

Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

**FISCAL YEAR 2008
ANNUAL PERFORMANCE REPORT**



Purpose of the Report

Government Performance and Results Act (GPRA) of 1993 requires federal agencies to develop a strategic plan, establish annual performance goals, and report annually on the progress made toward achieving these goals. This Annual Performance Report (APR) satisfies the reporting requirements established by GPRA and the Office of Management and Budget (OMB) and provides detailed information on the performance measures that presented in the Corporation's FY 2008 Annual Performance Plan.

The performance results presented in this report will provide insight on how well Corporation programs and offices met their established performance targets, and how these efforts collectively resulted in the achievement of the Corporation's strategic goals and objectives. The Corporation continues to work to enhance the quality, scope, and breadth of our performance measures.

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Agency Overview

Established in 1993, the Corporation for National and Community Service (the Corporation) is an independent federal agency with an FY 2008 budget of \$856 million. The Corporation provides service opportunities to millions of Americans each year. Service through Corporation programs strengthens communities by increasing civic engagement, breaking down barriers, and creating new social connections. It also gives added purpose and meaning to the lives of those who serve while also helping to open the doors of educational and career opportunity.

Corporation Funding Levels by Fiscal Year

(\$ in millions)

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|---------------------|----------------|----------------|----------------|----------------|
| Total Appropriation | \$927.0 | \$910.0 | \$884.5 | \$856.3 |
| Total Obligations | \$909.0 | \$1,102.9 | \$895.8 | \$888.9 |

The Corporation operates three major sets of programs. These programs are united in a common purpose of engaging citizens in volunteering to improve their communities.

Senior Corps: A network of more than 1,000 organizations sponsoring about 1,300 Senior Corps projects that use the experience, skills, and talents of about 500,000 older volunteers to meet community needs across three programs.

»» **RSVP** engages volunteers age 55 and older in service opportunities. These volunteers choose how, where and how often they want to serve, with commitments ranging from a few hours to 40 hours per week. Volunteers are eligible to receive reimbursement for mileage and insurance coverage while on assignments.

»» **Foster Grandparent Program (FGP)** provides support and service to children and youth with special or exceptional needs in a variety of settings including schools, hospitals, drug treatment centers and child care centers. Volunteers age 60 and over provide direct service 15 to 40 hours per week. Volunteers must meet income eligibility requirements to receive a monetary stipend of \$2.65 per hour.

»» **Senior Companion Program (SCP)** enables individuals aged 60 and older to assist frail, homebound individuals with daily living tasks. Senior Companions serve 15 to 40 hours per week and receive ongoing training in topics such as Alzheimer's disease and stroke. Those who meet income requirements receive a monetary stipend of \$2.65 per hour.

AmeriCorps: A network of national service programs that meet critical needs in areas such as education, public safety, health, and the environment through partnerships with an array of private and public entities.

»» **National Civilian Community Corps (NCCC)** engages men and women ages 18–24 in a full-time, team-based, residential program that provides flexible response capabilities to meet community needs;

»» **State and National** provides grants to nonprofit, public, and other organizations to engage Americans of all backgrounds in service to address community needs; and

»» **Volunteers in Service to America (VISTA)** provides full-time members to nonprofit, faith-based and other community organizations, and public agencies to create and expand programs that bring low-income individuals and communities out of poverty.

Learn and Serve America: Supports service-learning activities in schools, colleges, and community organizations, annually helping more than one million students from kindergarten through college to meet community needs, while improving their academic skills and learning the importance of good citizenship.

Other Corporation Activities

A number of smaller grant programs, such as the Martin Luther King, Jr. Day of Service grants that engage volunteers in specific short-term community projects, and Disability Grants that engage individuals with disabilities in service, also achieve agency goals. The Corporation also provides extensive training and technical assistance to nonprofit and other organizations, operates a National Service-Learning Clearinghouse and The Resource Center (online nonprofit/project management support), provides President's Volunteer Service Awards to people who demonstrate a substantial commitment to volunteering, and recognizes colleges and universities that implement service-learning models and programs through the President's Higher Education Community Service Honor Roll.

THE CORPORATION'S PERFORMANCE MANAGEMENT SYSTEM

The Corporation's Board of Directors works with the Corporation and its constituencies to establish the strategic plan, including agency goals, strategic initiatives, performance measures and corresponding targets. In February 2006, the agency established its strategic plan for FY 2006 through FY 2010. The Corporation and the Board review the strategic plan annually and make adjustments to reflect evolving national needs, agency performance and revised strategies.

In FY 2007 and FY 2008, performance measures and targets within the strategic plan were modified in an effort to better measure progress against the agency's goals, reflect more complete and accurate data and agency actual performance. An additional strategic initiative also was introduced to reflect the nation's expanding need to prepare for and respond to natural and man-made disasters.

A comprehensive review of the strategic plan is required by statute every three years. Over the coming months, the Corporation and its Board will conduct this comprehensive review and develop a new strategic plan for FY 2010 through FY 2015, taking into account the views and suggestions of its staff, grantees, the Administration, the Congress, and the American people.

The Corporation works to "operationalize" its Strategic Plan at all levels of the organization. The illustration below shows how the Corporation plans, measures, manages, and reports on its performance. The Corporation sets a strategic initiative national target (National Measures). For example, both Learn and Serve America and VISTA track the number of college students their programs engage for the agency's national goal of engaging college students in service. Each program's contribution to the Corporation measure varies across the strategic initiatives. This allows the Corporation to utilize the strengths of the programs and focuses the programs on the Corporation measures they are best designed to impact.

Figure 1. Pyramid illustrating the Corporation's performance planning, measurement, management, and reporting



Achieving this national target requires a combination of the Corporation's actions and the efforts by the Corporation's partners, many outside organizations, and America's citizens. The Corporation's contribution to the national target is reflected in the Corporation's targets (Corporation Measures).

In turn, each program develops one or more measures (Program Measures) to identify and manage its contribution to the overall Corporation impact. To successfully meet the established program measures, each program develops an operating plan (Operating Plans) that includes strategies to achieve the program measure targets. For example, Learn and Serve America awards grants to institutions of higher education and provides guidance on implementing and engaging students, faculty and staff in service-learning programs. Training and technical assistance is provided through Learn and Serve America's National Service-Learning Clearinghouse (NSLC), which supports the service-learning community in higher education, kindergarten through grade twelve, community-based initiatives and tribal programs, as well as all others interested in strengthening schools and communities using service-learning techniques and methodologies.

These operational requirements are included in each manager's and staff's performance plan (Individual Performance Plans). The result of this planning and measurement process is a focused effort by the Corporation to meet its established goals. A mix of current and prior-year resources and activities can influence performance in a given fiscal year. This impact relationship varies across the Corporation's programs. For example, VISTA and NCCC operate direct programs with a small lead-time from when funds are appropriated and when activity occurs. Senior Corps, AmeriCorps State and National, and Learn and Serve America are grant programs that experience a larger lag time from the time funds are appropriated to when grants are awarded to support service activity.

STRATEGIC GOALS AND INITIATIVES

Incorporating input from hundreds of people and organizations, the FY 2006-FY 2010 strategic plan (www.nationalservice.gov/about/focus_areas/index.asp) embraced a set of ambitious but achievable goals. The plan also was centered on a national vision that a better future for all Americans includes a widespread culture of service. The plan established the following strategic goals and initiatives to achieve the agency's mission.

Strategic Goals:

- »» **Meet Critical Needs in Local Communities Through Service:** Services provided by participants in Corporation programs help meet a broad range of the nation's educational, environmental, and other human needs;
- »» **Strengthen the Capacity of Communities to Engage Citizens:** All Corporation programs help nonprofit organizations, public agencies, educational institutions, and volunteer connector organizations to build their capacity to engage citizens in service and strengthen the community's ability to meet local needs; and
- »» **Engage Americans in a Lifetime of Volunteering and Service:** The Corporation helps to create an ethic of responsibility and citizenship by providing meaningful service opportunities for individuals of all ages and backgrounds.

Strategic Initiative:

- »» **Mobilize More Volunteers:** Increase the overall number of volunteers and the intensity of volunteering;
- »» **Ensure a Brighter Future for All of America's Youth:** Provide mentors to disadvantaged youth and to engage such youth in service;
- »» **Engage Students in Communities:** Increase volunteering among all students from kindergarten through college and to expand the use of service-learning in schools;
- »» **Harness Baby Boomers' Experience:** Expand volunteering among Baby Boomers and to provide frail elderly people with help to remain living independently; and
- »» **Support Disaster Preparedness and Response:** Build national, state, and local disaster response capacity to use volunteers.

The relationship between the strategic goals and initiatives is described below in Table 1.

Table 1. Contributions of each strategic initiative to the strategic goals

| STRATEGIC INITIATIVES | | | | | |
|---|---|--|---|--|---|
| STRATEGIC GOALS | Mobilize More Volunteers | Ensure a Brighter Future for All of America's Youth | Engage Students in Communities | Harness Baby Boomers' Experience | Support Disaster Preparedness and Response |
| Meet Critical Needs in Local Communities Through Service | Empower local citizens to meet their own communities' most pressing needs through effective volunteer engagement and management | Improve the circumstance and prospects for disadvantaged youth through mentoring an engaging disadvantaged youth in service | Turn students into a key resource to meet the most pressing needs of the communities in which they live | Utilize the large Boomer population as a major asset in responding to communities' most pressing needs, particularly needs exacerbated by the aging of the population | Mobilize national service participants and volunteers to help communities prepare for disasters and to recruit, manage, and coordinate otherwise unaffiliated volunteers in immediate relief efforts and long-term community recovery |
| Strengthen the Capacity of Communities to Engage Citizens | Provide volunteer management support, best practices, and partnerships to dramatically expand community capacity to recruit, manage, and retain volunteers. | Build the capacity of communities across America to recruit, train, match and support millions of mentors and to engage and support millions of disadvantaged youth in service | Strengthen the connection and natural alliance between key community organization and institution, and the local school and students, and focus on a school goal of creating more connected, engaged citizens | Expand nonprofit capacity to engage, manage, and retrain Baby Boomer volunteers | Build the capacity of communities to respond to disasters rapidly and effectively by strengthening partnerships among state, local, and national governments, nonprofits, and profit-making organizations |
| Engage Americans in a Lifetime of Volunteering and Service | Promote service as a regular part of all Americans' lives | Make mentoring the epitome of ongoing, engaged service, and support the transition from episodic volunteering to committed mentoring | Maximize the opportunities for student service and service-learning to become the "on-ramp" to a lifetime of civic engagement for young Americans | Attract Boomers to service now so that they will stay engaged as they pass the traditional age of retirement and reaffirm the importance of civic engagement to subsequent generations | Develop disaster preparedness and response resources and inventories to enable immediate disaster response and long-term recovery |

Agency Performance

The following sections of this report provide detailed information on the Corporation's costs and performance against its strategic initiative and program goals. Data for FY 2008 is not yet available for some of the agency's measures; in cases where such data is not yet available, an estimate of FY 2008 performance is included. If an estimate is not available, the performance discussion focuses on achievements in FY 2007.

STRATEGIC INITIATIVES COSTS AND PERFORMANCE

Strategic Initiative 1: Mobilize More Volunteers

Together with our partners, including volunteer and service-driven organizations across the country, the Corporation has committed to working toward a national goal of expanding the number of Americans who volunteer by more than 15 percent over five years, from 65.4 million to 75 million Americans. We have worked to encourage volunteers to contribute more hours to their communities. As part of this effort, the Corporation has encouraged more Americans to consider making volunteering part of their regular activities, which has allowed volunteers to gain a wealth of knowledge and enhance their individual skills through their service experience.

Performance Measures

| Mobilize More Volunteers | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| National Measures: | | | | | | |
| Number of Americans volunteering annually through an organization (in millions) ⁱ | 65.4 | 61.2 | 69.6 | 60.8 | 71.3 | Avail. 2/09 |
| Number of Americans regularly volunteering (in millions) ⁱⁱ | 31.8 | 30.9 | 36.5 | 32.1 | 39.2 | Avail. 9/09 |
| Corporation Measures: | | | | | | |
| Number of volunteers supported by Corporation-sponsored program (including Corporation program members, participants, volunteers, and leveraged community volunteers) ⁱⁱⁱ | 3.4 | 3.7 | 3.4 | 3.9 | 3.6 | Avail. 1/09 |
| Percent of former AmeriCorps members who continue to volunteer in their communities after their term of service ^{iv} | NA | NA | NA | 64% | NA | Pending |

Notes:

- i. Data for this measure is available through the "Current Population Survey: Supplement on Volunteering" available at www.bls.gov/new.release/volun.toc.htm
- ii. Defined as those volunteering at any level of intensity (e.g. 1 + hours per week) for 12+ weeks during the year.
- iii. Data for component measures (e.g., number of community volunteers, number of stipend volunteers, number of direct program participants) continues to be monitored and included in various agency publications. Final FY 2008 figures will not be available for AmeriCorps VISTA until 1/31/09; therefore, total FY 2008 actuals cannot yet be reported at the agency level.
- iv. The data source for this measure was changed to the AmeriCorps Longitudinal survey in order to provide consistently comparable data from year-to-year, thus resulting in data not being available for a number of prior years and changes to the outyear targets.

This initiative is about increasing the level of individual engagement in volunteer activities and building the infrastructure of nonprofits and communities to create more volunteer

opportunities, and to respond to significant community challenges through citizen mobilization.

With these increased skills, volunteers have become a tremendous asset to the organizations in which they serve by helping to increase long-term capacity in communities. Research conducted in recent years by the Corporation and others shows that increasing the level of individual engagement in volunteer activities requires significant recruitment. In FY 2008, the Corporation has worked hard to better publicize its activities and recruit volunteers across its programs.

FY 2008 Accomplishments

In FY 2008, the Corporation achieved the following accomplishments related to mobilizing volunteers:

- »» VISTA members leveraged over 600,000 community volunteers to assist local agencies and nonprofits;
- »» AmeriCorps State and National members leveraged 1,061,609 volunteers;
- »» RSVP engaged 428,912 volunteers directly and leveraged an additional 37,990 community volunteers in the Gulf region;
- »» Learn and Serve America mobilized 1.2 million participants;
- »» AmeriCorps NCCC members leveraged 64,900 volunteers – the majority of which were focused on disaster relief efforts in the Gulf region.

Other accomplishments include:

- »» Increased the number of volunteers generated through our Martin Luther King, Jr. Day of Service from 251,730 in FY 2007 to more than 500,000; increased the number of groups organizing King Day projects more than doubled from last year, from 862 to 2,197; and had record participation from elected officials including the President and First Lady, Members of Congress, Governors, and Mayors from across the nation;
- »» Continued to grow our financial and in-kind support from the business community – from Fortune 500 companies to small businesses;

Strategic Initiative 2: Ensure a Brighter Future for All of America's Youth

America's youth have enormous potential to succeed, yet far too many youth do not have the consistent, positive presence of an adult in their lives to help them transition to adulthood. Today's youth face increasing challenges to becoming productive adults capable of earning a sustainable wage, supporting a family and positively contributing to their communities. Working together with faith-based, community, state, national, and local groups, the Corporation has engaged thousands of children and youth in disadvantaged circumstances in service opportunities that will expand their potential to succeed toward a brighter future.

Aside from providing service opportunities, the Corporation also engaged thousands of volunteers in our own programs to mentor children of prisoners, children in the foster care system, as well as children and youth in distressed environments.

Performance Measures

| <i>Ensure a Brighter Future for All of America's Youth</i> | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <i>National Measures:</i> | | | | | | |
| Number of Americans who mentor each year (in millions) ⁱ | NA ^v | 2.02 | NA | 2.15 | NA | Avail. 9/09 |
| Number of children and youth of incarcerated parents mentored through federal programs ⁱⁱ | 16,000 | 30,200 | 36,000 | 93,400 (est.) | 40,000 | Avail. 1/09 |
| Number of teens from disadvantaged circumstances engaged in service in their communities (in million) ⁱⁱⁱ | NA | 2.6 | 2.7 | NA | 2.8 | Avail. 10/09 |
| <i>Corporation Measures:</i> | | | | | | |
| Number of children and youth from disadvantaged circumstances mentored through Corporation programs ^{iv, v} | NA | NA | NA | 598,000 | 450,000 | Avail. 1/09 |
| Number of children of prisoners mentored through Corporation programs | 12,500 | 26,000 | NA | 47,000 | 20,000 | Avail. 1/09 |
| Number of children and youth from disadvantaged circumstances serving their communities through Corporation-sponsored programs ^v | 480,000 | 465,000 | 486,000 | 663,000 | 500,000 | Avail. 1/09 |

Notes:

- i. In prior years, the Corporation planned to measure the "Number of Americans who mentor each year (in millions)." Data is not available for this measure as currently written; therefore, the wording of the measure has been modified in the following way to reflect the "Number of mentors serving a minimum of 36 hours each year (about one hour per school week)."
- ii. Data provided by the Department of Health and Human Services for programs in that agency, the Department of Justice, the Corporation and other federal agencies. Historical data revised for accuracy.
- iii. The description of this measure has been modified to more closely reflect the data collected through the 2005 Youth Volunteering and Civic Engagement Survey, conducted by the Corporation, in collaboration with the U.S. Census Bureau and Independent Sector. This data represents the responses of youth aged 12-18 who met the family income 2005 federal poverty guidelines, as set by the Department of Health and Human Services (see: www.aspe.hhs.gov/poverty/05poverty/shtml). The prior description read: "Number of children and youth..."
- iv. The definition of disadvantaged children and youth receiving Corporation mentoring services or participating in Corporation-sponsored program is based on program statutes and regulations. This group includes those up to age 25 with exceptional and special needs (as defined in part 2552.81 of the DVSA regulations) or who are economically disadvantaged and for whom one or more of the following apply: 1) out-of-school, including out-of-school youth who are unemployed; 2) in or aging out of foster care; 3) limited English proficiency ; 4) homeless or have run away from home; 5) at-risk to leave school without a diploma, and/or 6) former juvenile offenders or youths at risk of delinquency. The referenced DVSA regulation includes "children with exceptional needs" who are defined as developmentally disabled, such as those who are autistic, have cerebral palsy or epilepsy, are visually impaired, are emotionally disturbed or have a language disorder, specific learning disability, have multiple disabilities, other significant health impairment or have literacy needs. Under this DVSA regulation, existence of a child's exceptional need is verified by an appropriate professional, such as a physician, psychiatrist, psychologist, registered nurse or licensed practical nurse, speech therapist or educator. "Children with special needs" is defined as those who are abused or neglected, in need of foster care, adjudicated youth, homeless youths, teen-age parents and children in need of protective intervention in their homes.
- v. Previously reported data for FY 2006 (361,000) represented only those receiving such services through the Learn and Serve America and Foster Grandparents programs. Data for FY 2007 reflects mentoring provided through all Corporation program. Thus, FY 2007 data represents the agency's baseline performance level.

FY 2008 Accomplishments

Though final figures across all programs are not yet available, the Corporation achieved the following accomplishments related to assisting disadvantaged youth in FY 2008:

- »» Foster Grandparents in the Senior Corps program served 250,604 youth and mentored 149,000 children, including nearly 7,000 children of prisoners;
- »» RSVP volunteers mentored 91,000 children, including 6,400 children of prisoners and 23,000 children in foster care;
- »» VISTA provided mentors to 7,000 children of prisoners and 38,000 youth from disadvantaged circumstances;
- »» VISTA engaged 56,000 youth from disadvantaged circumstances as community volunteers through VISTA programs;
- »» Learn and Serve America engaged 442,265 youth from disadvantaged circumstances in service;
- »» Learn and Serve America awarded approximately \$1 million to six tribal nations for service-learning programs that make young people part of the solution to the meth crisis;
- »» AmeriCorps NCCC volunteers mentored 18,839 children and youth from disadvantaged circumstances through its programs.

In addition, more than 375,000 individuals responded to the National Mentoring Month campaign by seeking information about local mentoring programs that need more volunteers. The Corporation co-sponsors the campaign with MENTOR and the Harvard Mentoring Project and worked diligently to expand the number of national Lead Partners and outreach for this highly-visible campaign.

The Corporation awarded grants totaling \$900,000 in December 2007 to six national and local organizations as part of the Summer of Service Campaign, enabling thousand of youth in volunteer service to their communities during the summer months.

Strategic Initiative 3: Engage Students in Communities

The Corporation's programs have been catalysts for the growth of service-learning in our nation's K-12 schools. Student involvement in service and service-learning produces valuable benefits to local communities and enables young people to become proactive members of society, while also experiencing the mutual benefit gained from such involvement. Service and service-learning opportunities create avenues for our nation to develop the next generation of citizens who sustain or enhance their service commitments. Students develop an understanding about the importance and impact of service, strengthen their character and roles as engaged citizens, and improve their academic performance.

K-12 and postsecondary schools as well as community-based and other service-learning programs are critical environments for engaging students in volunteer opportunities and in helping them to start off on a solid path toward a lifetime of service and civic participation.

The Corporation has built a strong network of relationships with higher education.

The practice of engaging individuals in service-learning extends beyond engaging students in an academic setting. People other than students, including working or retired individuals, can also engage in service-learning, particularly through structured community-based projects and programs. Throughout their service-learning experience, individuals, either serving alone or in a group, increase the knowledge and skills necessary to effectively carry out projects, strengthen communities, serve as leaders, and expand their future opportunities. Service-learning in this context, as well as in the academic context, is a systematic, thoughtful, and programmed approach to learning that emphasizes the links between service, community, and civic responsibility.

Performance Measures

| <i>Engage Students in Communities</i> | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <i>National Measures:</i> | | | | | | |
| Number of college students who volunteers (in millions) | 3.3 | 2.8 | 4.0 | 2.7 | 4.3 | Avail. 9/09 |
| Percent of Federal Work Study funds devoted to community service ⁱ | 15.8% | 14.8% | 17.5% | 15.0% | 18.2% | Pending |
| Percent of America's public kindergarten through grade 12 schools that have incorporated service-learning into their curricula ⁱⁱ | NA | NA | 41% | Avail. 5/09 | 44% | Not Available in FY 08 |
| <i>Corporation Measures:</i> | | | | | | |
| Number of college students serving through Corporation programs ⁱⁱⁱ | NA | 108,000 | NA | 199,000 | 80,000 | 160,200 (est.) |
| Number of higher education institutions matching the AmeriCorps Education Award | 40 | 57 | 60 | 76 | 67 | 77 |
| Percentage of organizations funded through Learn and Serve America grant programs that have adopted at least six of nine institutional supports leading to sustainability for service-learning ^{iv} | 27.4% | 26.8% | 28.0% | 27.0% | 28.0% | Avail. 8/09 |

Notes:

- i. Historical data revised by the US Department of Education.
- ii. In FY 2008, the Corporation implemented a national survey to assess the prevalence of service and service-learning in the nation's kindergarten through grade 12 public schools. The survey will be repeated every three years. Data for FY 2008 is expected to be available by May 2009.
- iii. Final FY 2008 figures will not be available for AmeriCorps VISTA until 1/31/09; therefore, total FY 2008 actuals cannot yet be reported at the agency level.
- iv. This measure was established during the FY 2007 PART review of the Learn and Serve America program and was established as a Corporation measure by the agency's Board in FY 2007.

FY 2008 Accomplishments

In FY 2008, the Corporation achieved the following accomplishments related to engaging students in service:

- »» Increased the number of higher education institutions matching the Segal AmeriCorps Education Award to 77 institutions;
- »» Engaged 88,000 students in service to low-income communities through VISTA programs;
- »» Learn and Serve America engaged 76,408 college students in service; AmeriCorps NCCC engaged 3,792 college students in service;
- »» Awarded approximately \$2.3 million through Learn and Serve America for programs that will use social media tools to engage college students in service to meet community needs and approximately \$2.2 million to support service-learning programs that prompt students to use the knowledge and skills from science, technology, engineering, and math (STEM) courses to address challenges in their communities;
- »» Released a new report showing that community service in America's schools has reached a new peak, with 68 percent of all K-12 schools offering or recognizing service opportunities for their students;
- »» Held the second annual President's Higher Education Community Service Honor Roll, recognizing 635 institutions of higher learning.

Strategic Initiative 4: Harness Baby Boomers' Experience

Beginning about 2010, the share of the population that is age 65 and over will begin to climb substantially, resulting in profound implications for our society, our social service delivery systems, our economy, as well as entitlement programs on which they will depend, such as Social Security and Medicare. Offering opportunities to capture the talents and experiences of Baby Boomers by engaging them in the process of solving critical social issues through service is a high-priority for the Corporation.

Baby Boomers bring the advantages of experience and education, and are motivated to make a difference. Baby Boomers on the whole are better educated and will live longer and healthier lives than any generation before them. They offer an array of experiences, talents, and available time. If properly engaged, they could have a positive impact on some of our country's most challenging social problems and alleviate the volunteer sector's greatest recruiting challenge – finding volunteers during the workday.

The Corporation's Senior Corps program continued to deliver critically needed services to older Americans, while engaging more Baby Boomers in service. In FY 2008, RSVP volunteers and Senior Companions provided independent living support to approximately 108,000 more clients compared to FY 2007.

Performance Measures

| <i>Harness Baby Boomers' Experience</i> | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <i>National Measures:</i> | | | | | | |
| Number of Baby Boomers volunteering (in millions) | 25.8 | 23.6 | 26.4 | 23.1 | 27.1 | Avail. 9/09 |
| <i>Corporate Measures:</i> | | | | | | |
| Number of Baby Boomer volunteers generated through Corporation-sponsored programs | NA | NA | NA | 230,000 | 400,000 | Avail. 1/09 |
| Number of clients who receive independent living services, including direct support and respite for informal caregivers through Corporation-sponsored programs | 408,000 | 413,000 | NA | 470,000 | 490,000 | 578,177 |

FY 2008 Accomplishments

In FY 2008, the Corporation achieved the following accomplishments related to engaging Baby Boomers in service:

- »» Engaged 86,300 Baby Boomers as volunteers in the RSVP, Foster Grandparent and Senior Companion programs.
- »» Senior Companions provided independent living support, including respite, to 68,177 clients and caregivers. RSVP volunteers provided independent living support to 510,000 frail clients and to 23,300 caregivers;¹
- »» Developed and published a “Train-the-Trainer” curriculum for senior volunteers providing independent living support;
- »» Conducted a successful Baby Boomer Forum during the 2008 National Conference;
- »» Learn and Serve America engaged approximately 20,597 Baby Boomers in service.

Strategic Initiative 5: Support Disaster Preparedness and Response

Disasters strike throughout the United States each year, bringing massive property destruction and disrupting millions of lives. While Corporation programs have always supported disaster preparedness and response efforts, they have played a much broader and more extensive role in recent years. This experience demonstrated that national service participants can fulfill a wide range of preparedness and response roles – management and coordination of volunteers and resources, training and development of coordinated response plans, and providing direct service to affected communities.

While Corporation programs have always supported disaster preparedness and response efforts, they have played a much broader and more extensive role in recent years. National service participants have provided a wide range of preparedness and response roles – management and coordination of volunteers and resources, training and development of

¹ VISTA volunteers also provided independently living support. FY 2008 is the first year in which data was collected; however, it will not be available until January 31, 2009. The performance target is 10,000.

coordinated response plans, and providing direct service to affected communities. Under the current National Response Plan (NRP), the Corporation provides:

- »» Trained volunteer and donations management staff;
- »» Teams of trained volunteers to assist in response for mass care, housing and human services emergency support; and
- »» Teams to assist with disadvantaged populations, including seniors, people with disabilities, and low-income communities.

To help meet these responsibilities and better position the Corporation to provide collaborative leadership to volunteer management and preparedness efforts, the Corporation’s Board of Directors designated disaster preparedness and response as an agency strategic initiative. While the initiative is still under development, our intent is to build national, state and local response capacity and plan effectively to provide volunteer support when, where and how it is needed. The goals are to:

- »» Mobilize national service resources for response to disasters;
- »» Lead the coordination and management of unaffiliated volunteers (individuals and groups; local and from throughout the country) on major disasters in partnership with other agencies and organizations;
- »» Further align national state and local disaster management policies and plans with national service and volunteering capacity;
- »» Build capacity at the state levels through the State Commissions and State Corporation offices; and,
- »» Define policies, practices, procedures and systems to support efficient and effective execution of the agency’s National Response Plan responsibilities.

In particular, the Corporation has sought to ensure effective community preparedness through coordinated planning and effective response from immediately prior to a disaster through the ongoing support necessary to rebuild affected communities, including their civic, non-profit and volunteer infrastructure.

Performance Measures

| <i>Support Disaster Preparedness and Response</i> | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <i>National and Corporation measures under development</i> | | | | | | |

No adequate national measure has yet been identified or developed and we are unable to accurately report an estimate of obligations for this initiative at this point. The Corporation is continuing to seek an adequate measure of national performance related to Disaster Preparedness and Response and will capture obligations for this initiative in the future.

FY 2008 Accomplishments

In FY 2008, the Corporation achieved the following accomplishments related to supporting disaster preparedness and response:

- »» VISTA mobilized 20,000 community volunteers for disaster recovery programs in low-income communities;
- »» RSVP mobilized 3,750 volunteers for disaster response;
- »» Learn and Serve America volunteers engaged in approximately 221 projects related to disaster preparedness and response;
- »» Developed a new Disaster Response Cooperative Agreement application, guidelines, and agreement to collect better information from participating programs and clarify procedures for disaster deployment;
- »» Piloted the first Cooperative Agreement with a Commission to support Iowa flood response;
- »» Established new internal procedures to expedite reimbursement, with Mission Assignment funds, of disaster related expenses and ensure accountability;
- »» AmeriCorps NCCC engaged 58,634 volunteers in disaster response;
- »» In partnership with nonprofit, faith-based and education organizations, 1,120 NCCC members undertook 184 disaster response and support-related projects, which accounts for 55 percent of the programs total FY 08 projects;

Strategic Initiative 6: Sustaining Management Excellence

The Corporation's management goal is to create a culture of performance, focused on achieving the agency's mission. Efforts to achieve and sustain a high level of performance are concentrated in four areas:

- »» Improve program and project quality;
- »» Cultivate a culture of performance and accountability;
- »» Deliver exemplary customer service; and
- »» Build a diverse, energized, and high-performing workforce.

Our management strategy is focused on creating and fostering shared values throughout the agency that improves our performance, strengthens the delivery services to our clients, and ensures accountability within our workforce. In order to reach our strategic goals, we commit ourselves to effectively and efficiently:

- »» Deliver solid performance that meets established targets, goals and objectives;
- »» Use public funds with a high level of accountability;
- »» Leverage risk and opportunity to increase overall productivity;
- »» Build confidence and credibility among programs, grantees, partners and other

stakeholders; and

»» Continually analyze and improve its performance.

To rapidly deploy assistance from the national to regional levels, the Corporation has delegated significant program management decisions to state and local organizations. Therefore, effective management must exist at two levels in order for these factors to be present – both within the Corporation itself and among the grantee organizations that operate the programs.

Performance Measures

| Performance Objective and Measure | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Improve program and project quality</i> | | | | | | |
| Percent of Corporation-funded grantees meeting or on track to meet program/project performance goals ⁱ | <i>Measure under development</i> | | | | | |
| <i>Cultivate a culture of performance and accountability</i> | | | | | | |
| Number of material weaknesses (MW), significant deficiencies (SD) or reportable conditions (RC) identified in the annual financial statement audit ⁱⁱ | 0 MW 2 RC | 0 MW 1 RC | 0 MW 0 SD | 0 MW 0 SD | 0 MW 0 SD | 0 MW 1 SD |
| Percentage of Government-wide financial management metrics where the Corporation is rated "green" ⁱⁱⁱ | 67% | 56% | 100% | 62% | 100% | 63% |
| <i>Deliver exemplary customer service</i> | | | | | | |
| Overall Corporation score on the American Customer Satisfaction Index (100 point scale) | 69 | 71 | 71 | 73 | 74 | Available 2/09 |
| Overall score for satisfaction with the overall usability and effectiveness of the agency's major technology systems (100 point scale) | 58 | 62 | 65 | 70 | 70 | Available 2/09 |
| <i>Build a diverse, energized, and high-performing workforce</i> | | | | | | |
| Percent of employee who report overall satisfaction with their jobs | NA ^{iv} | 72% | 74% | 77% | 76% | Available 2/09 |

Notes:

i. In FY 2004, the Corporation began implementing systems and grantee reporting guidance to enable the collection of data to calculate this measure. For example, requirements for grantees to identify and report on their performance against goals and measures established by the grantee were initiated in FY 2004. Since most Corporation grants cover a three-year period, data for the percentage of all Corporation grantees that meet the program/project performance goals will not be available until FY 2009.

ii. For the audit of the FY 2007 financial statements, guidance from the Government Auditory Standards (known as the "Yellow Book") revised the definitions of material weakness, eliminated the reportable conditions category and introduced a new category, "significant deficiency." For more information on this change, see OMB Circular A-123 at: www.whitehouse.gov/omb/circular/index.html.

iii. Prior to May 2007, all agencies calculated their own results for these metrics using standardized methods on a monthly or quarterly basis, as specified by the CFO Council. In May 2007, the General Services Administration (GSA) began calculating the values for the three metrics related to credit card delinquencies. The Corporation has continued to calculate its metric scores monthly using the same calculations specified by the Council for all non-credit card delinquency metrics. Prior to 2007, values shown represent the value for the last month of the fiscal year. For FY 2007 and beyond, the value represents an average over the 12 months of the fiscal year. Also see "Accompanying Information: Government-wide Financial Management Metrics" available at www.nationalservice.gov/about/role_impact/performance.asp.

iv. NA = data not available.

Performance Discussion

In FY 2008, the Corporation built upon the successes achieved in the prior year. Nearly all agency programs include a focus on volunteer recruitment, management and retention. There were further improvements in program grant criteria as well as training and technical assistance to staff and agency partners. The Corporation launched new public service announcements and expanded its use of social networks to engage more volunteers in service and to highlight the challenges faced by the many Americans who live in poverty.

The Corporation's performance also reflects its attention to continued improvements in the areas identified through the Program Assessment Rating Tool (PART) process. In FY 2007, the latest year for which data is available, half of the agency programs assessed were rated as "adequate." The Corporation intends to raise its scores over the next few years, through greater focus on performance and program evaluations. The agency will continue to conduct studies that lead to a more comprehensive understanding of community volunteering and national service as well as improved program measurement and outcomes. Specifics on the Corporation's PART scores and Improvement Plan are detailed later in this report.

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

Although the Corporation is not an agency included under the CFO Act, the agency measures itself against the same U.S. Chief Financial Council's Government-wide Financial Management Metrics as those are required for CFO Act agencies. The agency's self-reported scores have improved from FY 2007 to FY 2008 and further improvements are expected in FY 2009 due to the implementation of stronger controls.

CORPORATION PROGRAMS PERFORMANCE AND COSTS

LEARN AND SERVE AMERICA

Learn and Serve America provides an on-ramp to active citizenship and lifelong volunteerism for over one million students, from kindergarten through college. Service-learning programs engage young people in identifying and addressing immediate community needs, in a school-based context, while strengthening the capacity of communities to address long-term challenges. Integrating community service into teaching enhances classroom and extracurricular learning and improves students' academic, civic and social skills. Learn and Serve America administers the following types of grants:

- »» *School-Based Formula* funds allotted by statutory formula to State Education Agencies (SEAs) to support service-learning through partnerships between elementary and secondary schools and community organizations;
- »» *School-Based Competitive* grants awarded to SEAs, Indian Tribes, U.S. Territories, and multi-state nonprofit organizations to promote innovative, high-quality service-learning programs in K–12 schools;
- »» *Indian Tribes and U.S. Territories Set-aside* funded with School-Based funds (up to three percent) and awarded competitively to Indian tribes and U.S. Territories to conduct service-learning programs locally or throughout a Tribal nation or US Territory;
- »» *Community-Based* grants awarded competitively to multi-state nonprofit organizations and State Commissions on National and Community Service; funds are sub-granted to local community- and faith-based nonprofit organizations to support and promote innovative, high-quality service-learning programs, generally during non-school hours; and
- »» *Higher Education* grants awarded competitively to individual institutions of higher education or higher education consortia to implement service-learning programs that engage students, faculty, and staff in service with the local community and to build the long-term capacity of higher education institutions to offer service-learning programs.

Learn and Serve America Appropriation by Fiscal Year (**\$ in millions**)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$42,656 | \$37,125 | \$37,125 | \$37,459 |

Performance Measures

| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Percentage of K-12 public schools that offer service-learning opportunities | NA | NA | 41% | NA | NA | 24% |
| Percentage of young adults (ages 16-19) who volunteer through organizations | 30% | 26% | 27% | 25% | 28% | 28% (est.) |
| Percentage of K-12 schools receiving Learn and Serve America grants where 50% or more of the students are eligible for the free and reduced price lunch program. | 41% | 43% | 45% | 48% | 50% | 49% |
| Percent of organizations funded through the Learn and Serve America grant program that have adopted at least 6 of 9 institutional supports that lead to sustainability for service-learning | 27.4% | 26.8% | 28.0% | 23% | 29% | 22.0% |
| Cost per participant service hour | \$2.13 | \$1.86 | \$1.64 | \$1.62 | \$1.63 | Under Review |

Performance Discussion

In 2008, Learn and Serve America partnered with over 100 grantees nationwide and engaged a total of 1.2 million participants in service-learning activities. Services provided include tutoring peers or younger children in reading, conducting enrichment projects and homework help in core subject areas, and creating afterschool service programs. Children and youth from disadvantaged circumstances accounted roughly 442,300 of these participants, while college students accounted for about 76,400.

Participant service projects were also frequently focused on environmental improvement activities, including community clean-up, neighborhood park restoration, and recycling projects, as well as health and nutrition needs. The program also engaged about 220 students in disaster preparedness and response. In FY 2008, program funds were directed to support service-learning programs that prompt students to use the knowledge and skills from science, technology, engineering, and math (STEM) courses to address challenges in their communities and to provide training and professional development on service-learning to staff, faculty, and volunteers.

AMERICORPS STATE AND NATIONAL

AmeriCorps engages members 17 years and older in full- and part-time service to strengthen communities and solve our nation's toughest problems in the areas of education, public safety, health, and the environment. Grants fortify the infrastructure of the nonprofit sector, increasing the scope and quality of services available. The program administers the grants including: *State Formula grants* – awarded to state commissions utilizing a population-based formula with the commissions in turn funding programs within their states; *State Competitive*

and Education Award Program (EAP) grants – awarded to organizations that have successfully competed in a nationwide selection process; *Indian Tribes and U.S. Territories Set-aside grants* – one percent of available program funds are awarded competitively to both Indian Tribes and U.S. territories to operate local service programs. National grants, awarded to organizations operating in more than one state, include: *National Direct grants* – awarded to organizations addressing a variety of compelling community needs; *National Professional Corps grants* – awarded to organizations that place professionals such as teachers and nurses in high-need communities; *National EAP grants* – awarded to organizations that receive a small fixed amount grant and use their own or other resources for most program costs; *National Planning grants* – awarded to organizations for assistance with the development of a multi-state program.

AmeriCorps State and National programs are designed and managed by community organizations with the knowledge, expertise, and capacity to deploy AmeriCorps resources where they are most needed to meet critical needs. Locally recruited AmeriCorps members apply their idealism and experience in such activities as tutoring and mentoring youth, building affordable housing, teaching computer skills, running after-school programs, and helping communities respond to disasters.

AmeriCorps State and National Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$287,680 | \$264,825 | \$264,825 | \$256,805 |

Performance Measures

| Table 2. Performance trends for AmeriCorps State and National | | | | | | |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
| Number of community volunteers recruited and/or managed through the AmeriCorps State and National program (in thousands) | 843.8 | 858.8 | 725.0 | 987.0 | 875.0 | 1061.6 |
| Percent of former members who accepted public service employment (including governmental and nonprofit work) within three years after completing AmeriCorps | NA | NA | NA | NA | 48% | 46% |
| Percent of AmeriCorps State and National members completing their term of service | 89% | 80% | 86% | NA | 87% | NA |

Performance Discussion

In FY 2008, AmeriCorps State and National members made continued strides to increase the ability organizations to recruit and deploy local volunteers. As such, the AmeriCorps State and National program surpassed its recruitment target by nearly 190,000 volunteers. Many organizations lack the capacity to dedicate staff for this function. Yet, with focused effort on improving the management of its volunteers, ensuring that community volunteers are trained, effective, and committed to volunteering on an ongoing basis, AmeriCorps State and National members are meeting this challenge head on.

Participating in AmeriCorps and working to address challenging community problems increase members' understanding of social problems and strengthen their resolve and commitment to improve their neighborhoods. Though the program did not meet its FY 2008 target, nearly half of former AmeriCorps members have reported accepting public service employment within three years after completing term. Actual data from FY 2008 (46 percent) represent a 15 percent increase from 2004 – the year in which data was last gathered.

AMERICORPS NCCC

The National Civilian Community Corps is a residential, team-based program that provides opportunities for young Americans between the ages of 18 and 24 to address pressing national and community needs in all 50 states. Participants serve at the request of local, state, and regional organizations in the areas of disaster response, education, environment, housing, and youth development. The program provides rigorous training that prepares members to serve as first responders in disasters, as firefighters, and as force multipliers that can effectively coordinate meaningful volunteer experiences for episodic volunteers. The program's operational alignment as a federally-funded program managed by the government uniquely positions the NCCC as a readily available asset to respond to national crises and as an "incubator of ideas" for strengthening national service activities and the impact on members as well as the communities in which they serve.

AmeriCorps NCCC Appropriation by Fiscal Year (\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|-----------------------|----------------|----------------|
| \$25,296 | \$36,730 ¹ | \$26,789 | \$23,782 |

¹ Includes \$10 million from P.L. 109-234

Performance Measures

| Table 3. Performance trends for AmeriCorps NCCC | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
| Cost per member service year | \$29,057 | \$33,512 | NA | \$31,812 | \$22,488 | \$26,787 |
| Customer Satisfaction Index score of NCCC performance by project sponsors (out of 100) | 87 | 91 | 89 | 84 | 90 | 88 (est.) |
| Percent of members dedicated to disaster services including preparedness, relief, and recovery | NA | NA | NA | NA | NA | 58,634 |
| Number of volunteers generated per AmeriCorps NCCC member/total volunteers (in thousands) | 19 | 65 | 70 | 130 | 75 | 63 |
| Number of AmeriCorps NCCC members who use their Education Award | 82% | 94% | 95% | 70% | 96% | Avail 1/09 |

| | | | | | | |
|--|-----|---------------|-----|---------------|-----|---------------|
| Percentage of AmeriCorps NCCC members who complete their service | 90% | 86% | 90% | 87% | 91% | 89% |
| Percentage of AmeriCorps NCCC members who accepted public service employment (including government and non profit work) one year after completing AmeriCorps service | 60% | Not Collected | 50% | Not Collected | 55% | Not Collected |

Performance Discussion

Cost per member service year is a critical measurement of the efficiency of the AmeriCorps NCCC. The program has undertaken campus realignments and other reforms in order to produce cost savings by 2008. Though its FY 2008 target was not achieved, there was a decrease in the cost per member service year – from \$31,812 to \$26,787, a decline of 16 percent.

AmeriCorps NCCC service is performed as a direct outcome of the needs defined by these organizations. Service projects are conducted in partnership with project sponsors such as community-based, state, and national organizations. A primary aspect of NCCC effectiveness is determined by the degree of satisfaction with NCCC services by the project sponsors. Following the decrease in satisfaction reported in 2007, the program sought to understand the cause for the decline and address any deficiencies. Those efforts have proven fruitful, with the program scoring an estimated 88 out of 100 in FY 2008, compared to 84 in FY 2007.

AMERICORPS VISTA

AmeriCorps VISTA, the poverty-fighting arm of AmeriCorps, encourages individuals 18 years and older to engage in a year of full-time service. Approximately 7,000 VISTA members each year live and serve in some of our nation’s poorest urban and rural areas, working to build the organizational, administrative, and financial capacity of programs that help low-income Americans gain the skills and resources they need to break the cycle of poverty.

By strengthening local organizations and communities, VISTA builds permanent solutions to poverty rather than making poverty more tolerable. The flexible structure of VISTA allows small, grassroots organizations, which might not otherwise have the capacity to access federal funds, to harness the energy and talents of VISTA members to address local critical needs that are as varied as the communities in which they serve. VISTA’s approach to poverty is always to engage members of the community in building stronger programs that meet their needs and that can be sustained once VISTA support has ended. VISTA also provides the training and support necessary to ensure that VISTA members have the skills and orientation to be effective in their placements and to remain actively engaged as leaders in their communities throughout their lifetimes.

AmeriCorps VISTA Appropriation by Fiscal Year (\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$94,240 | \$95,464 | \$95,468 | \$93,800 |

Performance Measures

| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Number of community volunteers leveraged (in thousands) | 509.4 | 517.0 | 564.0 | 610.8 | 568.0 | Avail 1/09 |
| Amount of cash/in-kind resources generated (in millions) | \$156.9 | \$152.0 | \$176.9 | \$171.70 | \$160.00 | Avail 1/09 |
| Sponsor investment in cost-share agreements | 12% | 14% | 15% | 16% | 15% | 16% |
| Percent of organizations reporting that the services of AmeriCorps VISTA members enabled them to increase the number of persons served by their program ⁱ | 90% | No longer collected | NA | No longer collected | NA | No longer collected |
| Average number of community volunteers recruited per member service year | 92 | 99 | 100 | 111 | 113 | Avail 1/09 |
| Average amount of cash and in-kind private sector resources generated per member service year | NA | \$29,472 | \$30,190 | \$31,222 | \$32,580 | Avail 1/09 |

Notes:

ⁱ The Corporation is no longer able to collect data for this measure for technical and cost-related reasons.

Performance Discussion

Volunteers are the lifeblood of many nonprofit organizations. One of the principal ways in which VISTA helps organizations expand their reach and deliver more services is by developing programs that recruit and manage volunteers from the community. In 2007, VISTA leveraged 610,785 volunteers, exceeding the program's target by almost 50,000. In FY 2008, VISTA expects to again connect over 600,000 community volunteers with local organizations needing their help.

VISTA members also focus on identifying cash donations, grants, needed goods, materials, and services that enable the organizations with which they are placed to develop sustainable programs. In FY 2007, VISTA increased the amount of cash/in-kind resources generated by the program by roughly \$19 million and expects to meet its FY 2008 target of \$160 million.

VISTA has been working for several years to expand its use of cost-share agreements, through which sponsoring organizations demonstrate their commitment to building a sustainable project by agreeing to cover a member's living allowance, while VISTA provides health coverage, training and other benefits, including the end-of-service education award or stipend. In FY 2008, VISTA supported 16% of its members, equivalent to an additional 850 VISTAs (or \$11 million) through cost-share agreements.

STATE COMMISSION ADMINISTRATION GRANTS

Governor-appointed state commissions administer approximately three-fourths of AmeriCorps State and National grant funds. These funds support 52 commissions in states and territories. State Service Commissions conduct outreach to prospective AmeriCorps grantees, administer oversight and monitoring of programs, and provide the training and technical assistance necessary to build the capacity of faith and community-based organizations who wish to run AmeriCorps programs. In addition, they are responsible for encouraging national service and volunteerism throughout their respective states by establishing statewide goals and actively pursuing them in collaboration with other Corporation programs, volunteer centers, Voluntary Organizations Active in Disaster (VOADs) and a wide variety of other constituencies. State Service Commission activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, administering the state Community Emergency Response Teams (CERT) program and coordinating volunteers responding to disasters.

Increasingly, State Service Commissions take the lead role of managing volunteers and donations in response to disasters, which has been particularly important in the Gulf Coast, California, and Washington. Section 501(a)(4) of the National and Community Service Act calls for State Service 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 Service Commission Administration Grants must be specified in appropriations bill language. Administration funds are allocated according to a population-based formula and are matched on a 1:1 basis by each state, with no commission receiving less than \$125,000 or more than \$750,000.

State Commission Administration Grants Appropriation by Fiscal Year (\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$11,904 | \$12,516 | \$12,516 | \$11,790 |

NATIONAL SERVICE TRUST

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 to provide funds for Segal AmeriCorps 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 education expenses at a qualified institution of higher education or repay eligible interest expenses.

The Corporation records Trust obligations at the time of grant award for AmeriCorps State and National members and at the time of an enforceable agreement with AmeriCorps VISTA and AmeriCorps NCCC members for the estimated value of the education benefit, discounted for the estimated enrollment, earning, and usage rates and the time value of money. Consistent with the Strengthen AmeriCorps Program Act, the Corporation uses the following assumptions to calculate Trust obligations: the full value of the Segal AmeriCorps Education Award, a 100

percent enrollment rate, an average earning rate of 80 percent (ranges from 75 to 85 percent depending on term type), and usage rate of 81.7 percent.

| Service term | Number of hours | Education award |
|-------------------|-----------------|-----------------|
| Full-time | 1,700 | \$4,725 |
| 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 |

National Service Trust Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|-----------|-----------|-----------|-----------|
| \$142,848 | \$138,600 | \$117,720 | \$122,539 |

SENIOR CORPS - RSVP

Established in 1971, RSVP taps the skills, talents, and interests of nearly half a million volunteers ages 55 and over to meet a wide range of community needs. Volunteers are placed in local community organizations to help them deliver services and fulfill their missions. The flexibility of the RSVP program allows volunteers to choose how, where, and how often they wish to serve.

RSVP volunteers are uncompensated beyond benefits that include insurance while on assignment. RSVP grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The required non-federal share is 10 percent of the total grant in year 1, 20 percent in year 2, and 30 percent in year 3 and all subsequent years. Grants are awarded for a period of three years. Open competition for the grants is limited to the initial award. Following the inaugural grant period of three years, only the existing sponsoring agency is eligible to receive the award. When federal funds in excess of the amount required to continue the existing project base are appropriated, two types of competition for new funds are possible: (1) Programs of National Significance grant augmentations, with eligibility limited to existing RSVP grantees; and (2) new projects that are openly competitive and awarded after a national competition.

RSVP Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------|----------|----------|----------|
| \$58,528 | \$59,685 | \$59,685 | \$58,642 |

Performance Measures

Table 7. Performance trends for RSVPⁱ

| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Number of community volunteers leveraged by RSVP volunteers | 27,000 | 43,000 | 43,000 | 24,500 | 43,300 | 37,900 |
| Number of children of prisoners mentored by RSVP volunteers | 3,900 | 5,600 | 5,600 | 7,400 | 7,600 | 6,400 |
| Number of Baby Boomers serving in RSVP | 23,000 | 25,000 | 39,000 | 30,500 | 39,000 | 80,000 |

Notes:

ⁱ Final FY 2008 data will be available in 2/09.

Performance Discussion

RSVP continued to strengthen its leadership role in the 55+ volunteer sector by providing nonprofits with volunteers trained to recruit and coordinate other community members in support of the nonprofits’ mission and goals. In FY 2008, RSVP volunteers recruited at 37,900 community volunteers to serve, short of the targeted goal of 43,300. Reported data across the previous three fiscal years demonstrate a fluctuating trend in this measure, which the program will continue to analyze to better target performance against this measure.

One of the most valuable assets the children can receive is an adult mentor who can provide assistance and guidance. RSVP volunteers mentored 23,000 children in foster care and 6,400 children of prisoners in 2008. The variety, flexibility, and availability of RSVP volunteer opportunities RSVP attracts Baby Boomer volunteers and also helps to retain them for future service. In 2008, an estimated 80,000 RSVP volunteers were Baby Boomers, a significant increase over previous years. This reflects the growing number of Americans leaving the workforce but still seeking to remain engaged in their communities. It also reflects our efforts to promote Corporation programs, recruit interested volunteers and provide meaningful opportunities to serve.

SENIOR CORPS - SENIOR COMPANION PROGRAM

The Senior Companion Program provides a cost-effective and necessary component to the continuum of care required for an aging population. Senior Companion volunteers provide the companionship and support that help thousands of frail seniors each year to remain independent and in their own homes at a cost much lower than institutional care. Through their service to the clients, they also offer much needed respite to family caregivers. Senior Companions serve between 15 and 40 hours per week. Volunteers at or below 125 percent of poverty receive a stipend of \$2.65 per hour as well as service-related insurance, mileage reimbursements and other non-monetary incentives. Senior Companion volunteers help aging Americans maintain their dignity and independence, while enriching their own lives through a high-quality service experience.

Senior Companion Program grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. Grants are awarded for a period of three years. Open competition for the grants is limited to the initial award. Following the inaugural grant period of three years, only the existing sponsoring agency is eligible to receive the award. When federal funds in excess of the amount required to continue the existing project base are appropriated, two types of competition for new funds are possible: (1) Programs of National Significance grant augmentations, with eligibility limited to existing SCP grantees; and (2) new projects that are openly competitive and awarded after a national competition. Sub-granting of funds is prohibited by statute. The required non-federal share is 10 percent of the total budget, and 80 percent of the budget must be expended on direct volunteer costs.

Senior Companion Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$45,904 | \$46,964 | \$46,964 | \$46,144 |

Performance Measures

| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Number of clients who receive independent living services from Senior Companions | 56,800 | 62,000 | 57,000 | 57,000 | 56,200 | 59,177 (est.) |
| Number of caregivers of Senior Companion clients receiving respite as a result of Senior Companion service | 9,000 | 9,000 | 9,000 | 8,600 | 9,100 | 9,000 (est.) |

Performance Discussion

In FY 2008, 59,200 frail adults, primarily seniors, received independent living services and support from Senior Companions, exceeding the program’s performance target of 56,200. Caring for someone can be an overwhelming and exhausting responsibility. Caregivers report high rates of burnout and an inability to cope – leaving the frail family member without adequate help and at high risk of institutionalization. When Senior Companions care for their clients, an important result of their service is respite time for the caregiver. In FY 2008, an estimated 9,000 caregivers benefited from respite time due to Senior Companion services, just short of the program’s performance goal of 9,100.

SENIOR CORPS - FOSTER GRANDPARENT PROGRAM

The Foster Grandparent Program connects volunteers age 60 and over with opportunities to provide one-on-one mentoring, nurturing, and support to children with special or exceptional

needs. Foster Grandparents serve between 15 and 40 hours per week. Volunteers at or below 125 percent of poverty receive a stipend of \$2.65 per hour as well as service-related insurance, and mileage reimbursements.

Grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The required non-federal share is 10 percent of the total budget, and 80 percent of the budget must be expended on direct volunteer costs. Grants are awarded for a period of three years. Open competition for the grants is limited to the initial award. Following the inaugural grant period of three years, only the existing sponsoring agency is eligible to receive the award. When federal funds in excess of the amount required to continue the existing project base are appropriated, two types of competition for new funds are possible: (1) Programs of National Significance grant augmentations, with eligibility limited to existing RSVP grantees; and (2) new projects that are openly competitive and awarded after a national competition. Sub-granting of funds is prohibited by statute.

Foster Grandparent Program Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$111,424 | \$110,937 | \$110,937 | \$108,999 |

Performance Measures

| Table 9. Performance trends for Foster Grandparent | | | | | | |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | FY 2005 ACTUAL | FY 2006 ACTUAL | FY 2007 TARGET | FY 2007 ACTUAL | FY 2008 TARGET | FY 2008 ACTUAL |
| Number of children and youth served by Foster Grandparents | 263,000 | 263,000 | 264,000 | 283,600 | 273,000 | 250,604 |
| Number of children and youth mentored by Foster Grandparents | 48,000 | 48,000 | 48,000 | 48,000 | 48,000 | 149,000 |
| Number of children of prisoners mentored by Foster Grandparents | 6,200 | 14,000 | 6,000 | 5,700 | 6,100 | 7,000 |

Performance Discussion

In 2007, Foster Grandparents served roughly 251,000 children and youth – helping them to access a path to success. Foster Grandparents also engage in one-on-one tutoring of youth who have fallen seriously behind in school, help youth set goals for the future and plan their options, and connect youth with other resources in the community. In FY 2008, 149,000 children and youth were mentored by a Foster Grandparent, including 7,000 children of prisoners. For both measures, the program exceeded its respective target for 2008.

INNOVATION, DEMONSTRATION AND ASSISTANCE ACTIVITIES

Subtitle H funds support a key Corporation investment strategy to strengthen service and civic participation and ensure that programs make a lasting impact in the communities they serve. Subtitle H funds help to create and expand partnerships and networks engaged in service and volunteer activities; identify and incubate innovative program models and approaches; and disseminate effective practices to improve the reach and effectiveness of local programs.

Subtitle H Appropriation by Fiscal Year (**\$ in millions**)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$13,227 | \$16,280 | \$29,771 | \$18,893 |

Performance Discussion

The Corporation continued its volunteer recognition incentives, such as the Presidential Volunteer Service Awards and the Higher Education Honor Role. The Martin Luther King, Jr. Day of Service has been expanded in both breadth and depth, with a focus on leveraging King Day as the start of a year of volunteering. *A Billion and Change*, a corporate pro-bono volunteering initiative, was launched with more than \$406 million in commitments made within the first seven months. Finally, the agency partnered with volunteering and mentoring organizations throughout the nation to leverage its efforts. Such partners include Boys and Girls Clubs, 4-H, America's Promise Alliance, Communities in Schools, the Harvard Mentoring Project, MENTOR, the Points of Light Institute, and many more.

EVALUATION

Evaluation at the Corporation is devoted to developing and cultivating knowledge that will enhance the mission and support the strategic goals of the Corporation and of national and community service programs. Funding for Evaluation will enable the Corporation to:

- »» Report annual performance data for the Corporation's programs at the national level;
- »» Conduct high-quality, rigorous social science evaluation research designed to measure the impact of the Corporation's programs and shape policy decisions; and
- »» Provide national data on volunteering and volunteer management in America's nonprofit and charitable organizations.

The Corporation's evaluations are critical to our ability to assess program performance and provide accountability. Our research provides the Corporation's executive management, the Congress, the nonprofit sector and the public with performance information on national and community service programs.

Evaluation Appropriation by Fiscal Year

(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|---------|---------|---------|---------|
| | \$3,960 | \$3,960 | \$3,891 |

Performance Discussion

In 2008, the Corporation released a report, *Still Serving: Measuring the Eight-Year Impact of AmeriCorps on Alumni*, the most rigorous evaluation ever conducted on AmeriCorps. The study compares the post-service habits and attitudes of AmeriCorps alumni with a matched comparison group of individuals who showed interest but ultimately did not serve in AmeriCorps. At a symposium co-sponsored by the Corporation at a Brookings Institution Forum (moderated by Washington Post columnist E.J. Dionne, with participation by Congressman Chris Shays (R-CT), Congresswoman Gwen Moore (D-WI)), leading public service expert and New York University professor Paul Light characterized the study as “an exemplar of how we might evaluate how government performs.”

The Corporation also launched www.VolunteeringInAmerica.gov, the most comprehensive collection of information on volunteering ever assembled. The site allows civic leaders, nonprofit organizations, and interested individuals to retrieve a wide range of information regarding the trends for the nation, in their state as well as more than 150 cities, and helps unlock the mystery about the changing landscape of volunteering. *Bowling Alone* author and Harvard University professor Robert Putnam recently called the Corporation’s research a “landmark in civic renewal”. The research also receives significant public and media attention for the Corporation and its programs, including coverage in the *Washington Post*, *USA Today*, CNN, MSNBC, NPR and many others; in addition, nearly 400 articles were written, 154 television clips and interviews aired, and about 20 radio interviews conducted within the first week of its release.

To further help the volunteer sector better understand how to tap into the potential of skilled volunteers and in support of the *Billion + Change* campaign that challenged corporate America to dedicate \$1 billion worth of pro bono services to the nonprofit sector, the Corporation released new research that looks at volunteer rates by occupation. The issue brief, *Capitalizing on Volunteers’ Skills: Volunteering by Occupation in America*, is based on three years of volunteering data from the U.S. Census and the Bureau of Labor Statistics and considers the prevalence of volunteering among people in various occupations, showing how often they use their occupational skills when they volunteer, and how doing so impacts retention.

The Corporation released *Community Service and Service-Learning in America's Schools, 2008*, a report which tracks the prevalence of community service and service-learning in public schools over the past decade. The report also provides insights for future efforts around service-learning and community service in schools. The report was released at the Academy for Educational Development’s national symposium on youth engagement, an event attended by foundation, government, and youth leaders.

In FY 2008, the Office of Research and Policy Development awarded three-year grants funds to top-tier universities (Harvard University, Washington State working with Duke University,

Pennsylvania State, Johns Hopkins University and Tufts University (CIRCLE)) for the first time to conduct research on volunteering or national service. These grants will help to broaden and deepen scholarly and policy research in three areas: 1) volunteering and civic engagement; 2) the impact of national service on AmeriCorps members; and 3) trends in the nonprofit sector that either impact or are created by national service.

SALARIES AND EXPENSES

The Salaries and Expenses budget activity provides the salaries and operating expense funding needed to enable the Corporation to effectively administer its programs and meet its strategic and management goals.

Salaries and Expenses Appropriation by Fiscal Year
(\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|-----------------------|----------------|
| \$64,480 | \$66,083 | \$70,324 ¹ | \$67,759 |

¹ Per P.L. 110-28, \$1.36 million was transferred to S&E

Performance Discussion

The Corporation has taken aggressive steps to achieve management excellence. As we continue to improve our management systems, achieve greater accountability and efficiency, meet the needs of our customers, and work collaboratively with our field to ensure they are operating effectively, we will increase our capacity to affect positive change in organizations and increase our grantees’ and partners’ abilities to meet our communities’ needs.

In FY 2008, the Corporation achieved its ninth consecutive unqualified audit opinion. This reflects the Corporation’s sustained efforts to improve grants oversight, strengthen internal controls, automate processes, and measure key management indicators. The agency also continued to refine its internal control assessment program, which is modeled on OMB Circular A-123 (www.whitehouse.gov/omb/circulars/index.html) and includes further development of the internal control organizational structure and monitoring of internal controls initiated during previous fiscal years.

In January 2008, the agency experienced IT system challenges, following the concurrent roll-out of two system upgrades – improved versions of the AmeriCorps member portal and the Corporation’s core financial system. The problems have since been resolved and a more stable, core information technology structure established. The Corporation’s FY 2008 audit report identified the combination of the initial conditions contributing to the problem along with the testing and documentation of the Corporation’s Continuity of Operations Plan (COOP), as a significant deficiency. However, they were not considered a material weakness. Software upgrades to Corporation databases resolved the system stability problems and the auditor’s recommendations related to the COOP are being implemented.

The Corporation’s financial statements demonstrate an appropriate balance of its asset and liability. Sufficient funds are available to meet commitments made in FY 2008. The agency’s National Service Trust, which funds the Segal AmeriCorps Education Awards made to AmeriCorps members who complete their service, continues to be fully solvent. The Trust is

able to meet not only its estimated future costs, but also maintain a reserve of about \$47 million.

OFFICE OF THE INSPECTOR GENERAL

In 1993, Congress created the Corporation for National and Community Service (“Corporation”), along with this Office of Inspector General (“OIG”), in the National and Community Service Trust Act (42 U.S.C. §§ 12501-681 (2004)). Our office is independent of the agency it oversees. Led by a presidential appointee (in all relevant years, except when the position was vacant when the FY 2007 and FY 2008 when those budgets were first proposed), we conduct audits and investigations of Corporation programs, including AmeriCorps, Volunteers In Service to America, the National Civilian Community Corps, Learn and Serve America, and Senior Corps. The OIG also examines Corporation operations, State commissions that receive and distribute the majority of Corporation grant funds, and local sub-grantees. The OIG also recommends revisions to Corporation policies to promote economy and efficiency.

Our mission, 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.

Office of the Inspector General Appropriation by Fiscal Year (\$ in millions)

| FY 2005 | FY 2006 | FY 2007 | FY 2008 |
|----------------|----------------|----------------|----------------|
| \$5,952 | \$5,940 | \$4,963 | \$5,828 |

Performance Discussion

During FY 2008, the Office of Inspector General Audit Section issued 23 reports. The reports identified \$480,000 in questioned costs and \$1,367,000 in funds that could be put to better use, and also made 216 recommendations for improvement in Corporation and grantee programs.

The Investigations Section opened 41 cases in FY 2008 and closed 51 actions. It also processed 81 calls to its Fraud Hotline. Our investigations resulted in the recovery of \$947,540 in taxpayer funds and the potential recovery of more than \$2 million for reinvestment in national service.

OIG auditors and investigators also conducted two large-scale actions as part of its overall effort to detect and prevent fraud, waste and abuse.

We launched an investigation of the AmeriCorps program operated by St. HOPE Academy, a nonprofit grantee of the Corporation based in Sacramento, CA. Our ongoing investigation found substantial evidence of misuse of AmeriCorps members and grant funds. Under the grant, members were to have served as student tutors. Instead, the members were detoured to perform as personal assistants to Kevin Johnson, St. HOPE's founder and former president, as menial workers for the Academy, and to engage in political campaigning to the benefit of St. HOPE's charter school. As a result of our findings and recommendation, Corporation officials on September 24, 2008, suspended St. HOPE Academy, Johnson, and Dana Gonzales, former supervisor of the nonprofit's AmeriCorps program, from participation in Federal procurement and non-procurement programs.

During this period, we were also in receipt of the Corporation's Proposed Management Decision (PMD) on our 2007 audit (Report 07-21) of United States Veterans Initiative (USVI), an AmeriCorps National Direct grantee based in Inglewood, CA. The Corporation, in its PMD, agreed with the OIG's assessment that the claimed costs did not fairly present USVI's claimed costs for the audit period and it disallowed more than 90 percent of those costs. Due to the serious issues raised by the OIG, including widespread misuse of AmeriCorps members and USVI's less than arm's length dealings with Cantwell-Anderson Inc., a for-profit development firm, the Corporation has not awarded USVI any additional AmeriCorps funding.

Our efforts to work jointly with the Corporation and its Board on improving the Corporation's policies and operations resulted in a number of positive outcomes, including a markedly improved audit resolution process. The slow pace of this process had resulted in a large number of overdue management decisions and a significant lag in the recovery from grantees of disallowed costs. Corporation management responded to our concerns by completely eliminating the backlog, thereby ensuring the more timely recovery of questioned or misappropriated grant funds.

The OIG also assisted the Corporation in the formulation and adoption of an Anti-Fraud Policy. The lack of such a policy was identified as a potential problem in the early stages of the OIG's audit of the Corporation's FY 2008 Financial Statements. Our staff formulated a draft policy which, after extensive review by OIG and Corporation management, was formally adopted in early September 2008. The OIG was also actively engaged with Corporation management on the question of signed member contracts. In the course of our audits, we found that many grantees had allowed individuals to begin their AmeriCorps service and accumulate benefits before they signed required member contracts that clearly outlined their duties, rights and responsibilities. We raised concerns over potential liability if unsigned members were injured or were involved in inappropriate or criminal activities. We are continuing our discussions with Corporation management on strengthening regulations and stressing the importance of signed member contracts to grantees before service begins.

Both our audits and investigations noted troubling problems with member eligibility and the recording and reporting of member service hours. The causes for these problems range from human error and ignorance of regulations to outright fraud. We have expressed our concerns to Corporation management and its grantees, stressing that service hour compilation and reporting

is the basis for determining member eligibility for education awards and accrued interest awards. We are working with the Corporation to strengthen oversight, controls, and grantee accountability regarding service hours and member eligibility.

The OIG also worked with Corporation officials to strengthen the requirement that criminal background checks be conducted prior to deployment for all volunteers who will be serving with children, the disabled, elderly and other vulnerable persons. As a result, the Corporation expanded its background check requirement to cover all Foster Grandparent and Senior Companion volunteers, as well as AmeriCorps members. All members or volunteers who were enrolled after November 23, 2007, and who work with vulnerable persons, must undergo pre-service criminal background checks in order to be eligible for service and member benefits. The regulation also covers grant-funded program staff. Grantees which fail to adhere to the rules face sanctions, including refunding to the Corporation the costs of living allowances and education awards given to ineligible members, and stipends and other benefits given to volunteers and grant-supported program staff. In egregious cases of noncompliance, grantees can have their grants suspended or withdrawn.

On September 17, 2008, the Corporation’s proposed amendments to the current AmeriCorps regulations were published in the Federal Register and became effective. Before publication, the OIG reviewed and provided comments to the Corporation and the Office of Management and Budget on those particular amendments that, in the OIG’s view, would weaken an OIG auditor’s ability to identify lack of compliance with Corporation rules. We also called attention to several matters that appeared to conflict with current law. The final rule met all of our concerns but one, that being the way in which the rule defines the release of an AmeriCorps member from a term of service “for cause” (and subsequent eligibility for a second term). We found it confusing, internally inconsistent, and inconsistent with recognized definitions of a “for cause” release, in that the definition, as written, was so broad that it covered release and qualification for a second term for members who had performed satisfactory service, as well as those who had been released for unsatisfactory service.

We have recommended to Corporation management that the rule be rewritten to make clear that a release for cause is defined as a release for wrongdoing, misconduct, or unsatisfactory service, and that it disqualifies the member from serving a second term.

To better inform the Corporation’s grantees and staff on the work of the OIG and their role in detecting and preventing waste fraud and abuse, our staff gave a number of Fraud Awareness Briefings and Audit Briefings. These briefings pay multiple benefits, ranging from deterrence against wrongdoing and greater grantee and staff awareness of grant requirements to improved grant compliance and increased calls to our Fraud Hotline.

Status of Program Assessment Rating Tool (PART)

Table 2. PART Findings and Performance Results

| | | | | |
|--|------------|------------|------------|-----------|
| | AmeriCorps | AmeriCorps | AmeriCorps | Learn and |
|--|------------|------------|------------|-----------|

| | State and National | NCCC | VISTA | Serve America |
|--------------------------------|--------------------|------------|------------|---------------|
| Program Purpose and Design | 80% | 40% | 80% | 100% |
| Strategic Planning | 100% | 11% | 63% | 63% |
| Program Management | 89% | 75% | 100% | 100% |
| Program Results/Accountability | 40% | 11% | 26% | 17% |
| Total Program | 64% | 30% | 56% | 55% |

AmeriCorps State and National. The program was re-evaluated in FY 2005 and its score improved to an *adequate* rating with an increase of 28 points over its original 2002 score. This reflects the Corporation's progress in developing annual and long-term goals that are measurable and outcome-oriented and in improving financial management. To further improve the program's performance, the Corporation has developed performance measures that quantify the benefits of AmeriCorps projects to members and the communities in which they serve.

AmeriCorps NCCC. Though the PART review found that the program was generally well-managed (75%), the review addressed a specific existing need to improve the program. Specifically, the review found that the program: had not had a comprehensive evaluation completed; is relatively costly compared to other AmeriCorps service programs; and did not have adequate performance measures in place to assess annual progress toward long-term goals or cost effectiveness. These problems resulted in a PART rating of *ineffective* in FY 2005.

Building on last year's efforts in developing a restructured program that addressed the concerns raised during the PART review, the Corporation has begun a program evaluation to investigate further the impact of this program and has initiated other efficiencies. The Corporation was not satisfied with the quality of the vendors that responded to the request for proposals and will seek to reissue a SOW for an evaluation at a later date.

AmeriCorps VISTA. The program's *adequate* rating in FY 2006 reflects strong program management. The review found that VISTA lacks adequate historical data to demonstrate its ongoing progress toward long-term program targets and adequate independent program evaluation. To address these issues, the Corporation has begun tracking grantee performance information through its eGrants system and is sponsoring a study that will examine VISTA's impact on strengthening organizations in their ability to fight poverty at the local level.

Learn and Serve America. The FY 2007 PART for Learn and Serve America resulted in a *Results Not Demonstrated* rating. The assessment recognizes strong program management and accountability and a focused program purpose and design. New performance measures were established during the process to help the program improve its planning and better link individual grant performance to long-term program performance goals. The review found that performance-based budgeting and program evaluation are areas in need of improvement. They will be addressed in planning to further improve the quality and demonstrated effectiveness of the program.

Appendix

Modified or Discontinued Agency Performance Measures

The Corporation's and its Board of Directors' FY 2008 annual review of the strategic plan resulted in no major changes to the agency's strategic goals or performance measures. In several cases, however, the Corporation improved its data collection over prior years to include the contributions of all its programs and to make the data source consistent across all years. These changes are reflected in the performance tables and discussion above, and, in some cases, resulted in increases in the corresponding performance targets. In addition, the agency made one minor change to the wording of one measure and replaced one measure as follows:

Modified:

The measure, "Number of teens (ages 12-18) from disadvantaged circumstances engaged in service to their communities," was modified from the prior measure language (i.e. "Number of children and youth...") to clarify that the data did not include children under the age of 12. No data is available to provide information on the number of children under age 12 from disadvantaged circumstances that volunteer.

Discontinued:

The measure, "Number of Americans who mentor each year," was replaced with a measure of only those mentors serving a minimum of 36 hours annually—the equivalent of about one hour per school week. Performance against the prior measure is reported below.

Table 4. Modified or Discontinued Agency Performance Measures

| | FY 2005 | FY 2006 | FY 2007 | FY 2007 | FY 2008 | FY 2008 | FY 2009 | FY 2010 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| | Actual | Actual | Target | Actual | Target | Actual | Target | Target |
| Number of Americans who mentor each year (in millions) | NA | 3.4 | 3.8 | 3.9 | 4.5 | NA | 5.2 | 6.0 |