross-stream training and technical assistance activities, and
 - \$345,000 to help state education agencies and Learn and Serve grantees acquire T&TA and build capacity in critical competencies, such as financial and program management and performance measurement, in order to strengthen programs’ abilities to meet compliance requirements; and
- \$412,500 of the request will be used for Program Development and Training (PDAT) grants to commissions. PDAT is funded primarily from AmeriCorps grant funds for the benefit of local AmeriCorps subgrantees and sites. The amount proposed will fund approximately five percent of each PDAT award for the purpose of supporting planning and collaboration across AmeriCorps and other national

service programs and with other community organizations, initiatives that, by statute, cannot be supported by individual program funds;

- \$267,000 will support the annual National Conference on Community Volunteering and National Service, co-convened by the Points of Light Foundation and the Corporation. This amount corresponds to various logistical and program development services required by the Corporation in order to deliver the conference. This event, together with the pre-conference staff training that accompanies it each year, provides an opportunity in particular for the staff from AmeriCorps grantees and subgrantees to improve their skills in key areas of compliance, monitoring/oversight and T&TA; and
- \$100,000 will support outreach and capacity building for new and potential grantees, including small community and faith-based organizations. These resources will enable state commissions and intermediary organizations to identify and work with potential applicants, and more effectively monitor and oversee them as new subgrantees in the process of program development and start-up. In addition, if T&TA is needed for new grant programs, such as Next Generation grants, this is where we would fund that support.

Next Generation Grants (\$1,300,000)

The purpose of Next Generation grants is to foster the next generation of national service organizations by providing seed money to help new and start-up organizations (and established organizations proposing new projects or programs) plan and implement new service programs that have the potential of becoming national in scope. Our Notice of Funding Availability (NOFA) included a focus on innovative ideas, potential for replicability, community organizations, and applicants with little to no experience with federal grants.

The applicants for this funding are nonprofit organizations, such as public charities, community organizations (faith-based and secular), private foundations, and individual schools. They generally will have an annual operating budget of \$500,000 or less (with the exception of schools). We encourage submissions from community organizations (faith-based and secular) and from organizations with little or no experience with federal grants, where our investment could dramatically increase community involvement in service. Applicants cannot have received a previous grant award from the Corporation. Applicants must also be able to develop programs that have the potential for becoming national in scope, or provide a compelling statement that the model could be replicated in other locations.

Exhibit 36: Next Generation Grants (\$1,300,000)

Strategies	Intermediate Outcomes	Outputs	Activities	Inputs	Sources
1.3 Diversify the National and Community Service Infrastructure	Corporation grants foster innovative service program designs that can be replicated.	5 grants to small organizations for innovative programs	Issue NOFA Review 400 proposals Award 5 new grants	\$1,300,000 1 FTE	Subtitle H Next Generation Grants funds NCSA S&E
3.4 Increase service programs and participants in faith-based and other community-based organizations	<i>Measure:</i> : Number of Next Generation program innovations replicated by other CNCS grantees	Case studies report to share innovative program designs, promote replication	Monitor 10 grants Publish case studies of 2003/04 grantees		

President's Freedom Scholarships (\$400,000)

Freedom Scholarships recognize and reward up to two students from every high school in the nation who excel in their commitment to service with a \$500 scholarship from the National Service Trust. This scholarship is matched with \$500 from a local sponsor for a total of \$1,000 to help the student fund a college education. We are requesting \$400,000 for administrative support in 2006, which will allow us to improve outreach to schools and civic organizations for the Presidential Freedom Scholarship (PFS) program. In FY 2004 the Corporation awarded 6,604 Presidential Freedom Scholarships with no targeted outreach campaign. The proposed funding would provide more schools with information about the program, and strengthen use of the program particularly in schools serving disadvantaged students. The Scholarship program will conduct a coordinated outreach campaign. In addition to schools, outreach will be focused on potential Scholarship match organizations. The Corporation seeks to increase the number of Freedom Scholarship applicants by 20 percent and to support 8,000 Freedom Scholarships in FY 2006.

Exhibit 37: President's Freedom Scholarships (\$400,000)

Strategies	Intermediate Outcomes	Outputs	Activities	Inputs	Sources
2.2 Expand educational, economic, and other opportunities for service participants	25 percent of PFS recipients are from Title I high schools	8,000 Presidential Freedom Scholarships awarded	Print and distribute applications	\$4M for scholarships	National Service Trust
	75 percent of LSA projects report that the PFS motivated increased volunteer activity by high school students	100 percent of LSA projects provide info on PFS	Conduct outreach to high schools and civic organizations, with special focus on Title I high schools	\$400K for outreach and administration	Subtitle H
			Intake applications and manage applicant database		
			Certify applications		
20% increase in number of PFS applicants.	Process awards				

Faith-Based and Community Initiatives (FBCI; \$125,000)

The \$125,000 we are requesting will provide education, training, and technical assistance to advance the Corporation's faith-based and community initiative. The Corporation has utilized training and technical assistance resources to provide best practices, grant resource information, and program development information to grassroots organizations across the country. We plan to competitively select a technical assistance provider in FY 2006 that will provide continued support to these initiatives along with Corporation program activities.

FY 2006 initiatives include:

- Operating a national information clearinghouse for faith-based and other grassroots community groups;
- Conducting forums, outreach, conferences, and education on program opportunities and best practices in areas such as mentoring children of prisoners and prisoner re-entry;
- Operating a ListServ for timely information dissemination to faith-based and community initiatives; and
- Compiling program documentary and best practice information.

Exhibit 38: Faith-Based and Community Initiatives (\$125,000)

Strategies	Intermediate Outcomes	Outputs	Activities	Inputs	Sources
3.4 Increase service programs and participants in faith-based and other community-based organizations	<p>Increase outreach and support to potential faith-based and other community-based organization program applicants and increase support to new faith-based and other community organization grantees</p> <p><i>Measures:</i> Increased # of faith-based and other community based grant applicants</p> <p>Increased # of faith-based and other community based sites</p> <p>Increased # of faith-based and other communities partnering with NCCC teams</p> <p>Faith-based and other community based organizations start-up successfully as new grantees.</p>	<p>Number of individuals trained on faith-based and other community based initiatives</p> <p>Number of faith-based and other community based organization contacts</p> <p>Number of faith-based and other community based organization applicants</p> <p>Number of faith-based and other community-based grantees/partners/sites</p> <p>Faith-based organizations using tools for successful start-up.</p>	<p>Provide a Clearinghouse of CNCS resource and grant information with dissemination responsibility and creation and maintenance of ListServe</p> <p>Provide FAQ documents and disseminate at CNCS gatherings and through electronic means</p>	\$125K	H funds

*President’s Council on Service and Civic Participation (\$52,000);
President’s Volunteer Service Award (\$250,000)*

The President’s Council on Service and Civic Participation, a Corporation initiative, is a 24-member council appointed by the President to promote an ethic of service, volunteering, and citizenship and to recognize the efforts of the millions of Americans who make a substantial commitment to volunteer service. Individual council members speak publicly and hold special events and outreach activities to promote service, volunteering and recognition programs of the Council. This request for \$52,000 is for Council-related travel.

The Council also provides \$250,000 to support development and distribution of the President’s Volunteer Service Award, a recognition

honoring individuals who have volunteered 100 hours or more in a 12-month period (50 hours for children 14 years old and under).

National Volunteer Hotline (\$5,000)

The National Volunteer Hotline will continue to allow us to support telephone access to program information and volunteer opportunities. Through this toll-free number, facilitated by the USA Freedom Corps, people can get information about locating a volunteer center in their community, volunteering in citizen corps and homeland security efforts, becoming a volunteer through the Senior Corps or AmeriCorps, or joining the Peace Corps.

National Service-Learning Clearinghouse (\$725,000)

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. In doing so, the Clearinghouse provides schools with resources to start and run service-learning programs without Corporation-funded grants.

The Clearinghouse is a partner with the *Students in Service to America* (a guidebook on youth service and service-learning, jointly produced by the Corporation, the U.S. Department of Education, USA Freedom Corps, and the Points of Light Foundation). The Clearinghouse maintains a 7,500-item library of items related to service-learning in K–12 schools, faith-based and other community organizations, Indian tribes, and higher education. It is accessible to the public through a toll-free information line, e-mail, and a website, and provides important resource information to Learn and Serve America grantees.

The training and technical assistance provider, the "Exchange," serves the Learn and Serve grantees, providing training assistance in the development and operation of effective and sustainable service-learning programs. Training is delivered in person, by telephone, and on the Internet. The Learn and Serve grantees use the skills gained through training to enhance and improve local programs to which they provide subgrants. Funds requested in this budget will improve the ability of programs to expand civic knowledge and participation, grow

their local programs, and ensure that academic objectives are met through service-learning.

Performance highlights from 2004:

- The redesigned Learn and Serve America National Service-Learning Clearinghouse website recorded a 64 percent increase in total page views, increasing from 550,000 to 900,000;
- The Clearinghouse shipped over 20,100 training resource items; and
- 86.8 percent of organizations surveyed reported they were “very satisfied” or “somewhat satisfied” with the content of the Clearinghouse website.

Our goals for the Clearinghouse for FY 2006 include a target of 75 percent of Clearinghouse users reporting positive skills or knowledge gained via Clearinghouse services and 95 percent of grantees/subgrantees reporting satisfaction with the availability/quality of Clearinghouse services.

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Evaluation: Budget Activity 8

Exhibit 39: Summary of Budget Estimates for Evaluation (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2004 Enacted	FY 2004 Enacted	FY 2004 Enacted
Evaluation	\$2,982	\$3,522	\$4,000	\$478

Request Summary

For FY 2006, the Corporation requests \$4 million, an increase of \$478,000 over the FY 2005 enacted level. 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 long-term impacts of participation in AmeriCorps on members' civic engagement, education, employment, and life skills; 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 is requesting funding for a small number of essential and ongoing evaluation efforts. Other important evaluation activities necessary to address program performance, including evaluations of national and community service programs, will occur in subsequent years and will be conducted less frequently.

About the Program

Overview

Evaluation at the Corporation is the responsibility of the Office of Research and Policy Development (RPD). RPD's mission is to develop and cultivate knowledge that will enhance the mission of the Corporation and of national and community service programs. RPD is responsible for conducting 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. RPD is also responsible for new program development and special grant initiatives. RPD'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
- Assist in the development and assessment of new initiatives and innovative demonstration projects designed to shape future policy decisions.

RPD receives appropriations under the National and Community Service Act (NCSA) and the Domestic and Volunteer Service Act (DVSA), the two authorizing statutes covering the activities of the Corporation. Appropriations provided under NCSA are used for the evaluation of programs receiving funding under the national service laws. The administrative funds provided in DVSA appropriation are used by the Corporation for RPD personnel and administrative expenses.

Our Plan for FY 2006

Exhibit 40: Evaluation Plan for FY 2006

Corporation Goals	Strategies	Intermediate Outcomes
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively	3.1A The Corporation has current and reliable information on volunteering rates and civic engagement in the United States. 3.2B The Corporation has current and reliable information on volunteer recruitment and management practices in the nonprofit sector.
Goal 4: Improve the Corporation's trust, credibility, accountability, and customer focus.	4.2 Manage to accountability	4.1A Increased percentage of Corporation programs reporting performance data annually at the national level. 4.2B Increased percentage of national research and evaluations of Corporation programs are rigorous and of high-quality.

Key Evaluation Questions

Our 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 leveraging?
- 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 RPD's research agenda for FY 2006 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 41: Evaluation Budget 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 CNCS Program Design	Strengthening Effective Volunteer Leveraging	Understanding National Patterns of Volunteering	Managing to Accountability
National Performance Benchmarking	X	X	X	X			X
The Longitudinal Study of AmeriCorps Members	X						X
Current Population Survey on Volunteering				X	X	X	
Volunteer Management Survey				X	X		
Youth Volunteering and Civic Engagement Survey				X	X	X	
Evaluations of National Service Programs	X	X	X	X			X
Independent Evaluation Review Panel							X

Exhibit 42: Evaluation Budget Activities (dollars in thousands)

Budget Activity	FY 2006	FY 2007	FY 2008	FY 2009
National Performance Benchmarking	\$1,400	x	x	x
The Longitudinal Study of AmeriCorps Members	\$1,600	x	x	x
Current Population Survey on Volunteering	\$550	x	x	x
Volunteer Management Survey	\$0		x	
Youth Volunteering and Civic Engagement Survey	\$400			x
Evaluations of National Service Programs	\$0	x	x	x
Independent Evaluation Review Panel	\$50			x

Exhibit 43: Evaluation Budget Activities by Program

Budget Activity	AmeriCorps* State and National	AmeriCorps* VISTA	AmeriCorps* NCCC	Senior Corps	Learn and Serve America
National Performance Benchmarking	x	x	x	x	x
The Longitudinal Study of AmeriCorps Members	x		x		
Current Population Survey on Volunteering	x	x	x	x	x
Volunteer Management Survey	x	x		x	
Youth Volunteering and Civic Engagement Survey	x	x	x		x
Evaluations of National Service Programs	x	x	x	x	x
Independent Evaluation Review Panel	x	x	x	x	x

Evaluation Activities

The research and evaluation efforts of RPD are an important part of the Corporation's efforts to provide information on program performance and manage to accountability. These efforts also provide national level data on volunteering and volunteer management in America's nonprofit organizations.

National Performance Benchmarking

(FY 2006 Request: \$1,400,000)

The National Performance Benchmarking effort includes surveys and studies of program performance and allows the Corporation to report annual data on the performance of the Corporation's programs at the national level. In 2004, RPD completed the first phase of the National Performance Benchmarking effort. A majority of the outcome data in the Corporation's budget justification and Performance and Accountability Report are a direct result of this research effort. For example, the findings indicate 82 percent of former AmeriCorps members are volunteering in their communities and 49 percent of organizations working with AmeriCorps leveraged additional community volunteers to increase their capacity and sustainability. In assisting organizations to improve their capacity to respond to disasters and emergency situations, Corporation programs have helped 78 percent of organizations become more prepared to respond by conducting emergency drills, preparing emergency kits, changing organization operations, and related disaster preparedness activities. The data also suggest several areas for program improvement, including the adequacy and quality of training and supervision provided to members, and the level of communication between AmeriCorps members, nonprofit service organizations and the Corporation. As part of our efforts to improve the transparency of national performance reporting, RPD also released the agency's first State Profiles and Performance Report designed to disaggregate the Corporation's performance data for states and national grantees.

Longitudinal Study of AmeriCorps Members

(FY 2006 Request: \$1,600,000)

The Longitudinal Study of AmeriCorps Members is a scientifically-based research study to assess the long-term impacts of participation in AmeriCorps on members' civic engagement, education, employment, and life skills. This on-going longitudinal study includes a nationally representative sample of 2,233 members from 109 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.

The first report from the study was released in 2001 and provides information on member demographics and civic engagement. The second report, released in 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, and over half of the effects are statistically significant. 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 prior volunteering experience were 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. The findings in this report reflect only the initial stage of a long-term longitudinal study.

The Corporation is currently 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 less than full-time in half-time and part-time service programs (900 to 300 hours per year). Since the cohort in the current longitudinal study includes only full-time members, this phase will also introduce needed enhancements to include a new cohort of members enrolling in full-time, half-time, and part-time service programs. 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.

*Current Population Survey on Volunteering in the United States
(FY 2006 Request: \$550,000)*

The Current Population Survey on Volunteering (CPS-V) in the United States provides the only national data on volunteering in America's nonprofit and charitable organizations. In our partnership with 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. 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 64.5 million people (28.8 percent) volunteered between September 2003 and September 2004, representing an increase over the 63.8 million volunteers for the previous year, and a significant increase from the 59.8 million in 2002. For teenagers, the volunteer rate was 29.4 percent, compared to 34.2 percent for 35- to 44-year olds, who were the most likely to volunteer. The volunteer rate for whites held relatively constant at 30.5 percent, while the rates for blacks and Hispanics were little changed at 20.8 percent and 14.5 percent, respectively. 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. 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.

Volunteer Management Survey

(FY 2006 Request: \$0)

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. RPD plans to continue to report every two years on the volunteer recruitment and management practices of organizations in the nonprofit sector to further identify practices that will improve our efforts to leverage volunteer resources.

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 suggested that a lack of investment in volunteer management practices prevents many organizations from realizing the full benefits of their volunteers. 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. The study also found that, while the vast majority of charities and congregational social service programs are able to take on additional volunteers at current capacity, about three-quarters of organizations indicated that 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. The study also found that 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 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. The next round of the biennial survey will be conducted in FY 2005.

Youth Volunteering and Civic Engagement Survey

(FY 2006 Request: \$400,000)

The Youth Volunteering and Civic Engagement Survey will provide biennial national data on youth volunteering for Americans ages 13-18, 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. Information on youth volunteering and civic engagement will provide the Corporation and our service partners with valuable information to understand the market for the next generation of volunteers in national and community service programs.

Evaluations of National and Community Service Programs

(FY 2006 Request: \$0)

The Corporation's evaluations are designed to focus on national and community service programs, and systematically assess the effectiveness and impact of programs. Efforts under this section include:

- Evaluations designed to assess the implementation and impact of service-learning and other school-based service strategies on youth civic engagement, education, and developmental outcomes; and
- Economic cost-benefit analyses of national and community service programs;

Independent Evaluation Review Panel

(FY 2006 Request: \$50,000)

As part of the Corporation's accountability effort, RPD will have an independent evaluation research panel assess the technical quality of our research and evaluations. RPD has made a significant effort to improve the quality of work conducted under the Evaluation appropriation. However, an independent, objective, and periodic assessment of the Corporation's research and evaluations will provide a reliable measure of RPD's performance and the quality of research and evaluation at the Corporation.

Exhibit 44: Evaluation's Key Performance Measures

Intermediate Outcome	Measures	FY 2004	FY 2005	FY 2006
3.1 The Corporation has current and reliable information on volunteering rates and civic engagement in the United States	Outcome: The Corporation has current and reliable information on volunteering in the United States	N/A	Yes	Current data from 2004
3.2 The Corporation has current and reliable information on volunteer recruitment and management practices in the nonprofit sector	Outcome: The Corporation has current and reliable information on volunteer recruitment and management practices in the nonprofit sector	N/A	Yes	Current data from 2004
4.1 Increased percentage of Corporation programs reporting performance data annually at the national level	Outcome: Percent of Corporation programs reporting annual performance data at the national level	N/A	TBD	TBD
4.2 Increased percentage of Corporation programs that have been rigorously evaluated at the national level	Outcome: Percent of national research and evaluation efforts determined to be rigorous and of high quality	N/A	N/A	Set baseline in FY 2006

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Partnership Grants: Budget Activity 9

Exhibit 45: Summary of Budget Estimates for Partnership Grants (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
America's Promise grant	\$4,971	\$4,464	\$5,000	\$536
Points of Light Foundation grant	9,941	9,920	10,000	80
Total budget authority	\$14,912	\$14,384	\$15,000	\$616

Request Summary

For FY 2006, the Corporation's budget request includes:

- \$10 million to support the *Points of Light Foundation's* mission to engage more people more effectively through volunteer centers to help solve serious social problems.
- \$5 million to support *America's Promise* in its mission to mobilize people from every sector of American life to build the character and competence of our Nation's youth by fulfilling Five Promises: ongoing relationships with caring adults, safe places with structured activities, a healthy start, marketable skills, and opportunities to give back.

About the Programs

Overview

The Corporation has partnered with The Points of Light Foundation for over a decade, and with America's Promise for nearly a decade, as part of our strategy to encourage and increase volunteerism in America and improve the lives of youth, particularly at-risk youth, through service. The Corporation has provided grants to these two national organizations to assist their support of local organizations in administering community service projects and programs.

Points of Light Foundation (www.pointsoflight.org)

The Points of Light Foundation (POLF) encourages every American and every American institution to help solve the Nation's most critical social problems through volunteering. Its objectives include:

- Identifying and disseminating information about successful and promising community service projects and initiatives with nonprofit organizations, corporations, families, and youth;
- Building the capacity of organizations to support volunteer service;
- 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.

The Corporation and its three main programs—Senior Corps, AmeriCorps and Learn and Serve America—have a long history of working with volunteer centers, such as those managed through the Points of Light Foundation. Over the past six years, volunteer centers have received at least \$20 million in Corporation funding and have benefited from the contributions of more than 116,000 Senior Corps volunteers and 1,200 AmeriCorps members. In addition, a growing number of volunteer centers are connecting with Learn and Serve America programs. The Points of Light Foundation, through its volunteer center network, provides critical support to the Corporation's efforts to effectively recruit, place and manage a growing number of volunteers.

The Corporation supports two-thirds of the administrative costs for POLF's national office, as well as the training and technical assistance

services it provides to volunteer centers, business volunteer programs, and other organizations. This grant also constitutes 47 percent of POLF's total revenues.

America's Promise (www.americaspromise.org)

America's Promise is a national organization that mobilizes people, communities, and organizations from every sector of American life to build the character and competence of youth by meeting the following "Five Promises":

- Caring adults in their lives, as parents, mentors, tutors, and coaches;
- Safe places with structured activities during non-school hours;
- A healthy start and future;
- Marketable skills through effective education; and
- Opportunities to give back through community service.

America's Promise brokers partnerships and provides support, such as training, technical assistance and program development, but does not administer the "Communities of Promise" or other America's Promise programs. America's Promise advocates for children and youth and provides support to a network of "Communities of Promise", made up of community-based groups that are committed to delivering all Five Promises and that implement projects in support of young people at the community level.

Program Impacts/Accomplishments

Points of Light Foundation

POLF's *2001 Volunteer Center Survey* suggests that across the volunteer center national network, the independent volunteer centers are increasing the number of volunteer opportunities and volunteer connections annually.

The Points of Light Foundation (POLF) worked in partnership with over 360 community-based volunteer centers to connect volunteers with opportunities to serve their communities. POLF also has worked in collaboration with the Interfaith Community Ministry Network, comprising scores of faith-based community ministries and the Connect America National Partnership, comprising 123 partners representing all sectors. The Faith Initiative provided technical assistance and other resources to more than 300 congregations, faith organizations and other groups around the country.

POLF is improving the performance of organizations and programs to engage volunteers aged 50 and up to help solve serious social problems. The goals of the initiative are to: 1) improve access for older adults to high impact volunteer opportunities; 2) create, disseminate, and replicate programs and effective practices for engaging older adults; and 3) systematically build a body of knowledge related to older adult volunteering. POLF and the Volunteer Center National Network have successfully worked with hundreds of thousands of adults aged 50 and up as volunteers

America's Promise

Through America's Promise, the "Five Promises" are met in more children's lives. The more of these "Five Promises" a child has present in his or her life, America's Promise believes, the more positive the outcomes, such as performance in school and relationships with peers and family. Conversely, the fewer a child has, the more risky his or her life becomes.

One of the five-year goals for America's Promise is to help 100 "Communities of Promise" move to "fully-effective" status through an 18-month intensive support and assistance effort. America's Promise has provided three or more of the Five Promises to 33,000 children and youth through its demonstration communities. These demonstration communities also help to identify "best practices", thus helping to increase overall service effectiveness. This process continues as America's Promise works toward the goal of 100 "fully-effective" "Communities of Promise" by FY 2007. America's Promise has also established States of Promise to create statewide infrastructures for developing and sustaining "Communities of Promise".

Part III:

Domestic Volunteer Service Act
Programs

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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[, \$356,598,000] *(the "Act")*, \$359,962,000. *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] *notwithstanding section 122(c) of the Act, the Corporation shall make available up to \$4,000,000 under part C of title I of the Act in a grant to support Teach For America's efforts to address educational inequity in low-income rural and urban communities. (Department of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2005.)*

Language Analysis

Language Provision/Change	Explanation
Delete: 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.
Add: <i>notwithstanding section 122(c) of the Act, the Corporation shall make available up to \$4,000,000 under part C of title I of the Act in a grant to support Teach For America's efforts to address educational inequity in low-income rural and urban communities.</i>	Makes available funds for a grant to Teach For America, which is described in the Special Volunteer Programs chapter.

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Domestic Volunteer Service Act (DVSA) Program Administration: Budget Activity 10

Exhibit 46: Summary of Budget Estimates for DVSA (dollars in thousands)

Office	FY 2004	FY 2005	FY 2006	Increase/ (Decrease)
AmericCorps *VISTA	\$1,497	\$1,723	\$1,844	\$120
Senior Corps	1,110	1,290	1,357	67
Evaluations	1,163	1,060	1,077	18
Research and Policy Development	1,163	1,060	1,077	18
CEO	15,594	15,944	16,219	275
Congressional Relations	322	498	507	8
Office of Leadership Development & Training	9	0	0	0
Public Affairs	870	728	741	12
Human Capital	947	1,288	1,314	26
Field Liaison	13,446	13,430	13,658	228
CFO	17,105	18,671	19,253	582
CFO Immediate Office	0	595	207	(388)
Office of Information Technology	3,252	2,590	2,883	293
Administrative Services	6,413	7,464	7,995	531
Procurement	639	831	845	14
Accounting	3,592	4,050	4,127	77
Service Centers	3,209	3,141	3,195	54
Total Program Administration	\$36,469	\$38,688	\$39,750	\$1,062

Request Summary

For FY 2006, the Corporation requests \$39,750,000, or \$1,062,000 more than the FY 2005 enacted level. This funding will enable the Corporation to administer the DVSA program grants and continue progress on the Corporation's management improvement initiatives.

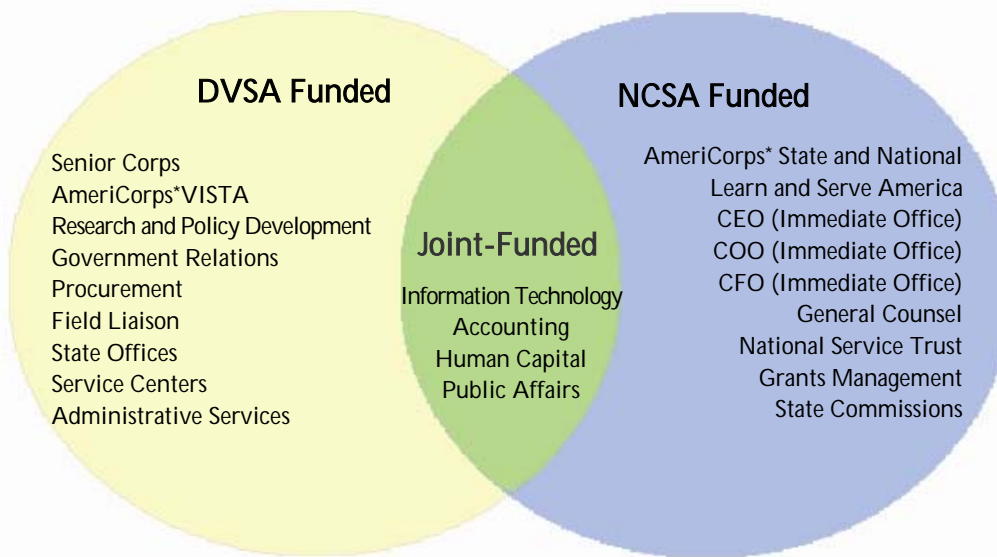
- The requested increase will support the Corporation's commitment to the government-wide grants system, help VISTA maintain its member level by helping sponsors to increase their cost-sharing, and better engage "baby boomers" in volunteering.

About the Program

Overview

The Program Administration budget activity funds the salaries and operating expenses of the Corporation's programs and administrative offices. The Corporation's program administration costs are shared between the Domestic Volunteer Service Act (DVSA) and National and Community Service Act (NCSA) appropriations, as shown in the following table.

Exhibit 47: Shared Program Administration Costs



Program Accomplishments

Over the past several years, the Corporation has initiated management reforms affecting nearly every aspect of the agency's operations. More specifically, significant progress has been made by:

- Implementing improved monitoring and procedures to ensure effective control over AmeriCorps enrollments;
- Developing and implementing grantee and Corporation performance measures;
- Increasing Board oversight; and,
- Implementing policies aimed at increasing our programs' accountability and effectiveness.

For additional information on the Corporation’s management improvement accomplishments and plans, please see Appendix B: Management Improvement.

Our Plan for FY 2006

The Corporation requests an increase of \$1,062,000 over the FY 2005 enacted level.

Exhibit 48: Summary Table of Key Initiatives by Corporation Strategy for DVSA Program Administration (in thousands of dollars)

Corporation Goals	Strategies and Initiatives	Organization	Proposed Increase (FY 2006)
Goal 1: Meet human needs through diverse, high-quality service programs	Strategy 1.2: Improve program quality, reach and sustainability		
	<ul style="list-style-type: none"> Improve sponsor and grantee capacity to develop local, private sector resources 	VISTA	\$91
	<i>Subtotal, Strategy 1.2</i>		91
	TOTAL, GOAL 1		91
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	Strategy 3.3: Increase volunteering in America		
	<ul style="list-style-type: none"> Engage “baby boomers” in volunteering through coordinated cross-program 	Senior Corps	45
	<i>Subtotal, Strategy 3.3</i>		45
	TOTAL, GOAL 3		45
Goal 4: Improve the Corporation’s trust, credibility, accountability, and customer focus	Strategy 4.3: Put the customer first		
	<ul style="list-style-type: none"> Meet the Corporation’s obligations for Grants.gov and Grants Line of Business 	OIT	241
	<i>Subtotal, Strategy 4.3</i>		241
TOTAL, GOAL 4		241	
TOTAL, ALL GOALS			\$377
Current Services Adjustments			
<ul style="list-style-type: none"> COLA pay increase (2.3%) - DVSA portion 		CNCS	386
<ul style="list-style-type: none"> Non-pay inflation (2.0%) - DVSA portion 		CNCS	299
TOTAL ADJUSTMENTS			685
Total Increase: DVSA Program Administration			\$1,062

The requested increase includes:

- \$685,000 for current services adjustments, including a 2.3 percent cost of living adjustment (\$386,000) and a 2.0 percent non-pay inflation adjustment (\$299,000). Non-pay inflation includes scheduled rent increases;
- \$91,000 to support VISTA efforts to better leverage non-Federal resources. This initiative specifically supports VISTA's effort to maintain its member level in FY 2006 by increasing project cost-sharing. The funds will be used to develop toolkits and train program officers;
- \$45,000 for a new position to coordinate the Corporation's efforts to engage the growing population of retiring "baby boomers" in volunteering. Retired baby boomers can be an enormous resource for the Nation, but research shows that they may not be attracted to the same kinds of volunteer opportunities as older seniors. The Corporation wants to disseminate information about attracting "baby boomer" volunteers to its grantees and other non-profit organizations and develop a national volunteer recruitment effort targeted at this critical population; and
- \$241,000 to cover the Corporation's required contributions to two government-wide initiatives: Grants.gov and Grants Line of Business. Both are intended to reduce redundancy in agency information technology investment related to grants management.

DVSA Program Administration Budget Detail

Exhibit 49: DVSA Program Administration Budget Detail (dollars in thousands)

FY 2006 DVSA Program Admin	Positions	S&E - Program Admin					FY 2006 Request	2005 Enacted	Change
		Sals/Ben	Travel	Rent	Technology	Other			
AmeriCorps	20	\$1,644	\$108	\$0	\$0	\$92	\$1,844	\$1,723	\$121
Vista	20	1,644	108			92	1,844	1,723	121
National Senior Service Corps	15	1,306	18	0	0	33	1,357	1,290	67
NSSC	15	1,306	18			33	1,357	1,290	67
Evaluation	13	1,054	14		0	9	1,077	1,060	18
Research & Policy Development	13	1,054	14		0	9	1,077	1,060	18
CEO	185	14,125	1,146	0	0	949	16,219	15,944	275
Government Relations	5	483	8			15	507	498	9
Public Affairs	10	741	0				741	728	12
Human Capital		0	380			934	1,314	1,288	26
Field Liaison	170	12,901	757				13,658	13,430	228
CFO	73	5,238	196	6,600	5,413	1,807	19,253	18,671	582
Office of the Chief Financial Officer						207	207	595	-388
Office of Information Technology					2,883		2,883	2,590	293
Administrative Services	12	741	37	6,600		617	7,996	7,464	532
Procurement	9	689	4		82	71	845	831	14
Accounting	14	1,153	8		2,448	518	4,127	4,050	77
Atlantic Service Center	10	709	41			95	845	830	15
Southern Service Center	8	569	40			92	700	692	8
North Central Service Center	6	405	18			68	491	482	9
Southwest Service Center	8	520	27			82	628	617	11
Pacific Service Center	6	453	21			57	530	520	10
	306	\$23,367	\$1,481	\$6,600	\$5,413	\$2,890	\$39,750	\$38,688	\$1,062

AmeriCorps*VISTA: Budget Activity 11

Exhibit 50: Summary of Budget Estimates for AmeriCorps*VISTA (dollars in thousands)

Budget Activity Items	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
<i>Member support</i>				
Subsistence allowance	\$38,110	\$38,000	\$37,000	(\$1,000)
Post-service stipend	2,500	2,500	2,200	-300
Health care	14,224	16,700	18,700	2,000
Child care	1,600	1,300	1,300	0
Other (travel, relocation, settling in cost)	3,383	3,400	3,000	-400
Subtotal	59,817	61,900	62,200	300
Grants*	18,000	12,026	16,000	3,974
Project support	4,500	4,800	3,783	-1,017
Training and technical assistance	10,000	14,100	13,000	-1,100
Recruitment	1,414	1,414	1,445	31
Total budget authority	\$93,731	\$94,240	\$96,428	\$2,188
Program administration [non-add]**				
Personnel Compensation	\$13,586.8	\$13,639.0	\$13,973.2	\$334.2
Other Expenses	\$4,241.9	\$4,338.6	\$4,733.0	\$394.4
Staff FTE	185	172	174	2

*FY06 Grant levels reflect renewals of FY04 year-end grants that did not require renewal funding in FY05; no new grants.

**Amounts represent an allocation of the Corporation's total administrative costs and staffing to each of the five major programs.

Request Summary

The FY 2006 budget request provides \$96.5 million—a \$2 million increase above FY 2005—to support AmeriCorps VISTA's U.S. anti-poverty programs with a corps of over 6,500 members providing service resulting in organizational and community capacity-building.

In FY 2006, AmeriCorps*VISTA will:

- Maintain current VISTA member enrollment, fund rising health care costs, and minimize impact on communities by increasing focus on leveraging non-Corporation funds (cost-sharing) with VISTA partners to make the most of available federal resources, expanding our recruitment of short-term VISTA Summer Associate members, and enhancing sponsor capacity to implement best practices.
- Institute new efficiency controls ensuring:
 - Local knowledge/expertise is reflected in policy and operational guidance; and
 - Capacity-building principles are defined and available resources targeted toward greatest leveraging of best practices.

Vital Statistics

Exhibit 51: AmeriCorps*VISTA Vital Statistics (dollars in thousands)

Program Items	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Appropriation (\$000's)	\$85,255	\$93,674	\$93,731	\$94,240	\$96,428
Number of Projects served	1,644	1,548	1,355	1,355	1,355
Number of awards and grants sponsored by faith-based and other community organizations	N/A	202*	690	720	756
Average Award/Grant	\$89,847	\$92,555	\$99,440	\$102,301	\$106,502
Number of Members Enrolled	7,033***	6,754	6,957	6,545	6,545
Number of Member Service Years	5,826	5,569	5,694	5,366	5,054
Cost per Service Year	\$12,469	\$14,050	\$15,266	\$15,704	\$16,350
Average Health Care Cost per Member	\$1,466	\$1,469	\$2,047	\$2,551	\$3,034
Number of Community Volunteers Leveraged**	-	-	-	297,000	311,300

*Indicates only faith-based (not small community-based) programs. CBOs were not separately counted in FY03.

** First data collection will take place in FY 2005.

*** Revised from the FY 2004 Performance and Accountability Report

About the Program

Overview

Authorized in 1964, AmeriCorps*VISTA (Volunteers in Service to America) 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. Each year, over 6,500 VISTA members 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 with limited federal intrusion. 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 an VISTA project. The project's goal should address helping individuals and communities out of poverty rather than focusing on making poverty more tolerable;
- **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; and
- **Sustainable Solutions**—VISTA members are people power to help organizations and communities to 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:

- 65 percent of organizations in which VISTA members served in 2004 stated that the projects have been “very successful”;
- 67 percent of these organizations said that the assistance provided by VISTA members increased the number of people they were able to serve “by a considerable amount”;
- 78 percent reported that VISTA members either “considerably” or “moderately” helped them leverage additional volunteers; (“considerably,” 49 percent; “moderately,” 29 percent);
- 72 percent reported that VISTA members either “considerably” (40%) or “moderately” (32%) helped them bring in donations of goods and services; (“considerably,” 40 percent; “moderately,” 32 percent); and
- 60 percent reported that VISTA members either “considerably” or “moderately” helped them bring in additional funds (“considerably,” 27 percent; “moderately,” 33 percent).

Additionally, each year VISTA members recruit thousands of community volunteers who donate millions of hours of service to their communities. According to the last comprehensive study of the program, AmeriCorps*VISTA members recruited more than 283,000 community volunteers who donated 6.6 million volunteer hours to project activities annually (Aguirre International. *1999 AmeriCorps*VISTA Accomplishments*. 2000).

Program Accomplishments

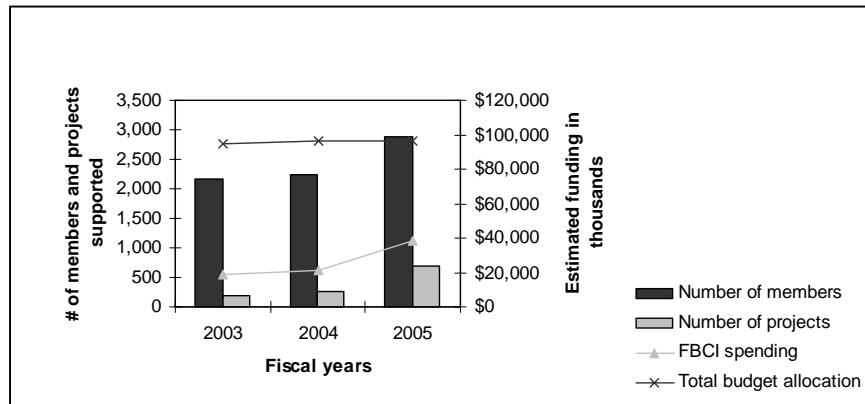
Through capacity-building efforts such as fundraising, volunteer recruitment, and training, VISTA members contribute to their sponsoring organization’s and host community’s ability to positively impact low-income individuals and families. For example, in 2004 VISTA:

- 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. In total, AmeriCorps*VISTA provided more than \$30.1 million for financial asset development projects; and

Part III: AmeriCorps*VISTA

- Supported the Faith-Based and Community Initiative with 2,884 members in 690 distinct projects. In total, AmeriCorps*VISTA provided more than \$38.5 million to support this priority initiative.

Exhibit 52: AmeriCorps*VISTA FBCI Activities



Source: AmeriCorps*VISTA information systems. Data for FY2003 and FY2004 only account for faith-based programs and do not include other community-based programs. Note: Funding allocations were estimated using the following formula: number of volunteer service years (VSYS) allocated multiplied by average cost per VSYS in FY 2003, FY 2004, and FY 2005.

Management Improvement

In FY 2006, AmeriCorps*VISTA will adopt two key strategies to manage more intentionally: improve information sharing and strengthen our monitoring and compliance protocols, resulting in greater quality and efficiency for the program.

Improving Information Sharing Among Field Offices and VISTA Staff to Increase Program Efficiency

A key to strengthening the capacities of VISTA sponsors and communities is to fully leverage the knowledge of our project sponsors and field staff. The strength of the VISTA program – supporting local solutions to local needs – makes effective communication and national information sharing among VISTA project sponsors and state offices critical to the program's success.

VISTA will emphasize efforts to strengthen the VISTA network of members, project sponsors, and Corporation staff by continuing to foster and nurture local community solutions, but with greater emphasis on sharing of best practices and focusing on the VISTA program model's core competencies. VISTA will identify the predominant and most effective capacity-building activities of VISTA members and sponsors. In an effort to further enhance the focus of the

In 2003 and 2004, 70 AmeriCorps*VISTA members assigned to the International Rescue Committee (IRC) recruited 2,590 community volunteers, who donated 42,758 hours of service. In addition, the AmeriCorps*VISTA members further enhanced the capacity of the program by raising \$889,372 in donated goods and services, and \$640,837 in additional grants and funding. The program developed by the VISTA members offers extensive business training, with a goal of moving clients toward successful lending and creation of new businesses.

In 2004, 54 AmeriCorps*VISTA members working with Amachi were placed in 16 Big Brothers/Big Sisters agencies and 4 other community and faith-based agencies in 17 states across the country. Collectively they recruited 972 new volunteers from local congregations to serve as mentors for children of incarcerated parents. Over the course of the year 11,664 hours of mentoring were provided to approximately 900 children. (AmeriCorps*VISTA Project Progress Report).

VISTA program, our field staff will serve a more active role on program planning and implementation teams, and act as a liaison with CNCS marketing and recruitment resources, ensuring the local knowledge and conditions are reflected in policy and supported in ongoing local program management, support and compliance monitoring implementation.

Strengthening Monitoring, Compliance, and Technical Assistance Protocols

As VISTA expands its efforts to assist projects in leveraging volunteers effectively, we will also enhance the project monitoring and reporting tools used by the state office staff and sponsors to capture impacts on community capacity and sustainability. Our strategy provides technical assistance tools for sponsoring organizations and communities to increase their capacity to implement successful anti-poverty strategies. VISTA will revise its existing project monitoring guidance and reporting tools to reflect this focus. VISTA will also work with other Corporation program and technical assistance providers to promote existing technical assistance resources (e.g., providers, materials, etc.) available to sponsors.

Our Plan for FY 2006

Exhibit 53: AmeriCorps*VISTA Plan for FY 2006

Corporation Goals	Strategies	Intermediate Outcomes
Goal 1: Meet human needs through diverse, high-quality service programs	1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs	1.1A Expanded capacity of low-income communities
	1.2 Improve program quality, reach and sustainability	1.2A Strengthened capacity of project sponsors to achieve the goals of the VISTA project 1.2B Increased sustainability of all project sponsors'
Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America	3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively	3.3A Increased community volunteer participation 3.3B Increased community volunteer management capacity of sponsors
	3.4 Increase service programs and participants in faith-based and other community-based organizations	3.4A Increased efforts to partner with faith-based and other community organizations that mentor children of prisoners and/or serve ex-offenders

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

For decades, VISTA has developed systems and structures within nonprofit organizations and communities to effectively engage volunteers in long-term, meaningful service. VISTA members recruit volunteers, develop volunteer management systems, and foster greater volunteer involvement within the organizations and communities they serve.

The Corporation's request level will support 6,500 VISTA members, the same level as FY 2005. To achieve this member level, VISTA will institute new efficiency controls to manage annual VISTA member costs (e.g., payroll, child care, health care), increase sponsor cost-sharing, and expand our successful summer associate program.

VISTA's goal is to adopt a more targeted approach to aligning resources to community needs as indicated by national poverty statistics.

Strategy 1.2 Improve program quality, reach, and sustainability

Through training and technical assistance and project monitoring, the Corporation will strengthen the capacity of VISTA sponsors to achieve the goals of their VISTA projects. The Corporation seeks to:

- Increase by 10 percent the number of projects reporting successful achievement of self-identified end outcome performance measures; and
- Reduce the attrition rate of AmeriCorps*VISTA members from 30 percent to 29 percent through member and supervisor training enhancements. (Attrition of VISTA members costs the program money and disrupts service to communities.)

In addition, VISTA intends to use several strategies to increase the level of non-Corporation resources supporting VISTA services. By providing cost-share incentive money, increasing training to field office staff, and developing and providing materials and tools for them on effective cost-sharing strategies, VISTA intends to use combined strategies to increase the number of projects cost-sharing from 26 percent to 33 percent and/or increase the percent of volunteer service years funded through cost-sharing by five percent. This will enable VISTA to leverage the resources it brings to communities and increase the program's ability to do effective outreach, generate stronger community impact and enable projects to reach performance measurement goals.

In its training design, VISTA builds the knowledge and skills not only of VISTA members, but also that of the supervisors managing the project within the sponsoring organizations. In FY 2006, VISTA will enhance member and supervisor training to reflect the evolution of the implementation of VISTA's performance measurement system.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively

Efforts at enhancing the Pre-Service Orientation (PSO), Continued Development Training (CDT), and Supervisor Orientation curricula will include access to technical assistance regarding the development of effective volunteer programs, developing and establishing systems to track volunteer programs, and developing and establishing systems to track contributions of community volunteers. Resources will be available to VISTA sponsors to support community efforts to grow volunteerism. Through these initiatives, we expect VISTA sponsor organizations to expand the average number of community volunteers leveraged per VISTA member by five percent in FY 2006.

Strategy 3.4 Increase service programs and participants in faith-based and other community-based organizations

Over 4,000 children of prisoners were mentored in FY 2004 as a result of VISTA's capacity building and volunteer generation activities in 106 projects. In FY 2006, VISTA will continue its work with this critical population towards its goal of mentoring 5,000 children of prisoners, to help achieve the Corporation's overall goal of mentoring 25,000 children of prisoners.

Program Performance

Exhibit 54: VISTA's Key Program Performance Measures

Intermediate Outcome	Measures (Outcome/Output)	FY 2004	FY 2005	FY 2006
1.1A Expanded capacity of low-income communities	Outcome: % former members who, since they concluded service, have exhibited a high level of community participation	88%	90%	90%
	Output: # of anti-poverty programs served	1,355	1,300	1,275
1.2A Strengthened capacity of project sponsors to achieve the goals of the VISTA project	Outcome: % of organizations reporting services of members helped organization: increase the # of persons served over the last 12 months by expanding their programs or services, offer new programs/ services, or expand and improve the infrastructure	88%	90%	92%
	Output: # of supervisors gaining the necessary skills to manage VISTA projects	800	1,300	1,275
1.2B Increased sustainability of all project sponsors	Outcome: % organizations reporting services of members "considerably helped" or moderately helped" the organization to:			
	▪ Bring in additional funds	60%	62%	65%
	▪ Bring in donations of goods or services, including "in kind" donations	72%	74%	76%
	▪ Leverage additional volunteers	78%	80%	82%
	Output: % of projects sharing costs of VISTA members	26%	30%	33%
3.3A Increased community volunteer participation	Outcome: Increase (% change) in number of community volunteers recruited by VISTA members from previous FY (Instrument: AmeriCorps*VISTA data systems)	N/A	5%	5%
	Output: Increase (% change) in number of hours donated by community volunteers	N/A	Baseline TBD	10%
3.3B: Increased community volunteer management capacity of VISTA sponsors	Outcome: Percent of organizations with community volunteer management as part of their outcomes that reported the services of members "considerably helped" or "moderately helped" the organization to leverage additional volunteers.	78%	82%	85%
	Output: # of community volunteer programs implemented by VISTA members in those projects indicating this as a program goal	N/A	Baseline TBD	100
3.4A Increased efforts to partner with faith-based and other community organizations that mentor children of prisoners and/or serve ex-offenders	Outcome: Increase in the # of faith-based and other community-based organizations in underserved communities	TBD	5%	5%
	Output: # of children of prisoners mentored as a result of VISTA capacity building and volunteer generation activities	4,000	4,500	5,000

Evaluation Plan

Study of AmeriCorps*VISTA's Impact on 40 Years of Volunteers

The Corporation initiated this evaluation to identify the long-term civic engagement, education, and employment outcomes of VISTA volunteers serving between 1964 and 1990. The study will assess how, and to what extent, VISTA service affected participants' civic attitudes, life decisions, goals, values, and enduring habits of civic engagement. It will compare VISTA volunteers to a demographically similar group to see whether they are more civically engaged; whether their attitudes toward service and volunteerism have changed over time; whether they pursued different types of careers; and whether their experience had an intergenerational effect by helping to shape the values and service habits of their children, among other issues.

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.

Evaluation of Faith-Based and Community Initiatives

VISTA will enter the third year of evaluation of projects within its Faith-Based and Community initiatives portfolio. The study will assess how and to what extent VISTA resources have increased the capacity of organizations to provide services specific to their intended goals and outcomes. In addition, studies will evaluate project processes and identify common performance indicators within the faith-based and community initiatives portfolio to help VISTA aggregate projects' collective impact within this strategic priority.

AmeriCorps*VISTA Training

The following section describes VISTA's training strategy and is in response to the request in Senate Report 108-345. We are unable to present the requested training funding and training time data by the categories specified (e.g. organizational training, grant writing and

fundraising training, and issue specific training) at this time. However, we are implementing necessary steps to present VISTA training funds and training time according to these categories in our FY 2007 Budget Justification.

Member Training

VISTA reinforces its members' commitment to being socially responsible, engaged citizens. By orienting members prior to beginning service, training members in requisite skills to increase program impact, and assisting project supervisors in project planning and developing on-site orientation and training, VISTA emphasizes experiential learning and the professional development and personal growth of its members in four available stages throughout their year of service: Pre-Service Orientation, On-Site Orientation at project site, Continued Development Training and Conferences and Networking Events.

By policy, potential VISTA members approved for placement with a project attend a Pre-Service Orientation (PSO), which is a basic 20-hour orientation to VISTA and the Corporation for National and Community Service. Generally, it is the first step in a year-long learning process. PSO provides VISTA members with foundational program development skills (resource mapping, community networking, volunteer management, etc), an esprit de corps with other members, and identity with the VISTA mission of helping communities help themselves. The curriculum is based on the most common service assignments and core knowledge VISTA members need to get started. Each PSO is led by CNCS staff and a team of professional trainers. When VISTA members will serve as part of key strategic cohorts such as financial asset development and faith-based and community-based programming, they may attend PSOs that have been enhanced with additional issue-based learning modules. These enhanced trainings typically include materials/information specific to the issue and to the sponsors involved in the community where members will be placed. PSO is followed by an on-site orientation conducted for the VISTA member by the project sponsor hosting the VISTA. This two- to three-week orientation provides site and community-specific information and training. Skill training specific to the members' service may also take place during this period. Local sponsors determine, with the assistance of CNCS staff, the most appropriate information, content and

methods for this component. Members will continue to have access to locally-sponsored training throughout their service year.

Between 90 and 120 days into service, all VISTA members are given the opportunity to attend a skill-specific training (Continued Development Training [CDT]) that is tied to the goals of their CNCS approved work plan, which in turn, is tied to the goals of the sponsoring organization. VISTA provides quality assured training options in skills most commonly requested among VISTA members, such as organizational development, grant writing and fundraising, and issue specific competencies. In the event that this training is not relevant for a member's continued development, VISTA provides financial support at the community level, enabling access to the necessary training. VISTA policy was changed in FY04 to provide for this highly customized training option, as a result of negative VISTA member and sponsor feedback on the previous "one size fits all" training model.

In addition, at various points throughout the year, VISTA members are invited to attend CNCS-sponsored workshops, conferences, seminars and online webinars to further their learning and connect them with other CNCS programs (AmeriCorps, Senior Corps, and Learn and Serve America), as well as other national and community service partners and participants. In fiscal year 2004, VISTA invested almost \$4 million in member development and training.

Finally, members often participate in national conferences or workshops not sponsored by CNCS, but relevant to their work plans. CNCS may provide financial support or facilitate access to these events. However, local sponsors are encouraged to identify the most relevant sources of training and development to enable their members to best meet local needs.

Supervisor/Sponsor Training

By policy, individuals who will be providing direct supervision of a VISTA member are required to participate in an orientation/training prior to the placement of the member at their site. This 20-hour orientation includes much of the same information as the members' Pre-Service Orientation, but focuses on recruitment, retention and support of AmeriCorps*VISTA members. Supervisors also have access,

based upon available resources, to nearly all of the same training opportunities as members.

Senior Corps: Budget Activity 12

Exhibit 55: Summary of Senior Corps Budget (dollars in thousands)

Budget Activity Items	FY 2004 Actual	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Retired and Senior Volunteer Program				
<i>Grants to projects</i>	\$55,910	\$56,756	\$57,918	\$1,162
Health & Nutrition	21,246	21,567	22,009	442
Education	5,591	5,676	5,792	116
Human Needs Services	17,332	17,594	17,955	360
Community & Economic Developmen	8,946	9,081	9,267	186
Other-Includes Homeland Security	2,796	2,838	2,896	58
<i>Recruitment and retention</i>	870	500	573	73
<i>Training & technical assistance</i>	1,376	1,272	1,797	525
Total RSVP budget authority	58,156	58,528	60,288	1,760
Foster Grandparent Program				
<i>Grants to projects</i>	108,367	110,999	110,999	0
Children and Youth	108,367	110,999	110,999	0
<i>Recruitment and retention</i>	193	125	256	131
<i>Training & technical assistance</i>	1,561	300	803	503
Total FGP Budget Authority	110,121	111,424	112,058	634
Senior Companion Program				
<i>Grants to projects</i>	45,105	45,254	46,727	1,473
Independent Living	45,105	45,254	46,727	1,473
<i>Recruitment and retention</i>	167	200	172	-28
<i>Training & technical assistance</i>	715	450	539	89
Total SCP budget authority	45,987	45,904	47,438	1,534
Total Budget Authority	\$214,264	\$215,856	\$219,784	\$3,928
Volunteers				
RSVP	447,500	447,825	451,700	3,875
Foster Grandparent Program	31,500	31,600	31,600	0
Senior Companion Program	16,275	16,275	16,700	425
TOTAL	495,275	495,700	500,000	4,300
Program administration [non-add]:*				
Personnel Compensation	\$6,996.7	\$7,035.6	\$7,143.8	\$108.2
Other Expenses	\$2,342.1	\$2,435.9	\$2,883.7	\$447.8
Staff FTE	89	92	92	0

*Amounts represent an allocation of the Corporation's total administrative costs and staffing to each of the five major programs.

Request Summary

For FY 2006, the Corporation requests \$219.8 million, an increase of \$3.9 million over the FY 2005 enacted level, for the Senior Corps programs. This funding level will support 500,000 Senior Corps volunteers, 4,300 more than in FY 2005.

Key initiatives include:

- \$2.6 million of the increase is necessary to meet the Corporation's target of 500,000 Senior Corps volunteers, including an increase of 425 Senior Companions and 3,875 RSVP volunteers from FY 2005 levels.

- \$925,000 to more effectively engage retiring “Baby Boomers.” “Baby Boomers” are the largest, best-educated, healthiest, wealthiest and longest-living generation of seniors in the Nation’s history and they represent an enormous resource to the Nation. The Corporation has researched the volunteering interests and behaviors of retiring “Baby Boomers,” and believes the time is now to put this knowledge to work across the Corporation’s programs. The Corporation’s plan is to teach its grantees how to design volunteer opportunities that appeal to “Baby Boomers,” reach out to “Baby Boomers” through partner organizations, and develop a recruitment campaign. A new position to coordinate these efforts is proposed under Program Administration.
- \$375,000 of the increase is necessary to improve grantee performance measurement, financial management and project management through targeted training and technical assistance.

Vital Statistics

Exhibit 56: Senior Corps Vital Statistics

Program Statistic	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Number of Federally Funded CNCS Awards/Grantees	1,263	1,272	1,272	1,272	1,286
Average Federal Award/Grant					
RSVP	\$ 71,987	\$ 75,046	\$ 74,348	\$ 75,473	\$ 76,050
Foster Grandparent Program	317,299	330,996	329,382	337,384	337,384
Senior Companion Program	228,703	236,938	236,153	236,934	239,650
Number of Direct Volunteers:					
RSVP ^{vi}	484,600	468,600	447,514	447,825	451,700
Foster Grandparent Volunteers	30,900	32,500	31,506	31,600	31,600
Senior Companion Volunteers	<u>16,200</u>	<u>16,500</u>	<u>16,275</u>	<u>16,275</u>	<u>16,700</u>
Total, Senior Corps	531,700	517,600	495,295	495,700	500,000

About the Senior Corps Programs

Overview

The Senior Corps's three programs, Retired Senior Volunteer Program (RSVP), 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 2004, Senior Corps volunteers provided about 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 holds a niche in the volunteer delivery systems in communities nationwide.

Exhibit 57: Characteristics of the Senior Corps Programs

Program Characteristic	RSVP	Foster Grandparent Program	Senior Companion Program
Program focus	Meet critical needs identified by the community. Provide high quality experiences for the volunteers.	Provide one-on-one help to youth with exceptional needs in schools, hospitals, correctional institutions, Head Start and child care centers and similar locations. Provide high quality experiences for the volunteers.	Assist frail, homebound adults, most of whom are elderly, with daily living tasks, and provide companionship and other support, primarily to older persons in their own homes. Provide respite for the client's primary caregivers. Provide high quality experiences for the volunteers.
Amount of service	Up to 40 hours per week	15-40 hours per week; may maintain long-term relationship with child or assist on a short-term	15-40 hours per week

Program Characteristic	RSVP	Foster Grandparent Program	Senior Companion Program
Age	55 years and over	basis 60 years and over	60 years and over
Income eligibility	None	Low income to receive a stipend	Low income to receive a stipend
Stipend/reimbursement	Transportation costs and accident, liability & auto insurance while on assignment	Accident, liability & auto insurance while on assignment; annual physical exams; \$2.65 per hour for volunteers with incomes below 125% of poverty level	Accident, liability & auto insurance while on assignment; annual physical exams; \$2.65 per hour for volunteers with incomes below 125% of poverty level
Training	Orientation to the Program and specific training related to assignments, if needed	40 hours of orientation (20 hours must be pre-service) and 4 hours of monthly in-service training related to assignments	40 hours of orientation(20 hours must be pre-service) and 4 hours of monthly in-service training related to assignments

Program Impact

In FY 2004, the Senior Corps programs have a significant impact on the 500,000 individuals who volunteer, the 65,000-plus sponsoring organizations, and the millions of people they serve.

Recent research demonstrates the tangible personal, physical and emotional benefits of volunteering for the elderly, enabling them to remain active, healthy and productive well into their senior years.^{vii}

- Volunteering increases the older persons' health by engaging them in regular physical activity, thereby reducing the chance of heart disease, diabetes, and other diseases, and helping to maintain their immune system.
- Older volunteers remain intellectually engaged, thus maintaining better cognitive abilities than their peers.
- Volunteering helps to maintain good mental health by decreasing feelings of loneliness, helplessness and depression.
- By volunteering, recently retired individuals adjust more easily to life without the structure of the workplace.

The Senior Corps programs also have a substantial impact on the people and organizations served by its volunteers, and the grantees and projects the programs support. For example, in FY 2004 over 80 percent of community representatives rated RSVP, FGP and SCP services as either "very important" or "extremely important" to their communities.^{viii} Further information on the impact of each of the

Senior Corps programs is provided in subsequent program-specific sections of this chapter.^{ix}

Program Accomplishments

In FY 2004, volunteers in the three Senior Corps programs contributed more than 119.9 million hours of service. Further information on the accomplishments of each of the Senior Corps programs is provided in subsequent program-specific sections of this chapter.

Management Improvements

The Corporation has and 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.

- The Corporation recently implemented a new risk-based compliance monitoring system that will ensure 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 also has and will continue to improve through the implementation of key enhancements to the Corporation's grants management system, eGrants.
- Improved training and technical assistance, as well as recruitment and retention support focused on key Corporation objectives, such as "Baby Boomer" recruitment and retention, performance measurement and management, and financial management, is being implemented.
- Through the expanded use of survey, operational and grantee-reported data to identify more effective management approaches and assess progress toward the Corporation's objectives, the Corporation is improving program management and effectiveness.

Our Plan for FY 2006

Exhibit 58: Senior Corps FY 2006 Plan

Corporation Goals	Strategies	Intermediate Outcomes
<p>Goal 1: Meet human needs through diverse, high-quality service programs</p>	<p>1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs</p> <p>1.2. Improve program quality, reach and sustainability</p> <p>1.3 Diversify the national and community service infrastructure</p>	<p>1.1A Service delivery of volunteer stations strengthened by Senior Corps volunteers</p> <p>1.1B RSVP volunteers increased the ability of organizations to meet Corporation priority service area needs, including homeland security and child mentoring services</p> <p>1.1B Foster Grandparents and Senior Companions have ongoing relationships with assigned children and frail adults at a level and intensity^x to yield positive benefits for the children and frail adults</p> <p>1.1C Improved recruitment and retention approaches help grantees reach new audiences and recruit new volunteers, particularly "Baby Boomers"</p> <p>1.2A Grantees increased knowledge and skills to achieve higher program quality in areas such as performance measurement, outreach to diverse faith and other community-based organizations, financial management and technology</p> <p>1.2B Grantees demonstrated improvements in technical compliance, including implementation of performance measures, in compliance monitoring visits</p> <p>1.3A New sponsor organizations mirrored diversity found in local communities</p>
<p>Goal 2: Improve the lives of national service participants</p>	<p>2.1 Increase the diversity of participants within and among service programs</p> <p>2.2 Expand educational, economic and other opportunities for service participants</p>	<p>2.1A Expanded RSVP volunteer diversity, particularly to include "Baby Boomers"</p> <p>2.2A Volunteers were satisfied with opportunities to facilitate life-long learning and decreased isolation</p>
<p>Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America</p>	<p>3.3 Increase volunteering in America and grow community capacity to engage volunteers effectively</p> <p>3.4 Increase service programs and participants in faith-based and other community-based organizations</p>	<p>3.3A RSVP volunteers enhanced the ability of volunteer stations to recruit and manage non-RSVP volunteers</p> <p>3.4A Faith- and other community-based organizations received improved benefits from the Senior Corps program</p>

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1: Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

For FY 2006, the Corporation is requesting funding (\$219.8 million or \$3.9 million more than the FY 2005 level) for a total of 1,286 on-going grants. Through these grants and those funded from non-Corporation sources, about 500,000 Senior Corps volunteers will help organizations strengthen their ability to: 1) deliver quality services, particularly in the areas identified as Corporation priorities, including homeland security, child mentoring, and independent living for frail adults; 2) recruit community volunteers, particularly "Baby Boomers;" and 3) achieve the project's performance objectives. Funds will support a broad range of benefits to the children, adults and communities served, as well as to the Senior Corps volunteers. The following selected targets exemplify the significant impacts of the Senior Corps program in FY 2006 among those served:

- Increased positive social behavior by 20 percent of mentored children whose parents are incarcerated;
- Significant academic and behavioral benefits for 65 percent of children served by a Foster Grandparent (compared with 63 percent with significant academic benefits and 58 percent with improved behavior with other children in 2004);
- Improved overall quality of life and continued independent living for 80% of clients served; and
- Valuable respite and decreased stress for 50% caregivers of frail adults served.

Strategy 1.2: Improve program quality, reach, and sustainability

To promote improved grantee performance, including the quality of their programs and the breadth of their community impact, the Corporation will invest \$4.1 million--\$1.3 million more than the FY 2005 level—in the provision of training and technical assistance (T&TA), and recruitment and retention support, focused primarily on "Baby Boomer" recruitment and retention, performance measurement and management, project management and financial management.

Specifically, the Corporation will target about \$925,000 to more effectively engage the growing population of "Baby Boomers" in volunteering. Of this amount, \$500,000 will support a "Boomer"-focused comprehensive multi-media outreach campaign. The roles and

benefits for “Boomers” of volunteering will be showcased with the end goal of increasing the number of “Boomers” who volunteer. The Corporation also will focus \$325,000 in training and technical assistance to improve the grantees’ ability to recruit, place, train, supervise and evaluate “Boomer” volunteers. Another \$100,000 will focus on the aspects of program/project diversity that most directly affect “Boomers” and their satisfaction with their participation in the Corporation’s programs. In addition, the Corporation requests support for an additional position within the DVSA Program Administration activity to more effectively lead and coordinate the Corporation’s “Baby Boomer” initiative.

The Corporation also requests an increase of \$375,000 to provide expanded training and technical assistance to grantees to improve grantee performance measurement; develop more targeted training curricula, products, and online services to improve financial management and project management; and conduct a national grantee conference focused on these critical areas.

The program’s core recruitment and retention and training and technical assistance resources will enable the Corporation to continue to operate its toll-free information and referral center, the Senior Corps Technology Center and listserv, “NSSC Talk,” as well as training in grants management, resource development and other areas.

As a result of this funding:

- 65 percent of RSVP and 85 percent of FGP and SCP grantees will meet their performance measure targets;
- FGP and SCP grantees will demonstrate increased service schedule flexibility that better meets the needs of the clients and the volunteers; and
- Site visits will identify fewer non-compliance findings in site visits; and 90 percent of resulting grantee corrective actions will be completed promptly.

Strategy 1.3: Diversify the national and community service infrastructure

To promote a healthy nonprofit volunteer sector and ensure the ability of grantees to meet the current and emerging needs of their communities, the Senior Corps programs will conduct outreach and other activities to identify and promote the involvement of new and

more diverse project sponsors. Because grant funding for FGP in FY 2006 will support only ongoing grants to prior year grantees, the impact of the Corporation's efforts will be demonstrated in FY 2006 only in RSVP and SCP. In FY 2006, 20 percent of new SCP and RSVP project sponsors will represent types of organizations that have not typically participated in the program, such as small grassroots organizations.

Goal 2: Improve the lives of national service participants

Strategy 2.1: Increase diversity of participants within and among service programs

In FY 2006, the Corporation will continue to promote the diversity of its volunteers with the intent for volunteers to reflect the communities they serve. For RSVP, this effort will increase the participation of "Baby Boomers" to 20 percent. This effort also will increase the proportion of male RSVP volunteers to 35 percent in FY 2006 from 26 percent in FY 2004. Similar increases in male and other under-represented populations will occur in the FGP and SCP programs.

Strategy 2.2: Expand educational, economic and other opportunities for service participants

Training and technical assistance will help to promote the more effective use and development of volunteers' talents and experience, as well as encourage greater social involvement. This assistance will, for example, help grantees survey their volunteers and assess their progress toward improving the educational, economic and other opportunities for Senior Corps volunteers. As a result of the Corporation's and its grantees' greater focus on benefits to volunteers in FY 2006, at least 80 percent of volunteers surveyed will report that their Senior Corps service: substantially met tangible community needs; made effective use of their skills and interests; decreased social isolation; enhanced personal growth; helped them develop new skills and knowledge; improved their financial status (low income FGP and SCP only); and was a rewarding experience.

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.3: Increase volunteering in America and grow community capacity to engage volunteers effectively

Training and technical assistance, as well as recruitment and retention support will help Senior Corps grantees to increase their recruitment and retention efficiency (e.g., number of community volunteers or volunteer service hours) generated per dollar spent for this activity. For RSVP, this objective also will be accomplished by emphasizing, in routine guidance and other activities, the role of RSVP volunteers to recruit community volunteers.

Strategy 3.4: Increase service programs and participants in faith-based and other community-based organizations

Similarly, training and technical assistance, as well as recruitment and retention support will promote the expanded participation of faith-based and community-based organizations in the Senior Corps programs. For example, the Corporation will continue to include clarification of the eligibility of faith-based and community-based organizations to participate in the Senior Corps program in field guidance. In addition, the Corporation will conduct targeted outreach toward these organizations. These activities will generate a significant increase in the percentage of faith-based and community-based organizations participating in the Senior Corps program.

Program Performance

The Senior Corps program has established a number of measures to assess progress toward achieving our FY 2006 plan for each of the three component Senior Corps programs. Measures for each program are described in subsequent program-specific sections of this chapter.

Evaluation Plan

To provide a more comprehensive assessment of the Senior Corps programs' end outcomes, the Corporation recently 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. These surveys, though the responses are not yet fully analyzed, are beginning to provide baseline

data on the Senior Corps programs' outcomes and to help identify successful grantee management practices. Similar surveys are planned in future years to help assess the Corporation's progress toward improving the effectiveness of the Senior Corps programs. 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 59: Summary of RSVP Budget (dollars in thousands)

Budget Activity Items	FY 2004 Actual	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
RSVP				
<i>Grants to projects</i>	\$55,910	\$56,756	\$57,918	\$1,162
Health & Nutrition	21,246	21,567	22,009	442
Education	5,591	5,676	5,792	116
Human Needs Services	17,332	17,594	17,955	360
Community & Economic Development	8,946	9,081	9,267	186
Other-Includes Homeland Security	2,796	2,838	2,896	58
<i>Recruitment and retention</i>	870	500	573	73
<i>Training & technical assistance</i>	1,376	1,272	1,797	525
Total RSVP budget authority	\$58,156	\$58,528	\$60,288	\$1,760
Number of RSVP volunteers	447,500	447,825	451,700	3,875

About the RSVP Program

Overview

For more than 30 years, 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 volunteers—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.

RSVP offers the most flexibility of service among the Senior Corps programs. Volunteers choose how, where, and how often they want to serve, and 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.

RSVP Program Impact

Based on data recently collected for FY 2004:

- 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); and
- While 32 percent of RSVP volunteers said they learned new skills and knowledge through the program, over 90 percent indicated that they had experienced personal growth through the program.

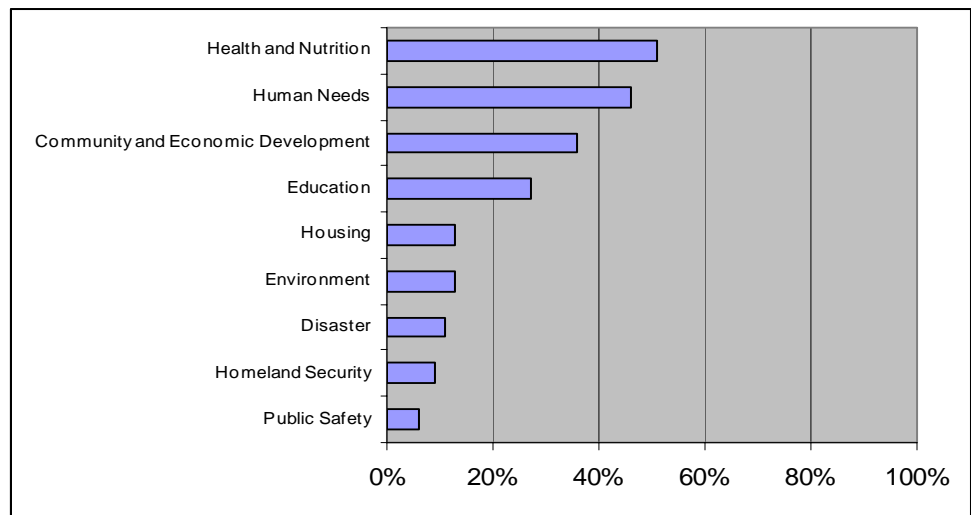
Exhibit 60: Percent of FY 2004 RSVP Volunteers That Experienced Personal Growth from Participation in the Program

Area of Personal Growth	Strongly Agreed	Agreed
Gave more meaning to their lives	34%	61%
Led to a more positive attitude	33%	63%
Made them a more informed citizen	38%	55%
Made them feel competent	40%	51%

RSVP Program Accomplishments

In FY 2004, over 447,000 RSVP volunteers contributed 78.1 million hours of service through the 759 organizations that received RSVP grants.

Exhibit 61: 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;
- 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 Program Performance

Exhibit 62: RSVP Key Performance Measures

Intermediate Outcomes	Measures	FY 2004 (Actual)		FY 2005 (Target)	FY 2006 (Target)	
1.1A Service delivery of volunteer stations strengthened by RSVP volunteers	Outcome: Percent of volunteer station supervisors who reported that RSVP volunteers helped them increase the quality of services they offer. <i>Source: 2004 Survey of Volunteer Station Supervisors</i>	To a great extent: 40%	To a moderate extent: 33%	TBD	5% increase	
1.1B RSVP volunteers enhanced the ability of volunteer stations to recruit and manage non-RSVP volunteers	Outcome: Percent of volunteer station supervisors who reported that RSVP volunteers assist significantly with recruitment of community volunteers. <i>Source: 2004 Survey of Volunteer Station Supervisors</i>	To a great extent: 29%	To a moderate extent: 47%	TBD	10% increase	
1.2 Improve program quality, reach, and sustainability	Outcome: Percentage of RSVP grantees who met target levels for their 2004 end outcome performance measures, as listed in the grant application work plan. <i>Source: eGrants Grants Management Database</i>	NA		TBD	65%	
2.2 Expand educational, economic, and other opportunities for service participants	Outcome: Percent of RSVP volunteers indicating that their volunteer assignment:	Strongly Agreed	Agreed		Strongly Agreed	Agreed
	1) Substantially met tangible community needs	N/A	N/A	TBD	TBD	TBD
	2) Made effective use of their skills and interests	N/A	N/A	TBD	TBD	TBD
	3) Decreased isolation by:					
	—Making them feel closer to the community	39%	59%	TBD	45%	54%
—Helping them to make more friends or close acquaintances	37%	61%	TBD	45%	54%	
	<i>Source: 2004 Survey of Senior Corps Volunteers</i>					

Foster Grandparent Program

Exhibit 63: Summary of Foster Grandparent Program (FGP) Budget (dollars in thousands)

Budget Activity Items	FY 2004 Actual	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Foster Grandparent Program				
<i>Grants to projects</i>	\$108,367	\$110,999	\$110,999	\$0
Children and Youth	108,367	110,999	110,999	0
<i>Recruitment and retention</i>	193	125	256	131
<i>Training & technical assistance</i>	1,561	300	803	503
Total FGP Budget Authority	\$110,121	\$111,424	\$112,058	\$634
Nombre of FGP volunteers	31,500	31,600	31,600	0

About the Foster Grandparent Program

Overview

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.

Foster Grandparent Program Impact

Based on data recently 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);

Part III: Senior Corps—Foster Grandparent Program

- 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);
- 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 prosocial behavior.

Exhibit 64: Percent of Children in FY 2004 Showing Positive Impacts from Their Foster Grandparent’s Mentoring

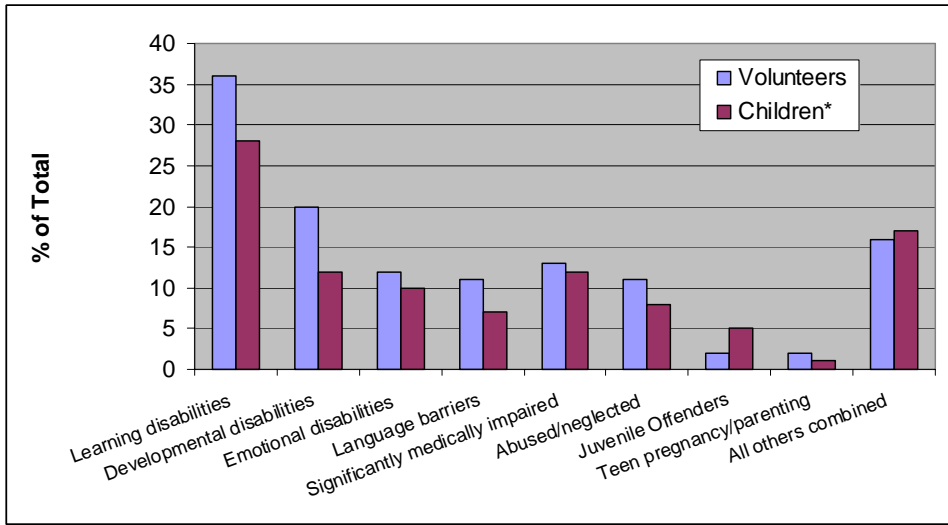
Area of Personal Growth	Significant Positive Contribution	Somewhat Positive Contribution
Behavior with other children	58%	40%
Relationships with family members in general	33%	59%
Respect toward others	67%	33%
Academic performance in school	62%	35%
Self-image	63%	36%

Source: 2004 Service Recipients Survey

Foster Grandparent Program Accomplishments

In FY 2004, almost 32,000 FGP volunteers contributed 27.9 million hours of service to help more than 263,000 children with special and exceptional needs. In FY 2004, Foster Grandparents served through a network of 337 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. In FY 2004, FGP grantees matched one-third of every Federal dollar with non-Federal funding. Foster Grandparents serve in several issue areas, with the most (84 percent) focusing on education.

Exhibit 65: Percentage of Children and Volunteers (2003 data; clients may have more than one type of need)



During FY 2004, under the FGP program:

- 4,300 Foster Grandparents spent 3,018,000 hours helping 58,100 children in Head Start to develop social and behavioral skills;
- 540 Foster Grandparents spent 314,000 hours providing one-on-one support to 28,900 young offenders/ex-offenders; 300 Foster Grandparents spent 171,000 hours providing one-on-one support and nurturing to 23,900 children of offenders/ex-offenders; and
- 12 percent of Foster Grandparent sponsors were faith-based organizations; 68 percent were community-based (secular, non-profit) organizations;

Foster Grandparent Program Performance

Exhibit 66: FGP Key Performance Measures

Intermediate Outcomes	Measures	FY 2004 (Actual)		FY 2005 (Target)	FY 2006 (Target)	
1.1A Service delivery of volunteer stations strengthened by FGP volunteers	Outcome: Percent of volunteer station supervisors who reported that FGP volunteers helped them increase the quality of services they offer. <i>Source: 2004 Survey of Volunteer Station Supervisors</i>	To a great extent: 66%		TBD	5% increase	
		To a moderate extent: 31%				
	Outcome: Percent of children mentored by FGP volunteers who demonstrate improvements in their:	Significant	Somewhat		Significant	Somewhat
	1) Behavior with other children	58%	40%	TBD	65%	34%
	2) Relationships with family members in general	33%	59%	TBD	45%	54%
	3) Respect toward others	67%	33%	TBD	75%	25%
4) Academic performance in school	62%	35%	TBD	65%	34%	
5) Self-image	63%	36%	TBD	70%	29%	

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Intermediate Outcomes	Measures	FY 2004 (Actual)		FY 2005 (Target)	FY 2006 (Target)	
1.2 Improve program quality, reach, and sustainability	<p>Outcome: Percentage of FGP grantees that met target levels for their 2004 end outcome performance measures, as listed in the grant application work plan. Source: <i>eGrants Grants Management Database</i></p>	NA		TBD	65%	
2.2 Expand educational, economic, and other opportunities for service participants	<p>Outcome: Percent of FGP volunteers indicating that their volunteer assignment:</p> <ol style="list-style-type: none"> 1) Substantially met tangible community needs 2) Made effective use of their skills and interests 3) Decreased isolation by: <ul style="list-style-type: none"> —Making them feel closer to the community —Helping them to make more friends or close acquaintances <p>Source: <i>2004 Survey of Senior Corps Volunteers</i></p>	Strongly Agreed	Agreed		Strongly Agreed	Agreed
	1)	N/A	N/A	TBD	TBD	TBD
	2)	N/A	N/A	TBD	TBD	TBD
	3) —Making them feel closer to the community	39%	59%	TBD	45%	54%
	3) —Helping them to make more friends or close acquaintances	37%	61%	TBD	45%	54%

Senior Companion Program

Exhibit 67: Summary of Senior Companion Program (SCP) Budget (dollars in thousands)

Budget Activity Items	FY 2004 Actual	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Senior Companion Program				
<i>Grants to projects</i>	\$45,105	\$45,254	\$46,727	\$1,473
Independent Living	45,105	45,254	46,727	1,473
<i>Recruitment and retention</i>	167	200	172	-28
<i>Training & technical assistance</i>	715	450	539	89
Total SCP budget authority	\$45,987	\$45,904	\$47,438	\$1,534
Senior Companion Program	16,275	16,275	16,700	425

About the Senior Companion Program

Overview

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 case managers, identifying potential problems or services needed for their 57,500 mostly frail and elderly.

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.

Senior Companion Program Impact

In studies conducted in 2002, individuals served by Senior Companions showed significant, long-term mental health benefits, and, in particular reduced depression. Family caregivers also indicated that Senior Companions improved their ability to cope with the responsibility of caring for a frail, senior family member.^{xi} 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.ⁱⁱ

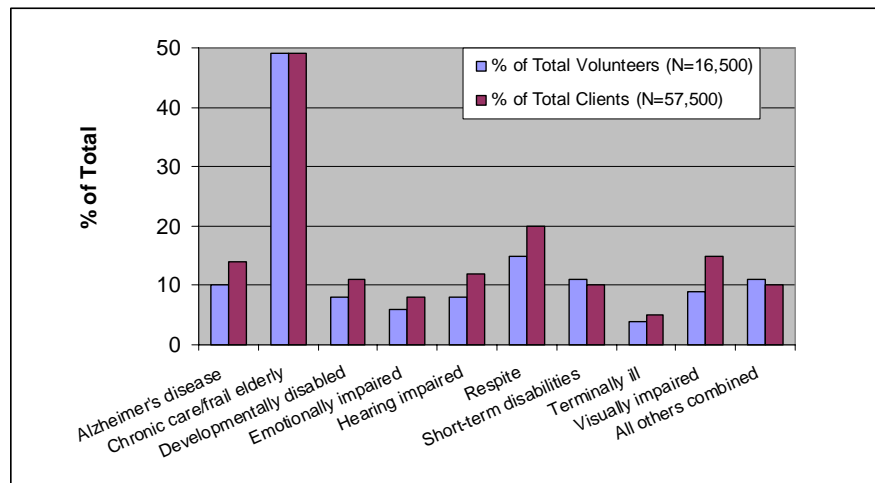
Based on data recently collected for FY 2004:

- 98 percent of volunteer station supervisors reported that Senior Companions helped them increase the quality of services they offer (68 percent to a great extent; 30 percent to a moderate extent);
- Most Senior Companions agreed that involvement with the program led to decreased isolation, including feeling closer to their community (53 percent strongly agreed; 39 percent agreed) and helping them to make more friends or close acquaintances (72 percent strongly agreed; 26 percent agreed); and
- Most Senior Companions also agreed that their assignments were satisfying because they provided opportunities to make direct positive changes in the lives of the clients they served (83 percent strongly agreed; 17 percent agreed).

Senior Companion Program Accomplishments

In FY 2004, over 16,000 SCP volunteers contributed 13.9 million hours of service through the 224 organizations that received SCP grants to 58,000 frail, homebound, usually elderly clients.

Exhibit 68: 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;

Part III: Senior Corps—Senior Companion Program

- 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.

Senior Companion Program Performance

Exhibit 69: SCP Key Performance Measures

Intermediate Outcomes	Measures	FY 2004 (Actual)	FY 2005 (Target)	FY 2006 (Target)
1.1A Service delivery of volunteer stations strengthened by SCP volunteers	Outcome: Percent of volunteer station supervisors who reported that SCP volunteers helped them increase the quality of services they offer. <i>Source: 2004 Survey of Volunteer Station Supervisors</i>	To a great extent: 68% To a moderate extent: 30%	TBD	5% increase
	Outcome: Percent of SCP clients demonstrating decreases in social isolation	80%	TBD	90%
	Outcome: Percent of SCP clients who indicated Senior Companions addressed critical needs	80%	TBD	90%
1.2 Improve program quality, reach, and sustainability	Outcome: Percentage of SCP grantees who met target levels for their 2004 end outcome performance measures, as listed in the grant application work plan. <i>Source: eGrants Grants Management Database</i>	NA	TBD	65%

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Intermediate Outcomes	Measures	FY 2004 (Actual)		FY 2005 (Target)	FY 2006 (Target)	
		Strongly Agreed	Agreed		Strongly Agreed	Agreed
2.2 Expand educational, economic, and other opportunities for service participants	Outcome: Percent of SCP volunteers indicating that their volunteer assignment:					
	1) Made them feel closer to their community	53%	39%	TBD	58%	37%
	2) Helped them make more friends or close acquaintances	72%	26%	TBD	77%	22%
	3) Enabled them to make direct positive changes in the lives of their clients	83%	17%	TBD	88%	12%
	Source: <i>2004 Survey of Senior Corps Volunteers</i>					

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Special Volunteer Programs: Budget Activity 13

Exhibit 70: Summary of Budget Estimates for Special Volunteer Programs (dollars in thousands)

Budget Activity Item	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Homeland Security Grants	\$9,876	\$4,960	\$0	(\$4,960)
Teach For America	0	0	4,000	4,000
Total budget authority	\$9,876	\$4,960	\$4,000	(\$960)

Request Summary

The Corporation requests \$4 million to support *Teach for America's* efforts to mobilize top college graduates to teach in low-income rural and urban communities. Teach For America plans to grow from 3,000 first and second year corps members to over 4,000 corps members by summer 2006. At that scale, Teach For America teachers will reach well over 300,000 low-income kids each day.

We request no further funding for Homeland Security grants. We originally intended to fund these grants through 2006. However, due to funding constraints, we were forced to take a harder look at the value of continuing the program beyond FY 2005. We concluded that it has served its purpose as a demonstration program and that we can incorporate many of the lessons learned as we increase the homeland security emphasis of our core programs. Overall, the Corporation requests \$20.4 million for homeland security grants through our other programs—a net increase in homeland security support of \$0.9 million.

Therefore, in FY 2006, the Corporation will discontinue its Special Volunteer Program Homeland Security portfolio. At that time:

- The original 17 grantees, funded from FY 2002 to FY 2004 will have completed the 3 year grant cycle; and
- The 12 grantees first funded in FY 2004 will not receive funding for a third year.

Teach For America (www.teachforamerica.org)

Overview

Teach For America is the national corps of outstanding recent college graduates who commit two years to teach in low-income urban and rural communities across the country. Whether they remain in education, as do more than 60%, or go into other fields, Teach For America alumni work throughout their lives to put children growing up in low-income communities on a level playing field with children from more affluent areas. In these communities across the country, corps members and alumni are working relentlessly to reach the vision that one day, all children in this nation will have the opportunity to attain an excellent education.

Program Impacts

Since 1990, more than 12,000 men and women have joined Teach For America, committing two years to teach in low-income rural and urban communities. Last year, around 14,000 young people applied for just 1,700 positions in the corps. The corps members are very successful classroom teachers. A rigorous study released last year by Mathematica Policy Institute found that Teach For America corps members have a greater impact on student achievement than do other teachers, including veteran and certified teachers, in the same schools.

By teaching in 22 of the nation's highest-need urban and rural areas, Teach For America corps members gain the leadership skills, the insight, and the increased civic awareness needed to become effective lifelong leaders in the effort to expand opportunities for kids. Teach For America alumni lead some of the Nation's most promising education reform efforts including most of the KIPP Academy charter schools and The New Teacher Project. Teach For America has active partnerships with leading graduate schools and employers in an effort to increase the skills and impact of the alumni. Over 85% of Teach For America's 9,000 alumni work or volunteer in schools and low-income communities.

Homeland Security Grants

Overview

Special Volunteers in homeland security engage in a variety of activities to help ensure communities and citizens are better prepared

to prevent, respond to, or provide relief during emergencies, both natural and manmade.

Some of these activities include:

- Helping cities and states use volunteers to develop and carry out emergency response plans;
- Expanding Citizen Emergency Response Teams and Volunteers in Police Service;
- Training community members of all ages to understand and cope with acts of terrorism;
- Providing information to low-income communities about how to respond to bioterrorism;
- Developing public health strategies for responding to municipality-wide emergencies; and
- Creating Volunteer Organizations Active in Disasters (VOADs) in areas that lack them.

Recent Accomplishments

Between FY 2002 and 2004, 29 Special Volunteer Program homeland security grants were awarded (in 2004 12 new grants were added to the 17 continuation grants) to national and local nonprofit agencies such as the Mercy Medical Airlift and the Salvation Army of Eastern Michigan, as well as cities, counties, and state commissions on national and community service. By the end of their second year of operation, the original 17 grantees had mobilized more than 25,000 community volunteers who received Red Cross disaster training, supported community preparedness meetings, and expanded the pool of trained volunteers available to serve in an emergency.

The Homeland Security grants helped the Corporation to test:

- Ongoing and sustainable roles for volunteers, with an emphasis on senior volunteers in homeland security;
- How a targeted homeland security focus influences who participates, such as baby boomers or men;
- Which activities have the highest chance of success if incorporated into the Senior Corps programs; and
- How partnerships strengthen the homeland security networks in communities, including developing Citizen Corps Councils.

During FY 2004, the original grantees continued to emphasize recruitment of seniors, and approximately 50% of the volunteers serving during the second year of the grants were age 55 or older.

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Part IV:

Office of Inspector General

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Office of Inspector General

OIG FY 2006 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, to remain available until September 30, [2006] 2007. (Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 2005.)

Exhibit 71: Summary of Budget Estimates for the Office of Inspector General (dollars in thousands)

Budget Items	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Request	Increase/ (Decrease)
Audits	\$3,848	\$2,815	\$2,970	\$155
Investigations	829	1,408	1,300	-108
Evaluations	1,536	1,729	1,730	1
Total budget authority	\$6,213	\$5,952	\$6,000	\$48
Carryover from prior year	3,485	3,488	0	---
Carryover to next year	-3,488	0 ¹	0	---
Net budget authority	\$6,210	\$9,440	\$6,000	\$3,440

¹ In fiscal year 2005 the total budget authority and carryover is estimated to be fully expended. Carryover into the next fiscal year cannot be anticipated at this time.

The proposed funding is necessary to sustain the increased audit, evaluation and investigative oversight agenda implemented in response to the Congressional recommendations in the Consolidated Appropriations Act of 2004, Pub. L. No. 108-199 (2004). This will allow adjustments for inflation, the addition of two full-time equivalent staff, and an increase in outsourced audits and evaluations.

About the OIG

Overview

Office of Inspector General (OIG) funding pays the salaries and operating expenses necessary to support OIG mission and objectives.

The OIG'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.

Our Plan for FY 2006

Over the next five years, the OIG 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. Audits, investigations and evaluations are the primary tools available to the OIG to accomplish the strategic goals that support our mission.

The Office of Inspector General's major audit and evaluation initiatives for FY 2006 will include the annual audit of the Corporation's financial statements, a review of the Corporation's performance measures and statistics, a review of selected Corporation operations, and a continuation of the audits of State commissions and AmeriCorps*National Direct grantees. The OIG will also focus on the Corporation's efforts to protect the financial integrity of the National Service Trust. In addition,

the OIG will continue to conduct investigations of alleged misuse of Corporation funds.

Strategic Goals and Performance Indicators

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

Exhibit 72: OIG Strategic Goals

Office of Inspector General Strategic Goals	
Strategic Goal 1	Identify opportunities for increased economy and efficiency in agency operations, and assist management by identifying, recommending, and developing appropriate management reforms.
Strategic Goal 2	Protect the integrity of the Corporation's programs, operations, and financial management by identifying and mitigating existing risks or emerging vulnerabilities that may result from changes in the Corporation's operations, from changing legal and administrative requirements, or from changes in the environment in which the Corporation operates.
Strategic Goal 3	Carry out the intent of the Government Performance and Results Act (GPRA) by providing the Corporation with objective assessments of the integrity of the systems used to compile performance information and the reliability of this performance information; and focusing OIG activities more on management performance and programmatic outcomes.
Strategic Goal 4	Continuous improvement in the quality and delivery of OIG reports and work products.

Typical outcomes that may result from OIG audits, evaluations, and investigations are described in the table below:

Exhibit 73: OIG Performance Indicators

Performance Tools	Typical Outcomes ¹
Audits	<ul style="list-style-type: none"> ▪ Findings and recommendations resulting in improvement of Corporation management, decision-making and oversight (linked to Strategic Goal One) ▪ 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 Strategic Goals Two and Three) ▪ Findings and recommendations resulting in compliance with the implementation of GPRA (linked to Strategic Goal Three) ▪ Resolution of questioned costs (recovery and re-use of funds) (linked to Strategic Goals One and Two) ▪ Recommendations that funds be put to better use resulting in improved efficiency and economy (linked to Strategic Goal One)
Evaluations	<ul style="list-style-type: none"> ▪ Findings and recommendations resulting in improvement of strategic management and program management processes ▪ Findings and recommendations resulting in improvement of the Corporation's alignment with GPRA ▪ Findings and recommendations of technology systems to maximize economy and efficiency of operations ▪ Findings and recommendations resulting in enhancement of information system development and compliance with OMB Circular A-11, the Clinger-Cohen Act of 1996, and the E-Government Act of 2002 ▪ Findings and recommendations for improvement of Corporation grant processes to maximize efficiency ▪ Findings and recommendations for improvement of Corporation program monitoring procedures to minimize government waste, fraud, and abuse
Investigations	<ul style="list-style-type: none"> ▪ Collection of evidence for the successful prosecution of those who steal and/or embezzle Federal program money and assets ▪ Recovery of embezzled and stolen Federal program money and assets ▪ Provision of information to management for the suspension and debarment of grantees and individuals ▪ Briefings on fraud awareness to enable Corporation staff and grantee personnel to detect and report fraud, waste, and abuse

¹The listed outcomes are not all-inclusive.

The following table shows performance statistics for audits and evaluations.

Exhibit 74: Quantitative Audit and Evaluation Performance Measures¹

Audits and Evaluations	FY 2003 Actual	FY 2004 Goal	FY 2004 Actual	FY 2005 Goal	FY 2006 Goal
Number of reports issued	19	30	23	30	30
Number of reports issued linked to improving Corporation management (OIG Strategic Goal One)	5	--	6	--	--
Number of recommendations linked to improving Corporation management (OIG Strategic Goal One)*	56	--	45	--	--
Number of reports issued linked to protecting the integrity of Corporation programs, operations, and financial management (OIG Strategic Goal Two)	19	--	22	--	--
Number of recommendations linked to protecting the integrity of programs, operations, and financial management (OIG Strategic Goal Two)*					
to Corporation	62	--	46	--	--
to Grantees	78	--	93	--	--
to Contractors	--	--	--	--	--
Number of reports issued linked to carrying out the intent of GPRA (OIG Strategic Goal Three)	2	--	1	--	--
Number of recommendations linked to carrying out the intent of GRPA (OIG Strategic Goal Three)*	12	--	15	--	--
Total number of audit recommendations*	140	--	139	--	--
Percent of recommendations accepted by the Corporation	93%	--	99%	--	--

¹ The Audit unit is expected to issue 20 reports each year, and the Evaluation unit is expected to issue two major reports in FY 2005. By FY 2006, the Evaluation unit will be expected to issue 10 reports each year. The Evaluation unit was recently established; therefore, the FY 2003 and 2004 actual quantitative performance statistics are for the Audit unit only.

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

Accomplishments

Audits

In FY 2004, the Office of Inspector General (OIG) conducted the following annually required financial audits: the Corporation for National and Community Service Financial

Statements Audit, the National Service Trust Fund Compliance & Attestation Audit, and the Corporation for National and Community Service Statement of Budgetary Resources Audit. In order to establish an audit baseline for the FY 2004 audit, the Corporation's FY 2003 Statement of Budgetary Resources was also audited. These annual audits are required by either statute or Executive Order. The OIG has already scheduled the commencement of the annual audits for FY 2005.

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 2005.

The Office of Inspector General has nearly completed a series of pre-audit surveys that are intended to provide basic information on the operations and funding of each State commission. The OIG issued pre-audit survey reports on 49 State commissions. These audits have resulted in recommendations for reimbursement of questioned costs, improvements in internal controls, and the establishment and implementation of policies and procedures to prevent future instances of noncompliance with laws and regulations. The OIG expects to complete ten more State commission audits and three AmeriCorps*National Direct grantee audits in FY 2005. During FY 2005, the OIG also plans to commence work at a minimum of four State commissions and four AmeriCorps*National Direct grantees. A similar level of effort is anticipated to be sustained in FY 2006.

The Office of Inspector General will also complete audits of internal controls, policies and procedures on other Corporation grants and cooperative agreements during FY 2006, as well as audit Corporation operations.

Exhibit 75: Audit Statistics

Audit Item	FY 2002	FY 2003	FY 2004 ¹
Number of audit reports	28	19	23
Number of testimonies	0	1	0
Number of reports requested by Congress	6	4	4
Questioned costs (dollars in thousands)	\$23,369	\$3,585	\$836
Value of recommendations that funds be put to better use (dollars in thousands)	\$1,607	\$119	\$0 ¹
Cost per audit hour			
OIG staff	\$52	\$53	\$58
Contracted services	\$96	\$85	\$83
Timeliness (average length of time to complete an audit)	215 days	202 days	151 days

¹ The Audit Section predominately 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.

Investigations

During FY 2004, the Office of Inspector General opened 42 new investigations and resolved 38. Investigative efforts resulted in three successful prosecutions, six debarments, and the recovery of \$36,952 of Corporation funds. Ongoing OIG investigations have identified \$1.6 million in potential recoveries of taxpayer dollars. Investigators also processed 71 hotline complaints or contacts, and resolved 48 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 defined fraud, identified indicators of fraud, and discussed 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.

Exhibit 76: Investigations Statistics

Investigation Items	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Investigative actions opened	51	95 ¹	40	42	42
Investigative actions resolved and closed	47	95	40	30	38
Average monthly caseload	30	35	24	26	28
Investigative matters resolved without opening a separate investigative action	37	29	37	42	59
Referrals for prosecution	14	16	10	9	8
Investigative recoveries	\$308,939	\$55,961	\$1,206,057	\$123,988	\$36,952
Cost avoidance ²	--	--	--	\$158,038	\$5,106
Administrative or management action taken	4	8	25	23	8

¹ Forty-five of the ninety-five investigative actions opened during FY 2001 were opened as a direct result of a proactive OIG review of Corporation employees' use of the government travel charge card.

² Cost avoidance was not calculated until FY 2003.

Evaluations

In FY 2004, the evaluation program analysts met with staff from Corporation headquarters, field offices, and State commissions to begin an initial discussion of operations, examine the status of prior management reforms, and obtain feedback on potential areas for study. A work plan has been developed and the work has begun on a major in-house study that will compare the AmeriCorps programs: AmeriCorps*State, AmeriCorps*National, AmeriCorps*NCCC, and AmeriCorps*VISTA. The study focuses on goal setting, performance measures, coordination of resources, and identification of business processes related to members and projects. Efforts were made to coordinate this study with other management studies being undertaken by the Corporation such as the Business Process Review (BPR) and the study by the National Academy of Public Administration (NAPA).

The evaluation unit also issued a request for proposals for consultant services for a comparative evaluation of the Senior Corps programs. Based on a review of proposals, none were selected and staff will revise the statement of work and identify other potential bidders. After the first AmeriCorps report is issued, the OIG anticipates meeting with Corporation

management to discuss the Evaluation Unit's proposed work plan for upcoming studies

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.

In an effort to improve the service and operations of the OIG audit section, an audit customer service survey has been developed and implemented. The results of these surveys will be used to ensure that communication is effective, information requests are reasonable, and audit reports provide accurate information.

In our continuing efforts to improve the quality and delivery of OIG work product, guidance has been provided to contractors to standardize writing styles, thereby ensuring that all documents consistently reflect the highest professional standards.

Investigations

The unit conducted a self-examination of investigations using the Qualitative Assessment Review Guide provided by the President's Commission on Integrity and Efficiency (PCIE) to ensure that investigations were in compliance with the Quality Standards for Investigations, as adopted by the PCIE.

In an effort to improve awareness of and prevent fraud, waste, and abuse in the Corporation's programs, the investigation section intends to increase the number of fraud awareness briefings provided to grantees and Corporation staff.

The unit also reviews all investigative cases once per month as a means of quality control.

Evaluations

All evaluations and evaluation work products are reviewed for compliance with the Quality Standards for Inspections, prepared by the PCIE in March 1993.

OIG Budget Authority

Exhibit 77: Total OIG Budget Authority by Object Classification
(dollars in thousands)

Object Class Numbers	Budget Items	FY2004 Estimate	FY2005 Estimate	FY2006 Estimate	Increase (Decrease) FY 05 vs 06
	Total number of permanent positions	26	30	32	2
	Full-time equivalent employment (FTE)	20	30	32	2
	Personnel compensation:				0
11.1	Permanent positions (FTP)	1,838	2,280	3,001	721
11.3	Positions other than FTP	0	0	0	0
11.5	Other personnel compensation	17	100	145	45
11.8	Special personal services payments	0	0	0	0
11.9	Total, personnel compensation	1,855	2,380	3,146	766
12.1	Personnel benefits	450	593	780	187
13.0	Benefits for former personnel	0	0	0	0
21.0	Travel and transportation of persons	113	230	238	8
22.0	Transportation of things	0	0	0	0
23.1	Rental payments to GSA	251	4	560	557
23.2	Rental payments to others	1	1	1	0
23.3	Communications, utilities, and miscellaneous charges	10	37	19	(18)
24.0	Printing and reproduction	0	0	0	0
25.0	Other services	3,225	5,975	1,162	(4,813)
26.0	Supplies and materials	44	147	41	(106)
31.0	Equipment	43	74	53	(21)
41.0	Grants, subsidies and contributions	0	0	0	0
42.0	Claims	0	0	0	0
	Total obligations	5,992	9,440	6,000	(3,440)

Appendices

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Appendix A: Corporation Performance Indicators

Goal 1: Meet human needs through diverse, high-quality service programs

Strategy 1.1 Leverage service to address the nation's education, public safety, environmental, homeland security, and other human needs

Exhibit 78: Strategy 1.1 Performance Indicators

Indicator	Baseline	Target	Source
Number of hours of service provided by Corporation program participants	FY 2004: 204 million hrs	TBD	National Service Trust, Senior Corps Program PPVA
Percent of Corporation grant funds serving highly disadvantaged communities	TBD in FY 2005	TBD	eGrants
Number of children of prisoners served in mentoring programs	12,281 in FY 2004	25,000 in FY 2006	eGrants
Percent of Senior Companion Program clients who say that without their Senior Companion, they could not remain living at home	TBD	TBD	Senior Corps National Performance Measurement Survey (NPMS)
Number of counties and local jurisdictions with voluntary organizations active in disaster preparedness and response under the Citizen Corps program	1,432 counties	TBD	Citizen Corps, Dept. of Homeland Security
Percent of organizations and individuals who believe their community is considerably better prepared to respond to emergencies due to training provided by AmeriCorps members	FY 2004: 78%	TBD	AmeriCorps Performance Measurement Survey

Strategy 1.2 *Improve program quality, reach, and sustainability*

Exhibit 79: Strategy 1.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of Corporation-funded programs meeting self-nominated performance goals	TBD	TBD	eGrants
Percent of participant-sponsoring organizations reporting that assistance by service participants enabled them to provide important new services	TBD	TBD	NPMS
Percent of service participants who say they would highly recommend service to a friend or family member	FY 2004: 90%	TBD	NPMS
Amount and percent of matching funds provided by grantees	TBD	TBD	eGrants
Percent of leveraged community volunteers that believe the experience has been a worthwhile use of their time	TBD	TBD	AmeriCorps Performance Measurement Survey

Strategy 1.3 *Diversify the National and Community Service infrastructure*

Exhibit 80: Strategy 1.3 Performance Indicators

Indicator	Baseline	Target	Source
Number of applicants for Corporation funding	FY 2004: 2,374 applicants	TBD	eGrants
Percent of new grantees with no prior CNCS funding across programs	TBD	TBD	eGrants
Percent of grantee match from non-Federal sources	TBD	TBD	eGrants

Goal 2: Improve the lives of national service participants

Strategy 2.2 Increase the diversity of participants within and among service programs

Exhibit 81: Strategy 2.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of service participants from minority groups	FY 2004: 37%	TBD	NPMS
Percent of funded programs that are diverse (minority members exceed 20%)	TBD	TBD	TBD
Percent of service participants who are Baby Boomers (those born from 1946 to 1964)	TBD	TBD	Baseline data from Senior Corps Volunteer Participation study. Annual & other program data sources TBD.
Number of national service applicants	TBD	Double in 5 years	TBD
Ratio of women to men in AmeriCorps and Senior Corps programs	FY 2004: 3 to 1	AmeriCorps 1:1 Senior Corps TBD	Baseline data from AmeriCorps longitudinal study and Senior Corps Volunteer Participation study. Annual data sources TBD.

Strategy 2.2 *Expand educational, economic, and other opportunities for service participants*

Exhibit 82: Strategy 2.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of former AmeriCorps members who say their service experience enhanced considerably their life skills	FY 2004: 92%	TBD	AmeriCorps NPMS
Percent of former AmeriCorps members who say the skills they learned during their service have helped them greatly in their current job, educational pursuits, or community service activities	FY 2004: 93%	TBD	AmeriCorps NPMS
Percent of Senior Corps volunteers who report that their service has greatly improved their knowledge, health, or social connectedness	FY 2004: 94%	TBD	Senior Corps NPMS
Percent of AmeriCorps members who use their education award	FY 2004: 76%	80% by 2006	National Trust Database
Percent of colleges and universities offering academic credit or matching scholarship money for AmeriCorps members	TBD	TBD	TBD

Strategy 2.3 *Encourage lifelong civic engagement*

Exhibit 83: Strategy 2.3 Performance Indicators

Indicator	Baseline	Target	Source
Percent of participants in service-learning programs that last at least a semester and that serve a minimum of 20 hours	FY 2004: 32%	TBD	LSA Program & Performance Measurement Report
Percent of former AmeriCorps members who have done volunteer work since completing their service	FY 2004: 82%	TBD	Nat'l Performance Benchmarking

Goal 3: Strengthen the infrastructure, capacity, and social capital of communities across America

Strategy 3.1 Renew the ethic of civic responsibility, in part by stimulating educational institutions to focus on their civic missions

Exhibit 84: Strategy 3.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of schools with service-learning programs	FY 2004: 30%	50% of schools by 2009	Westat-NYLC Survey of School Principals, 2004
Percent of Federal Work Study funding devoted to community service activities.	FY 2004: 12%	50% by 2010	Department of Education
Percent of organizations that report that Learn & Serve funded activities had a highly positive impact on efforts to make service-learning a permanent part of their institution	FY 2004: 47%	TBD	LSA NPMS
Percent of Learn and Serve organizations that always have at least six of nine characteristics of a high-quality service-learning program	TBD	TBD	LSA Program and Performance Measurement Report

Strategy 3.2 Strengthen the spirit of community, as demonstrated by greater interaction and collaboration among individuals and institutions

Exhibit 85: Strategy 3.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of grantees reporting that service participant activities fostered greater community involvement	FY 2004: 61%	TBD	Nat'l Performance Benchmarking
Social Capital Index	TBD	TBD	To be developed

Strategy 3.3 *Increase volunteering in America and grow community capacity to engage volunteers effectively*

Exhibit 86: Strategy 3.3 Performance Indicators

Indicator	Baseline	Target	Source
Number of Americans who volunteer	64.5 million in 2004	70 million by 2008	BLS Current Population Survey
Number of Americans who say they have devoted more than 100 hours of volunteer work in the past year	21.5 million in 2004	TBD	BLS Current Population Survey
Number of community volunteers leveraged by AmeriCorps members	525,000 in FY 2004	TBD	eGrants
Percent of charities and congregations that report significant difficulties recruiting volunteers during the workday	25% in 2003	22% in FY 2006	Volunteer Management Survey
Number of non-profit organizations reporting that their volunteer leveraging efforts are stronger because of Corporation assistance	TBD	TBD	NPMS
Percent of nonprofit organizations that regularly train, and recognize their volunteers	69% in 2003	75% in FY 2006	Volunteer Management Survey

Strategy 3.4 *Increase service programs and participants in faith based and other community based organizations*

Exhibit 87: Strategy 3.4 Performance Indicators

Indicator	Baseline	Source
Percent of Corporation grantees and sites that are faith-based and other community-based programs	FY 2004: Faith-based: 14%; Other: NA	eGrants

Goal 4: Improve the Corporation's trust, credibility, accountability, and customer focus

Strategy 4.1 Restore trust and credibility

Exhibit 88: Strategy 4.1 Performance Indicators

Indicator	Baseline	Target	Source
Percent of employees who feel Corporation leaders consistently demonstrate integrity and honesty	Baseline data available 3/05	TBD	Federal Human Capital Survey

Strategy 4.2 Manage to Accountability

Exhibit 89: Strategy 4.2 Performance Indicators

Indicator	Baseline	Target	Source
Percent of grantee site visits with noncompliance findings	TBD	TBD	Program site visit reports
Number of consecutive clean audit opinions	5	7 by FY 2006	OIG
Receive Certificate of Excellence in Accountability Reporting (CEAR) from the AGA based on the Performance and Accountability Report	2004 PAR submitted for review; results available in FY 2005	Receive CEAR annually	Association of Government Accountants

Strategy 4.3 Put the customer first

Exhibit 90: Strategy 4.3 Performance Indicators

Indicator	Baseline	Target	Source
Burden hours associated with applying for and managing Corporation grants.	TBD	TBD	TBD
Overall score on the American Customer Satisfaction Index	AmeriCorps*S/N: 57 (scale of 10-100) for 2004	TBD	ACSI Customer Satisfaction Survey
Percent of Corporation grantees receiving funding no later than ten days before the budget period start date	TBD	75% by 2006 ^{xii}	eGrants

Strategy 4.4 Build a diverse, energized, high-performing workforce

Exhibit 91: Strategy 4.4 Performance Indicators

Indicator	Baseline	Target	Source
Percent of employees reporting high overall job satisfaction	Baseline data available 3/05	TBD	Federal Human Capital Survey
Percent of employees rating Outstanding or Exceeds Fully Successful on annual appraisals	30% (for supervisory employees; non-supervisory baseline available 11/05)	30%	Office of Human Resources
Percent of Corporation annual performance targets met or exceeded	NA	100%	Budget Office
Percent of new hires at or above the Senior level (NY-4) from underrepresented groups	TBD	TBD	Office of Human Resources

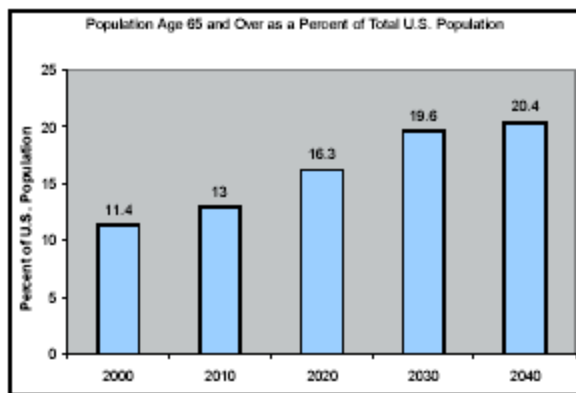
Appendix B: The Strategic Environment—Trends that Affect the Corporation

Over the coming decade, the Corporation will be challenged to adapt to changing demographic, social, and economic trends. These trends will result in expanding demand for community services. They also provide a number of opportunities to increase the supply of community services through volunteer service-based programs, and to greatly increase the impact of the Corporation's programs overall. The Corporation incorporates knowledge of these trends in its policy-making process, including the agency's strategic plan and budget requests.

Demographic Trends and Implications

Each of the Corporation's programs focuses on somewhat different demographic groups. AmeriCorps and, especially, the NCCC program engage young adults in intensive community service. Senior Corps engages older Americans, typically in part-time volunteering. Learn and Serve America promotes volunteerism among the nation's youth. Each of these programs helps to meet a variety of human needs. But the agency's central focus is on helping the most vulnerable Americans – children at risk and the frail elderly. As the Nation's population changes, the Corporation's programs also will need to change to meet growing needs and take advantage of expanding opportunities.

The Aging "Baby Boomers"



Source: U.S. Census

The "Baby Boom" generation, defined as those born between 1946 and 1964, is about 77 million strong or 28 percent of the U.S. population. The oldest of them are just now beginning to retire. During the next decade, this trickle will turn into a flood of newly-retired "Baby Boomers," as the number of Americans aged 65 and over grows from the current 36 million to about 40 million in 2010, and then explodes to 55 million, or about 16 percent of the country's population, in 2020.

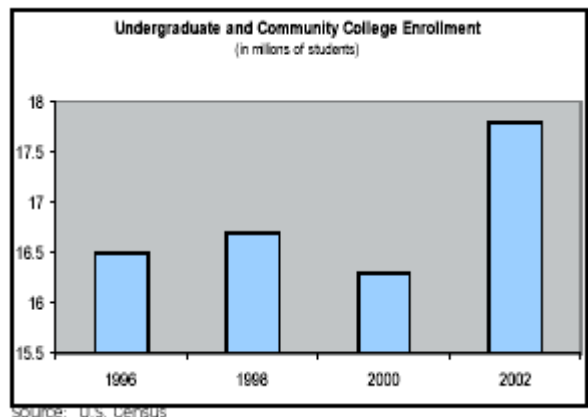
The "Baby Boom" generation will be the healthiest and best-educated generation of seniors in the Nation's history. Fully 29 percent have a college degree. Most have extensive experience in the workplace and

have gained a broad range of technical and social skills. Many are already committed to volunteerism and express a remarkable commitment to their communities. Many were inspired during their formative years by the example and idealism of programs like Peace Corps and VISTA. As “Baby Boomers” retire, they will have more leisure time than previous generations and could contribute their time and expertise to their communities. For the Corporation to effectively engage this population in volunteering, the agency will need to:

- Broaden the public image and operational flexibility of the Senior Corps programs
- Promote opportunities for “Baby Boomers” in the AmeriCorps programs
- Develop special outreach efforts that focus on the newly-retired population, particularly in the locales where “Baby Boomers” are an especially large part of the population
- Support the Corporation’s partner organizations to build programs that can make best use of highly skilled volunteers, including volunteers available during the workday.

The “Echo Boomers”

The current surge of “Echo-Boomers”—children of “Baby Boomers”—is currently seen in many crowded schools and colleges. This surge presents both new challenges and new opportunities for the Corporation. The increasing population of children and teenagers is leading to growing needs for after-school tutoring and mentoring programs, anti-drug programs and similar support to help them become productive members of society. As these “Echo Boomers” enter young adulthood, many will need to find the means to meet rising postsecondary education costs and corresponding student loan debts.

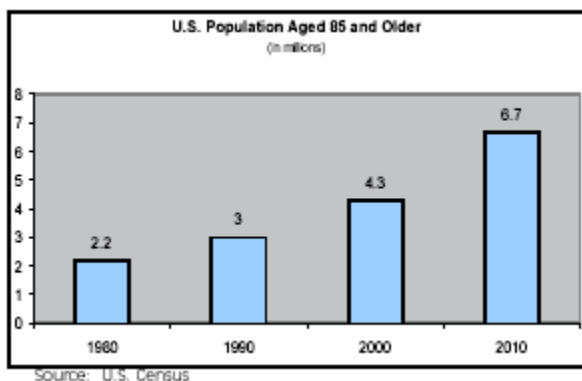


This increasing population of children and teenagers also provides opportunities for the Corporation to greatly increase the supply of community services. As children and teenagers, the “Echo Boomers” can participate in service-learning programs that not only help to provide services to others, but also teach civic responsibilities and promote lifelong volunteering. The Learn and Serve program must be adapted to take advantage of this opportunity by promoting the continued expansion of service-learning to all our schools.

As the “Echo Boomers” enter young adulthood, the Corporation can continue to engage them in service and help them to pay for postsecondary education through: the AmeriCorps programs that provide education awards; partnerships with colleges and universities to provide college credit for service; and, expanded work-study community service programs. As the “Echo Boomers” enter the workplace and begin to have families of their own, the Corporation can continue to develop service opportunities that enable them to help others, while meeting their other responsibilities.

Growing Frail and Elderly Population

The fastest growing segment of the U.S. population is the group that is 85 years old and older—most of whom are frail and require help in



living. The increasing life expectancy, now approaching 75 years for men and 80 for women, also is resulting in an increase in the number of somewhat younger seniors, with compelling human needs. While social services will be available to meet many of the needs of the expanding frail and elderly population, other aspects of their needs, such as assistance with grocery shopping or helping to pay monthly bills, will need to be met through the help of their family, neighbors and other volunteers.

Increase in the Foreign-Born Population

In the 2003 census, 33.5 million people (or 12 percent of the U.S. population) were estimated to be foreign-born. Many of these people will not have sufficient English-language skills to work at more than relatively low-paying jobs, often with little or no health insurance. This population, which grew by about 37% in just eight years is expected to continue to grow dramatically. This trend presents both a challenge and an opportunity to the Corporation. While many of the expanding foreign-born population will need support services, such as classes in English as a Second Language or job skills, others could represent a significant resource to their communities and could help their fellow foreign-born or other neighbors in a variety of ways.

At-Risk Youth

A large population of American children continue over the coming years to face enormous obstacles to becoming productive adults, capable of holding down employment, earning a sustainable wage,

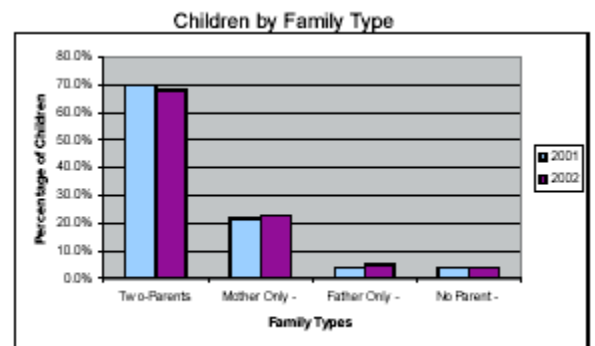
supporting a family, and positively contributing to their communities. The Corporation and its predecessor agencies have a long history of giving the highest priority to assisting this population, across the country, in urban and rural settings.

Children in Severely Distressed Neighborhoods

Children growing up in severely distressed communities, characterized by high poverty rates and a variety of social problems, from high crime rates to early experimentation with illicit drugs, are more likely to be at risk of school failure, unemployment, criminal behavior and persistent poverty. In 2000, 5.6 million children, or about 8 percent of the children under 18 years old, were living in severely distressed neighborhoods, 852,000 more than in 1990.

Children in Single-Parent Families

Family structure also plays a critical role in determining whether children become productive members of society. Data clearly show that children in single, female-headed households are more likely to be poor and are comparatively more likely to have academic and behavioral problems, often leading to poor socio-economic status later in life. Almost 30 percent of children under age 18 were living in single parent or no parent homes in 2002.



Children of prisoners

A particularly challenging subset of all “at-risk” children is composed of those with an incarcerated parent. These children not only face the risk associated with growing up in a single-parent household or one with no parent present, but also experience the stigma of having a parent in jail or prison. In 2003, over two million children had an incarcerated parent, nearly double the number in 1991.

Implications for the Corporation

To meet growing needs posed by demographic trends, the Corporation must take advantage of key opportunities to attract more Americans to service and volunteering. Demographic trends presage shifts in how the Corporation structures and markets its programs. To meet the implications of these trends, the Corporation must continue to refine its

programs and develop effective and efficient approaches to meet the needs of the Nation's changing population.

Social Trends and Implications

The Service Learning Movement

The service learning movement, which gained strength in the 1990s, is now well established in many locales. It is reflected in the community service graduation requirements for a growing number of high schools, in the granting of school credit for public service, and in a budding movement to integrate civic education into school curricula. A recent study indicated that 30 percent of all public primary and secondary schools now offer service-learning opportunities, as compared to less than 10 percent in 1984.^{xiii} Half of all community colleges offer service-learning opportunities. Twenty percent of the Nation's college and university presidents belong to Campus Compact, a national coalition committed to helping students develop the values and skills of citizenship through participation in public and community service. Service learning not only provides and promotes community service both in school and in later years, but also results in improved academic performance.

The Corporation, especially through the Learn and Serve America program, has been the catalyst for this movement. Approximately 1.1 million students participate annually in 2,000 local Learn and Serve-supported projects in which community service is integrated into the classroom and extracurricular activities. Learn and Serve America higher education programs annually engage about 30,000 participants in service linked to their studies at 250 institutions of higher education. Most schools that received funding through the Learn and Serve America program have institutionalized service-learning, so that service-learning programs continue after Federal funding ends.

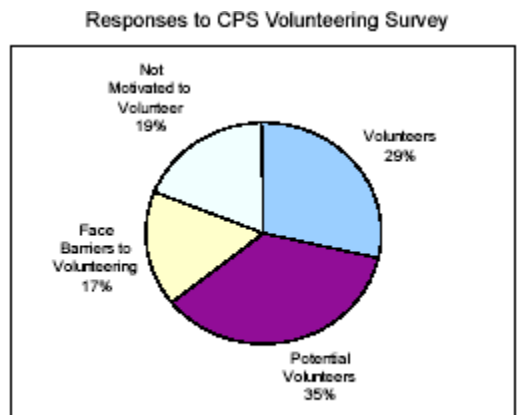
Unfortunately, recent studies indicate that growth in service-learning has begun to plateau. Although the percentage of schools with service-learning programs more than tripled from 1984 to 1999, since then, this rate has remained at just 30 percent. The Learn and Serve America program must re-stimulate the growth in service-learning.

Volunteering in America

Currently, about 29 percent of the U.S. population, or about 64 million people volunteer in their communities an average of about one hour per week. However, an additional 52 percent would volunteer, if they had more information on volunteer opportunities, a good match of their skills with the volunteering activity, and more time to volunteer.

At the same time, more than 90 percent of charities and congregational social service outreach organizations reported that they could use, on average, 20 more volunteers each, or about 6 million additional volunteers nationwide. These organizations also reported that effective volunteer recruitment and management was a challenge for them. Recruitment, particularly of volunteers available during the workday and with the right skills and work habits, as well as the lack of staff to train and supervise volunteers are the biggest impediments for these organizations to expanding their volunteer services.

Addressing these factors could have a broad impact on the number of Americans serving their communities.



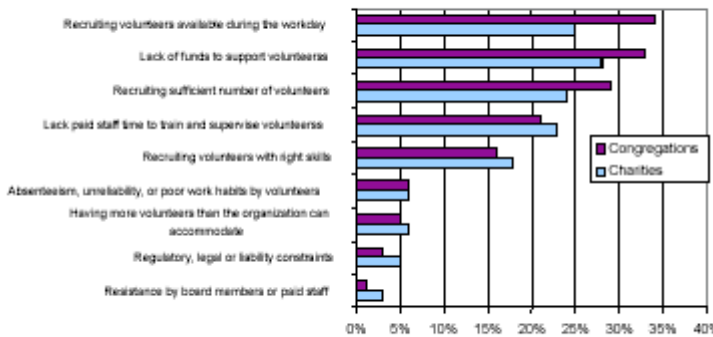
Source: U.S. Current Population Survey (CPS) conducted by the Census Bureau

The Non-Profit Volunteer Sector

The non-profit volunteer sector is highly complex, with interwoven partnerships and relationships involving a wide range of organizations. Not only are there many community and faith-based organizations, there also are many national direct service and grant-making organizations, volunteer centers that specialize in helping other organizations recruit and manage their volunteers, and regional and state-sponsored organizations such as the state service commissions. These organizations provide both direct service delivery and make sub-grants to other organizations that provide direct services. They vary widely in size and funding, with smaller organizations having annual budgets often of less than \$250,000 and larger organizations frequently with budgets of \$1 million or more. They provide services to people of all ages, in rural and urban settings—in schools, hospitals, and state forests—and help to meet educational, public safety, environmental and other human needs. As with for-profit organizations, partnerships and a focus on the organization's core functions and highest value-added services are helping to bring greater efficiency and effectiveness

to the operations of these organizations, but also are contributing to the further complexity of the sector.

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



Source: 2003 study, "Volunteer Management Capacity in America's Charities and Congregations," conducted by the Office of Research and Policy Development of the Corporation

The Corporation recently completed a study of volunteer management capacity in America's charities and congregations. This study, combined with existing and planned research and data, is helping the Corporation to identify better, more effective and efficient ways to support and expand the non-profit sector and the services they provide. For example, the agency can better focus its training and technical assistance to grantees to promote more effective volunteer management

practices, or target its resources to key aspects of the volunteer generation and management process.

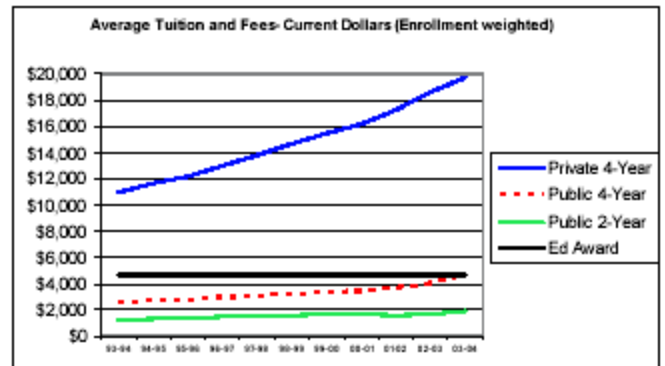
Homeland Security, Disaster Preparedness, and Recovery.

Although the future extent of terrorism, extreme weather events, and other man-made and natural disasters is not knowable, the Nation can become better prepared to respond to such emergencies. All of the Corporation's programs contribute to improved preparedness and response, but the NCCC program is particularly well structured to meet these needs. Using its quick-response, team-based approach, NCCC team members have provided emergency assistance in responding to forest fires, hurricanes and other disasters, often providing the organizational and management support necessary to effectively mobilize thousands of other community volunteers.

Beginning in 2001, the Corporation gradually modified its programs and priorities to better support homeland security and disaster preparedness and response. However, the Corporation's programs can be made to more effectively and efficiently deliver this support throughout the country. For example, the Corporation could further emphasize the effective coordination of its efforts with its partner organizations and provide improved coverage in currently underserved areas and populations.

Economic Trends and Implications College Tuitions

The rising cost of a college education is both a challenge and an opportunity for the Corporation. The AmeriCorps program was created in part to help narrow the college affordability gap by providing a \$4,725 education award in exchange for a year of service. Although inflation has eroded the education award's value, it is still equal to the average tuition and fees of one year at a public four-year college and two years at a public two-year college. The Corporation's programs can be structured to better meet the needs of students, not only through the education award for AmeriCorps members but also through the expansion of service-based Federal Work Study for postsecondary students and improved support for current members to continue their educations.



Corporation Performance Challenges

All of the trends—economic, social and demographic—point to the need for the Corporation to continuously review and revise its programs to meet the rapidly changing challenges and opportunities that will present themselves over the coming years.

Appendix C: Management Improvement

Effective Board Oversight

Under Chairman Stephen Goldsmith's leadership, in FY 2005 the Corporation's Board of Directors continued to oversee the agency's financial and management reforms, as well as a fair and open AmeriCorps rulemaking process. With nine members appointed to new terms in December 2004, the Board is well positioned to strengthen its effective engagement in managing and governing the Corporation. Shortly after the new appointments, the Board reconfigured its committee structure, establishing a committee on Strategy, Management, and Governance, chaired by Jack Lew; a committee on Program and Evaluation, chaired by Donna Williams; and a committee on Outreach and Field Communications, chaired by Henry Lozano.

Improved Financial Management

In FY 2004, the Corporation continued to build on its recent improvements in financial management, receiving an unqualified opinion on its financial statements for the fifth year in a row. While there were no material weaknesses in the Corporation's operations, the FY 2004 financial statement audit did identify one reportable condition associated with the Corporation's grants monitoring and management. Eliminating this reportable condition will be a major focus of management's attention in FY 2005.

The agency continued to improve its financial management systems in FY 2004, building on its JFMIP-compliant core financial system (Momentum), by implementing a new salary management system and improving the agency's grants system. In FY 2004, the Corporation also continued to improve other aspects of its financial management. For example, the agency:

- Incorporated AmeriCorps member position certification processes into the grant review and decision-making process to ensure AmeriCorps enrollments do not exceed the level that can be supported with available funds;
- Fully implemented the letter and spirit of the Strengthen AmeriCorps Program Act of 2003—use conservative assumptions to calculate education award obligations; obligate funds for education awards

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before making grant awards; and, maintain a reserve fund to protect the National Service Trust's solvency;

- Refined the agency's cost accounting methodology to further break down costs within each of its major responsibility segments: AmeriCorps, National Senior Service Corps, and Learn and Serve America;
- Implemented a new Salary Management System and iBudget to improve payroll projections and automate several labor-intensive budget planning and execution functions;
- Completed a "business process review" of the Corporation's National Service Trust operations, the VISTA and NCCC payroll system and procurement operations, and identified potential process improvements that will increase operational efficiency; and,
- Issued new policies for the administrative control of funds.

The Corporation plans in FY 2005 to further improve its financial management processes by:

- Automating the education award payment process that is currently paper-intensive, (which will speed up the processing of awards and yield significant operational cost savings); and,
- Further enhancing the agency's cost accounting model and improving upon the system's capabilities to better link costs to program outcomes.

The Corporation's senior managers also will continue to review all areas of the Corporation's operations to achieve greater accountability and efficiency in the agency and its programs. With this ongoing emphasis and the implementation of the agency's FY 2005 plans, the Corporation will continue to improve its financial management.

Integration of Budget and Performance Information

In FY 2004, the Corporation continued to implement an ambitious, multi-year plan to fully integrate budget and performance throughout the agency in support of management decision-making. When fully implemented and fully integrated into all the agency's operations, program and management decisions will be made using accurate, relevant information on the costs and benefits of alternative approaches, thus greatly increasing the effectiveness and efficiency of the Corporation's programs and operations.

Since the key point in an agency's operation, where budget and performance information is most critical, is the budget development

process, the Corporation focused considerable attention to restructuring this process to consciously and systematically take performance into account in making budgetary decisions and plans. The Corporation used a "logic model" approach in the development of the agency's FY 2006 budget request. This approach helps to align all of the agency's resources to effectively and efficiently achieve the Corporation's goals by providing a framework for defining the relationships between the desired agency/program results (end outcomes), and the inputs (both funding and staffing) necessary to achieve them.

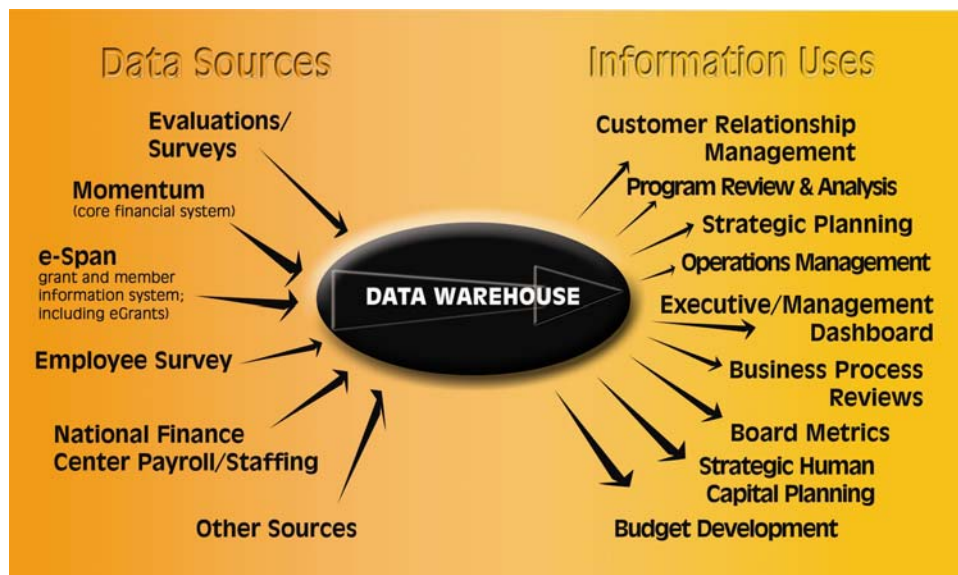
The Corporation also focused on the development and integration into agency operations of relevant performance metrics. The Corporation identified an initial set of measures to assess Corporate, program and operational performance and to help identify needed management and programmatic changes. This hierarchy of performance metrics—from national outcome measures, such as the percent of Americans who volunteer, to operational measures, such as grant application cycle times—will continue to be developed and refined over the coming years. Once fully implemented, this hierarchy will enable the agency to more readily identify performance problems and trace the problem's "root cause" through the subsidiary performance metrics, thus more clearly identifying the management changes necessary to effect an improvement in performance.

Exhibit 92: Hierarchy of Performance Measures



To provide the data necessary to support these measurements and effective management analyses in a timely and accurate way, the Corporation began to develop a data warehouse in FY 2004. This data warehouse will allow wider access to a variety of data, including information on grantees, financial operations, performance data and service data. When fully implemented, the data warehouse will enable improved performance monitoring and better analysis of management issues, as managers identify performance problems and opportunities (see graphic below).

Exhibit 93: Data Warehouse



The Corporation also began developing a "management dashboard" —a selection of the most critical operational, output and outcome measures that assess key aspects of the agency's performance. As the first step in its development, the Corporation identified its operational objectives, taking into account the agency's mission, programmatic and management goals. Based on these operational objectives, the Corporation is identifying key metrics for continuous monitoring by agency management. The "dashboard" will be implemented initially in FY 2005 and will be refined in FY 2006.

In addition to these new FY 2004 Corporation initiatives, the agency continued to move forward in other aspects of budget-performance integration, including:

- Strengthening grantee performance measurement through AmeriCorps rulemaking;
- Reporting quarterly to the Board of Directors on key aspects of the agency's operations, such as grants awarded, member enrollments, costs incurred and program performance;
- Implementing performance surveys of our programs' end beneficiaries—the individuals and organizations that benefit from the agency's programs—through the National Performance Benchmarking Project;
- Implementing customer satisfaction surveys to identify areas for improvement;

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- Implementing member surveys to assess the impacts of the Corporation's programs on its current and former members;
- Conducting an agency self-assessment against the President's Management Agenda;
- Incorporating agency mission, goals and objectives into managers' performance plans and implementing a more performance-based system to evaluate managers' performance and eligibility for bonuses and pay adjustments; and
- Incorporating the agency's goals and performance measures into its FY 2005 operating plans.

The Corporation recognizes the difficulties inherent in fully integrating budget and performance. However, by "jump-starting" this initiative based on best practices in the field and making budget-performance integration a key management objective, the Corporation will be able to steadily increase the effectiveness and efficiency of its programs and operations.

Improved Grants Management

The Corporation has made great progress toward more performance-based grants management. Following on the agency's requirements for grantees to report at least one outcome measure, one output measure and one efficiency measure, the Corporation plans to codify and strengthen these requirements through the AmeriCorps rulemaking process, with a final rule expected to be published in FY 2005. In FY 2004 the Corporation implemented a number of additional changes to improve grantee oversight, including:

- Revising state administrative standards to incorporate a risk-based approach;
- Completing all planned Senior Corps site visits;
- Improving the use of eGrants in tracking and monitoring site visit results;
- More closely monitoring grantee progress reports and providing more timely feedback to grantees;
- Simplifying and improving the grant-making process by improving the quality of peer reviewers and internal agency analyses of grant applications, as well as implementing quality controls and more standardized processes;
- Establishing the Office of Grants Policy and Operations to coordinate grant review policies and logistics across all programs;
- Filling a new position, Director of Grants Oversight and Monitoring;

- Standardizing the risk assessment tools to better and more consistently identify grantee most likely to have compliance problems;
- Developing an annual monitoring plan to ensure all grantees meet the requirements of their grants and strengthen accountability
- Beginning development of a grants management handbook and grants manager training and certification program; and
- Participated in the Government-wide grants system development.

Expanded Use of Electronic Government

In FY 2004, the Corporation significantly improved its electronic support of both external and internal government processes by:

- Improving its eSPAN system (the agency's grants and member information system) based on suggestions from the user community and legislatively mandated requirements, including increasing the speed of applications processing and implementing more customer-friendly screens;
- Increasing information technology security by, for example, initiating a proactive security awareness program, conducting periodic network scans to identify vulnerabilities and mitigate their risk, and implementing effective configuration management of the Corporation's systems and assets;
- Exploring telecommuting technology alternatives, including options for remote computing hardware and biometric devices; and
- Working to redesign the agency's website to make the Corporation's programs and people more accessible to their customers.

The agency will build on these advances in FY 2005 through a continued focus on meeting customers' needs. In particular, the Corporation will:

- Better support agency managers' decision-making through the ongoing development of a data warehouse;
- Further increase the speed of the application process and decrease the hardware requirements for grantees;
- Create a seamless pass-through of data from the AmeriCorps Recruitment System to the National Trust, thus decreasing the potential for data errors;
- Convert the Web-Based Reporting System (WBRS-the grant, project and member tracking and management system) into eSPAN, thus further expanding the systems capabilities and accuracy and decreasing costs by about \$650,000 per year;
- Update the agency's systems modernization blueprint and systems business cases to ensure information technology investments fully align with the agency's strategic plan;

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- Improve re-use of data and XML to create greater operational efficiencies and support improved data exchange; and
- Develop plans for a customer relationship management system to support improved customer service agency-wide.

Strategic Management of Human Capital

In FY 2004, the Corporation issued its preliminary Strategic Human Capital Plan, modeled on the Office of Personnel Management's (OPM's) Human Capital Standards for Success. This plan, which reflects discussions with employees, managers, and Administration officials, is helping the Corporation to:

- Align all staff performance toward achieving the Corporation's mission and strategic goals;
- Plan for and deploy the resources necessary to achieve those goals;
- Ensure Corporation leaders effectively manage people and cultivate a climate of continuous learning and organizational improvement;
- Leverage features of the Alternative Personnel System and the General Schedule system to attract, acquire and retain quality employees;
- Promote a diverse, results-oriented, high-performing workforce;
- Differentiate between high and low performance and link individual/team/unit performance to organizational goals; and
- Assure accountability to Administration goals, laws, regulations, merit principles, the public interest and the highest standards of ethics and integrity.

The Corporation is committed to building a diverse, energized high-performing workforce. Working against our preliminary Strategic Human Capital Plan, the agency implemented major human capital reforms in FY 2004. For example, the Corporation:

- Reformed the long-time practice of using term appointments for on-going positions to instead use permanent appointments, thus increasing the number of high-quality job applicants and significantly improving employee morale;
- Tightened the criteria used to determine bonuses and pay adjustments and implemented a rigorous new managerial appraisal system, thus more closely tying pay to performance;
- Doubled the agency's investment in employee training;
- Promoted leadership development by encouraging all supervisors, managers and executives to participate in "360-degree" assessments and to use the results of these assessments to prepare Individual Development Plans;

- Established a Diversity Advisory Council to focus attention on the Corporation's commitment to diversity and inclusiveness;
- Improved employee communication by initiating a biweekly newsletter and holding regular "all-staff" meetings on important human capital issues;
- Reinforced the centrality of our programs and strengthened program management, by establishing a new Chief Operating Officer with broad responsibility for enhancing and integrating all program operations;
- Developed initial operational, output, and outcome metrics to better assess the agency's progress and to support more informed decision-making;
- Implemented the Federal Human Capital Survey to help identify employee concerns, particularly with regard to equitable treatment of employees; and
- Received the Excellence in Government Ethics award for our comprehensive and highly effective ethics program.

Although enormous progress was made in FY 2004, the Corporation recognizes that building a diverse, energized, high performing workforce requires a long-term investment of time and resources. For example, although the Corporation's minority and female representation compares favorably with that of other agencies, the agency must continue to develop more effective approaches to recruit and retain highly qualified minorities and women, particularly in senior management positions. To ensure the Corporation's ongoing progress, the agency will update and refine its Strategic Human Capital Plan in FY 2005, reassessing our progress, strengthening the measures used to determine our success and identifying further steps to achieve a high-performing workforce. Among other initiatives, our new Strategic Plan will call for:

- Implementing a rigorous new appraisal system for non-supervisory employees in FY 2005;
- Developing and testing a Workforce Planning Model, which eventually may be applied to all Corporation units and occupations;
- Implementing a strategic approach to the use of training resources to ensure that such resources help to address skills gaps and leadership succession;
- Streamlining staffing processes to identify the right people for the right jobs more quickly and efficiently; and
- Developing a certification program for the agency's grants managers to further "professionalize" this function.

Appendix C: Management Improvement

Based on the tremendous progress made in FY 2004 and the agency's commitment to meeting its human capital challenges, the Corporation will, over the coming years, become a "model" of human capital management.

"CFO Set-Aside" Funding

The Corporation has made considerable progress toward implementing the key management reform initiatives supported through the "CFO Set-aside" funding provided by the Congress in FY 2003 and 2004.

Exhibit 94: CFO Set-Aside

Financial Management Improvement Plan Objective/Project	Funding	Description	Status
Ensure Integrity of National Service Trust	565.8		
Incorporate external factors into the Trust model	66.9	Pursuant to GAO recommendation, improve Trust budget estimates by understanding how economic, demographic and other factors affect enrollment, earning, usage rates.	In progress
Integrate WBRS into eSPAN	498.9	Integrate systems to improve timeliness, accuracy and reliability of Trust enrollment data.	In progress with expected completion date of June 2005.
Better Integrate Budget & Performance Information	150.5		
Pilot new performance-based budgeting methodology	150.5	Train Budget and Program staff in the logic model approach to performance based budgeting; hire consultants to help budget and program staff develop logic models that link budget requests to strategic plan goals.	Completed
Improve Access & Usefulness of Financial & Performance Information	901.0		
Data Warehouse & Executive Information System (EIS)	901.0	Create a data warehouse and Executive dashboard to improve accuracy, reliability, and accessability of management information.	In progress. Installation of the technology environment scheduled for completion in February 2005.

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Exhibit 94: CFO Set-Aside

Financial Management Improvement Plan Objective/Project	Funding	Description	Status
Improve Internal Oversight of Corporation Spending	243.5		
Expand CFO functions to include program analysis	243.5	Hire deputy CFO for Planning and Program Management and 2 budget and program analysts in order to 1) strengthen senior financial management team, and 2) expand role of budget office to include program review and analysis.	Positions filled
Strengthen IT Capital Planning & Management	128.4		
IT staffing for project planning and launch	128.4	Hire an IT systems analyst, a capital planner and a project manager to implement an IT Capital Planning and Investment Control process.	Positions filled
Improve Grants Management	1,052.4		
Improve eGrants System	601.8	Improve end-user functionality, acquire testing software, fix other problems.	In progress. Two of three groups of screen redesigns have been implemented. The third group is scheduled for completion in March 2005.
Improve Grants oversight and monitoring	118.6	Develop and test new risk-based assessment program to monitor State Commission administrative Standards.	In progress
Improve grant review and approval process	53.6	Contract support to develop a more robust grant review process	Contractor hired
Write grants guidelines and provisions into regulation	75.0	Hire consultant to draft regulations. This is part of the larger rulemaking effort directed by Congress.	Consultant hired

Exhibit 94: CFO Set-Aside

Financial Management Improvement Plan Objective/Project	Funding	Description	Status
Improve the knowledge and skills of Corporation grants management specialists	100.4	Fund grants management certification training program and require that all Corporation grants officers be certified.	In year two of three year certification program
Learn & Serve America - Core Competencies/Best Practices Initiative	103.0	Create a monitoring, technical assistance and accreditation system to foster consistent, high-quality federal grants and program management among State Education Agencies.	In progress
Improving & Streamlining Business Processes			
	1,206.4		
Automate budget management	277.6	Acquire and implement new budget and salary management software that will automate several budget execution and formulation functions, eliminating extensive data entry and helping to track linkages between performance and budget in the financial management system.	Salary management system is operational and being run in parallel with manual system until early February 2005. The iBudget system acceptance date is July 2005.
Conduct business process reviews	928.8	Contractor to conduct business process reviews of: Grants Review and Selection; Grants Management and Oversight; National Service Trust Management; CRM; Procurement; Org. structure; and VISTA and NCCC member payroll processes.	In progress
Other Projects			
	224.0		
Board Management Reform	25.0	Consultant to assist with Board management reform plan.	In progress
Trust issues	20.0	Legal services to address Trust issues.	In progress

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Exhibit 94: CFO Set-Aside

Financial Management Improvement Plan Objective/Project	Funding	Description	Status
Management support	72.6	Hire Senior Advisor to the Chief Operating Officer to help drive reforms.	Advisor hired
Procurement support	106.4	Hire temporary procurement staff to administer CFO set-aside procurements.	Staff hired
Total¹	4,472.0		
¹ CFO Set-Aside funding for FY 2003 (\$2.5 million) and FY 2004 (\$2 million) was reduced by rescissions of \$16.3K and \$11.8K, respectively.			

In FY 2005, the Corporation will continue implementing these initiatives through the following activities supported through the FY 2005 "CFO Set-aside:"

Exhibit 95: Planned Uses of FY 2005 "CFO Set-Aside" Funding

Payroll for On-going CFO Set-Aside Reforms:	
Office for Information Technology	\$483,000
CFO/Budget/Program Review and Analysis	228,000
Grants Policy and Operations Director	142,000
Grants Monitoring and Oversight Director	111,000
Special Assistant to the Chief Operating Officer	<u>161,000</u>
<i>Subtotal</i>	<i>\$1,125,000</i>
IT strategic plan, enterprise architecture & capital planning	25,000
Salary Management System Interface with Momentum	50,000
WBRS (Grants Management System) contract performance bonus	50,000
Grants review logistics support	100,000
Call Center consolidation	25,000
Trust automation	400,000
Financial metrics	<u>25,000</u>
Total	\$1,800,000

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Appendix D: AmeriCorps Programs Receiving Over \$500,000 in Program Year 2004

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2004 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 D: AmeriCorps Programs Receiving Over \$500,000

Exhibit 96: Breakout of AmeriCorps Programs Receiving over \$500,000 in Program Year 2004 (dollars in thousands)

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
MA	YouthBuild USA, Inc.	\$4,606,474	\$2,455,348	\$7,061,822	34.8%
WA	WSESD - Washington Service Corps	\$4,566,800	\$2,385,782	\$6,952,582	34.3%
CA	Child Abuse Prevention Council, Inc.	\$3,734,939	\$5,173,079	\$8,908,018	58.1%
WA	Educational Service District 112	\$3,656,247	\$3,665,444	\$7,321,691	50.1%
GA	Habitat for Humanity International, Inc.	\$3,472,518	\$4,234,273	\$7,706,791	54.9%
MS	America Reads Mississippi	\$3,211,496	\$958,369	\$4,169,865	23.0%
NY	Teach For America	\$3,188,500	\$4,119,305	\$7,307,805	56.4%
MD	National Association of Community Health Centers, Inc.	\$2,976,000	\$1,708,750	\$4,684,750	36.5%
MA	City Year, Inc.	\$2,886,952	\$3,071,791	\$5,958,743	51.6%
WA	WSESD - Washington Reading Corps	\$2,852,000	\$1,250,434	\$4,102,434	30.5%
MD	Notre Dame Mission Volunteers Program, Inc.	\$2,484,690	\$1,093,429	\$3,578,119	30.6%
CA	U.S. Veterans Initiative, Inc.	\$2,352,483	\$690,499	\$3,042,982	22.7%
WI	Public Allies, Inc.	\$2,003,548	\$3,204,078	\$5,207,626	61.5%
FL	Communities in Schools of Florida, Inc.	\$1,996,038	\$827,988	\$2,824,026	29.3%
CA	National Association of Community Health Centers, Inc. - California Community HealthCorps	\$1,984,000	\$1,000,916	\$2,984,916	33.5%
MA	City Year Boston	\$1,984,000	\$1,652,474	\$3,636,474	45.4%
CA	Civic Ventures	\$1,966,682	\$843,079	\$2,809,761	30.0%
PA	City Year Greater Philadelphia	\$1,805,925	\$1,829,260	\$3,635,185	50.3%
GA	Hands on Atlanta, Inc.	\$1,769,199	\$1,801,401	\$3,570,600	50.5%
NY	Harlem Children's Zone	\$1,577,314	\$1,480,925	\$3,058,239	48.4%
WA	Washington Conservaton Corps	\$1,549,875	\$1,859,371	\$3,409,246	54.5%
TX	National Alliance of Urban Literacy Coalitions	\$1,548,800	\$862,700	\$2,411,500	35.8%
MA	Jumpstart for Young Children, Inc - National Direct	\$1,518,480	\$1,066,785	\$2,585,265	41.3%
NJ	Education Works	\$1,473,657	\$2,276,823	\$3,750,480	60.7%
NY	YMCA of Greater New York	\$1,381,539	\$689,299	\$2,070,838	33.3%
TX	American YouthWorks	\$1,296,028	\$926,866	\$2,222,894	41.7%
NY	Local Initiatives Support Corporation	\$1,294,835	\$1,418,765	\$2,713,600	52.3%
DC	National Association of Service & Conservation Corps	\$1,240,000	\$1,254,965	\$2,494,965	50.3%
WV	West Virginia University Research Corp.	\$1,219,444	\$781,131	\$2,000,575	39.0%
MT	Montana Conservation Corps, Inc.	\$1,209,000	\$1,273,013	\$2,482,013	51.3%
CA	Bay Area Community Resources / BAYAC AmeriCorps	\$1,205,383	\$1,361,090	\$2,566,473	53.0%

Appendix D: AmeriCorps Programs Receiving Over \$500,000

Exhibit 96: Breakout of AmeriCorps Programs Receiving over \$500,000 in Program Year 2004 (dollars in thousands)

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
VA	American National Red Cross	\$1,193,245	\$1,819,032	\$3,012,277	60.4%
DC	National Council of La Raza	\$1,191,897	\$539,549	\$1,731,446	31.2%
NY	Town of West Seneca	\$1,135,778	\$747,812	\$1,883,590	39.7%
CA	City Year San Jose/Silicon Valley	\$1,074,800	\$966,625	\$2,041,425	47.4%
PA	Pennsylvania Mountain Service Corps-Appalachia Intermediate Unit 8	\$1,029,199	\$317,124	\$1,346,323	23.6%
CA	California Children and Families Foundation	\$991,000	\$2,688,893	\$3,679,893	73.1%
NY	National Association of Community Health Centers, Inc. - New York Community HealthCorps	\$960,000	\$459,326	\$1,419,326	32.4%
MD	University of Maryland Center on Aging	\$955,506	\$420,833	\$1,376,339	30.6%
NY	After-School Corporation (The)	\$934,400	\$1,107,908	\$2,042,308	54.2%
AK	Tanana Chiefs Conference - Residential	\$925,272	\$718,736	\$1,644,008	43.7%
CA	Foundation for California Community Colleges - Teacher and Reading Development Partnerships Program (TRDP)	\$910,175	\$1,345,920	\$2,256,095	59.7%
TX	The Houston Read Commission	\$904,301	\$233,973	\$1,138,274	20.6%
MD	CLEARCorps/USA	\$868,000	\$1,754,445	\$2,622,445	66.9%
CA	Foundation for California Community Colleges - Foster Youth Mentoring Project	\$866,110	\$572,069	\$1,438,179	39.8%
CA	Sonoma State University - Service Collaborative - SSU SERVES	\$855,691	\$671,070	\$1,526,761	44.0%
ID	Lewis-Clark State College	\$847,527	\$962,151	\$1,809,678	53.2%
PA	Keystone SMILES Community Learning Center	\$830,737	\$454,294	\$1,285,031	35.4%
NC	Habitat For Humanity, International-North Carolina	\$821,925	\$530,804	\$1,352,729	39.2%
NY	Research Foundation of the City University of New York	\$802,700	N/A	\$802,700	N/A
MD	Catholic Network of Volunteer Service	\$800,000	N/A	\$800,000	N/A
CA	Hoopa Valley Tribe	\$790,564	\$373,658	\$1,164,222	32.1%
GA	City Cares of America	\$768,902	\$547,683	\$1,316,585	41.6%
MN	Faribault Public Schools	\$764,176	\$868,195	\$1,632,371	53.2%
IL	Southern Illinois University Edwardsville	\$757,871	\$840,032	\$1,597,903	52.6%
CA	Kern County Superintendent of Schools	\$752,373	\$448,158	\$1,200,531	37.3%
MS	Center for Community Development, Delta State University	\$744,000	\$186,000	\$930,000	20.0%
PA	Health Federation of Philadelphia	\$742,440	\$822,141	\$1,564,581	52.5%
MI	City Year Detroit	\$737,000	\$1,012,207	\$1,749,207	57.9%
CA	Imperial County Office of Education	\$721,224	\$171,144	\$892,368	19.2%
DC	The Council of the Great City Schools	\$717,975	\$417,863	\$1,135,838	36.8%

Appendix D: AmeriCorps Programs Receiving Over \$500,000

Exhibit 96: Breakout of AmeriCorps Programs Receiving over \$500,000 in Program Year 2004 (dollars in thousands)

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
NY	Research Foundation of the City University of New York	\$703,000	N/A	\$703,000	N/A
MI	B - H - K - Child Development Board	\$702,867	\$759,323	\$1,462,190	51.9%
CA	Redwood Community Action Agency	\$701,692	\$364,033	\$1,065,725	34.2%
CA	U.S. Veterans Initiative, Inc. -Calif. Collaboration for Homeless Veterans	\$689,000	\$277,231	\$966,231	28.7%
CA	California Conservation Corps Watershed Stewards	\$686,837	\$433,634	\$1,120,471	38.7%
CA	Jumpstart For Young Children - California	\$686,342	\$636,378	\$1,322,720	48.1%
DC	City Year Washington, DC	\$682,000	\$879,795	\$1,561,795	56.3%
KS	Youth Volunteer Corps of America	\$680,130	\$403,221	\$1,083,351	37.2%
CA	Greenfield Union School District	\$670,427	\$610,063	\$1,280,490	47.6%
MO	Partnership For Youth, Inc.	\$661,427	\$302,249	\$963,676	31.4%
FL	Bethune-Cookman College	\$656,466	\$204,933	\$861,399	23.8%
TX	Edcouch-Elsa Independent School District	\$652,508	\$183,609	\$836,117	22.0%
MA	Citizen Schools, Inc.	\$643,090	\$1,211,965	\$1,855,055	65.3%
WA	Educational Service District 101	\$641,006	\$782,942	\$1,423,948	55.0%
NY	Fund for the City of New York (Red Hook)	\$640,000	\$255,268	\$895,268	28.5%
DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$623,781	\$640,035	\$1,263,816	50.6%
NC	UNCG - Office of Research Services	\$622,382	\$463,376	\$1,085,758	42.7%
WV	AmeriCorps LifeBridge	\$619,935	\$281,965	\$901,900	31.3%
FL	DEP, Division of Parks and Recreation	\$619,888	\$294,620	\$914,508	32.2%
CA	Teach For America - California	\$618,537	\$506,827	\$1,125,364	45.0%
VA	Virginia Department of Social Services	\$611,487	\$285,347	\$896,834	31.8%
CA	Fresno County Economic Opportunities Commission	\$611,000	\$688,742	\$1,299,742	53.0%
TX	Harris County Hospital District	\$609,212	\$567,106	\$1,176,318	48.2%
CA	National City Public Library	\$605,320	\$437,807	\$1,043,127	42.0%
TX	CIS of Central Texas	\$604,500	\$262,256	\$866,756	30.3%
DC	National Association of Service & Conservation Corps - EAP	\$600,000	N/A	\$600,000	N/A
PA	Allegheny County Department of Human Services	\$595,200	\$165,748	\$760,948	21.8%
MD	Civic Works, Inc.	\$589,039	\$526,750	\$1,115,789	47.2%
NC	East Carolina School of Education-Project Heart	\$577,328	\$238,072	\$815,400	29.2%
IN	Neighborhood Services of Central Indiana/ Mary Rigg Neighborhood Center	\$574,518	\$390,213	\$964,731	40.4%
NM	Rocky Mountain Youth Corps	\$559,863	\$470,230	\$1,030,093	45.6%

Exhibit 96: Breakout of AmeriCorps Programs Receiving over \$500,000 in Program Year 2004 (dollars in thousands)

State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
IL	Northwestern University Settlement Association	\$558,000	\$140,477	\$698,477	20.1%
OR	Oregon Trail Chapter - American Red Cross	\$557,970	\$196,918	\$754,888	26.1%
AK	Nine Star Enterprises, Inc.	\$556,514	\$261,365	\$817,879	32.0%
WA	Kitsap Community Resources	\$545,204	\$282,612	\$827,816	34.1%
MI	Arab Community Center for Economic and Social Services	\$534,128	\$292,084	\$826,212	35.4%
NE	Lincoln Action Program, Inc	\$533,200	\$610,502	\$1,143,702	53.4%
UT	Ogden City School District	\$533,131	\$523,930	\$1,057,061	49.6%
CA	YMCA of Anaheim	\$517,499	\$304,945	\$822,444	37.1%
IL	Rend Lake College	\$516,232	\$140,259	\$656,491	21.4%
MN	Rise, Incorporated	\$511,760	\$164,518	\$676,278	24.3%
MN	Minneapolis Public Schools-City of Lakes YouthWorks	\$511,426	\$321,338	\$832,764	38.6%
NY	NYC Department of Parks & Recreation	\$508,295	\$383,805	\$892,100	43.0%
AR	Southeast Arkansas Education Service Cooperative (SEARK)	\$504,548	\$243,711	\$748,259	32.6%
CA	Sports4Kids	\$504,140	\$727,311	\$1,231,451	59.1%
CA	Sonoma State University - Service Collaborative - California's PROMISE	\$503,195	\$316,694	\$819,889	38.6%

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Appendix E: Acronyms

A

AGA Association of
Government
Accountants

AmeriCorps*NCCC
National Civilian
Community Corps

B

BLS Bureau of Labor Statistics

BPR Business Process Review

C

CDT Continued Development
Training

CNCS Corporation for National
and Community Service

CRM Customer Relations
Management

D-F

FY Fiscal Year

FGP Foster Grandparent
Program

FTE Full-Time Equivalent

G-I

GARP Grants Application
Review Process

ICMN Interfaith Community
Ministry Network

IT Information Technology

J-N

NAEP National Assessment of
Educational Progress

NCCC See AmeriCorps*NCCC

O

OBPP Office of Budget and
Program Performance

OIG Office of Inspector
General

OMB Office of Management
and Budget

OPM Office of Personnel
Management

P

PFS Presidential Freedom
Scholarship

POLF Points of Light
Foundation

PSO Pre-Service Orientation

Q-R

RPD Research and Policy
Development

S-T

SCP Senior Companion
Program

SEA State Education Agency

SES Senior Executive Service

U-Z

VISTA Volunteers in Service to
America

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Appendix F: Endnotes

ⁱⁱ The creation of a corps with more diverse representation of socioeconomic backgrounds will result in slightly lower retention in FY 2006. Retention rates will recover in subsequent years as NCCC member services adapt and improve.

ⁱⁱⁱ In FY 2002 and FY 2005, no new competitions were conducted; in FY 2004 only a limited competition was conducted.

^{iv} Michigan Learn & Serve America Study, conducted by RMC (Billig & Klute, 2003, Klute & Billig, 2002), Billig, S.H. & Klute, M.M. (2003, April). The Impact of Service-learning on MEAP: a large-scale study of Michigan Learn and Serve grantees, Klute, M.M. & Billig, S.H. (2002). The impact of service-learning on MEAP: a large-scale study of Michigan Learn & Serve grantees, Denver, CO, RMC Research.

^v The FY 2004 figure for partnering with faith-based organizations may not be directly comparable to the 2003 data. For FY 2003, organizations were asked whether they “collaborate” with faith-based organizations; for FY 2004, organizations were asked whether they “partner” with faith-based organizations.

^{vi} The decline in RSVP numbers over the past several years is mainly a result of RSVP’s evolution 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, including mentoring children of prisoners, environmental activities, homeland security assignments etc. that have demonstrable impact and provide volunteers with high quality volunteer experiences rather than recruiting large numbers of volunteers for more traditional activities such as nutrition programs, mailings, knitting etc. Often the RSVP projects encourage volunteer stations to sponsor established volunteer activities without continued RSVP project involvement.

^{vii} The following studies document the health benefits of volunteering: 1) “Providing Social Support May be More Beneficial than Receiving It,” Stephen Brown, Randolph Nesse, Amiram Vinokur and Dylan Smith, Institute for Social Research, University of Michigan, Department of Internal Medicine, July, 2003; 2) “From Chronic Pain Patient to Peer: Benefits of

Volunteering, Paul Arnstein, Michele Vidal, Carol Wells-Federman, Betty Morgan and Margaret Caudill, Boston College, September, 2002; and, 3) "Volunteering," John Wilson, Duke University, Department of Sociology, Durham, North Carolina, 2000.

^{viii} Based on a 2002 survey of community representatives about the RSVP and FGP programs and a similar 2000 survey about the SCP program conducted by the Research Triangle Institute.

^{ix} Senior Corps commissioned pilot surveys of several types of service recipients in 2004, including surveys on Independent Living (Senior Companions) and Child Mentoring (Foster Grandparents). These surveys will be administered again in 2005, with larger sample sizes.

^{xi} 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).

^{xii} Grant funding for which the budget period start date is at the beginning of the fiscal year may not be made available until after that fiscal year's funding has been appropriated and allotted, thus affecting the timeliness of funds receipt for these grants.

^{xiii} Study conducted by Westat, Inc., 2004



USA 
Freedom Corps
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