

# FISCAL YEAR 2009

## Congressional Budget Justification





The mission of the Corporation for National and Community Service is to improve lives, strengthen communities, and foster civic engagement through service and volunteering. Each year, the Corporation provides opportunities for approximately two million Americans of all ages and backgrounds to serve their communities and country through Senior Corps, AmeriCorps, and Learn and Serve America.

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# **Corporation for National and Community Service**

Fiscal Year 2009

Congressional Budget Justification

February 4, 2008

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**PART 1:**  
**Introduction to the FY 2009 Budget**

# Overview

The Corporation for National and Community Service supports civic engagement and volunteering as an essential element of addressing our communities' toughest social challenges. Today, 37 million Americans—including 13 million children—live in poverty. More than 3.5 million Americans are homeless. We lose too many young people to the scourge of drugs, violence and hopelessness. And, as Hurricane Katrina exposed, too many communities suffer poverty and despair as symptoms of generations of racism and institutional failure.

As shown most dramatically in our response to Hurricane Katrina and other natural disasters, as well as in our day-to-day service across the country, our national service programs improve lives, strengthen communities, and foster civic engagement through service and volunteering. In FY 2007, over 3.9 million Americans served through the Corporation programs—Senior Corps, AmeriCorps, AmeriCorps VISTA, AmeriCorps National Civilian Community Corps, and Learn and Serve America. Together, they gave over 228 million hours of service in communities around the country. 2.1 million served as members or participants in Corporation programs, while another 1.8 million were leveraged through these programs. There are four main benefits of service: the replacement value of the service accomplished; the value of improvements in the life of the recipient; the value of improved skills, networks, health and ongoing contributions of the person serving; and the value of stronger, healthier communities and strengthened democracy.

Six years after 9/11 and President Bush's Call to Service, Americans, especially youth, are volunteering at historically high levels. Presidential candidates and citizens have renewed interest in national service and corporate America has stepped up its service commitments. In our role as a catalyst, we are taking advantage of this momentum to move the needle of civic engagement upward and strengthen the opportunities for citizens to tackle important challenges in our communities.

## Corporation Strategic Initiatives

We continue to make extraordinary progress towards the goals outlined in our 2006–2010 Strategic Plan and give special focus to enlisting the spirit and energy of college students, the experience and skills of retiring Baby Boomers, and the efforts of children and youth, who in addition to being recipients of service, have much to give.

In 2007, we added a fifth initiative to our Strategic Plan: supporting disaster preparedness and response. This past year, under agreements with FEMA, AmeriCorps teams were deployed to assist in many disasters including ice storms in the Midwest, tornadoes in Florida and Kansas, wildfires in California, and flooding in other parts of the country.

## Corporation Programs

Our national service programs and participants are the foundation upon which our communities build their most effective civic engagement and community volunteer activities. The President's Budget provides funding for 75,000 members.

**Learn and Serve America:** The FY 2009 President's Budget request of \$32 million will enable the program to continue its work towards the Corporation goal of expanding the percentage of K–12 public schools that offer service-learning to 50 percent by 2010.

**AmeriCorps National Civilian Community Corps:** The Budget requests \$9.8 million to support 1,120 full-time NCCC members, which will allow NCCC to continue current efforts, build disaster response capability and mobilize volunteers.

**AmeriCorps VISTA:** The FY 2009 Budget request of \$91.6 million will allow 6,900 VISTA volunteers to take on vital work, engage 57,000 disadvantaged youth in service, and support mentoring services to 37,000 youth from disadvantaged circumstances, including 7,500 children of prisoners.

**AmeriCorps State and National:** The FY 2009 Budget request for AmeriCorps grants in FY 2009 is \$274 million, which will allow 67,000 members to serve and leverage the service of 925,000 community volunteers who together continue to provide critical resources to strengthen communities and solve our nation's toughest problems.

**Senior Corps:** the FY 2009 Budget request for the three Senior Corps programs is \$174 million and will fund cumulatively nearly 500,000 participants.

- » **RSVP:** The FY 2009 Budget request of \$59.7 million will leverage an additional 44,000 community volunteers and support mentoring services for 7,800 children of prisoners.
- » **Foster Grandparent Program:** The FY 2009 Budget request of \$68.2 million will allow participants to serve 167,000 children and youth including mentoring services for 48,000 children and youth.
- » **Senior Companion Program:** The FY 2009 Budget request of \$46.1 million will provide independent living services to over 57,000 frail elderly and their caregivers.

Overall, the Corporation's FY 2009 Budget request of \$829.68 million is a critical investment that will help grow volunteering in the United States, make service even more efficient at meeting local needs, and build the capacity of the nonprofit sector to tap the enormous power of Americans to give back to their communities through voluntary service.

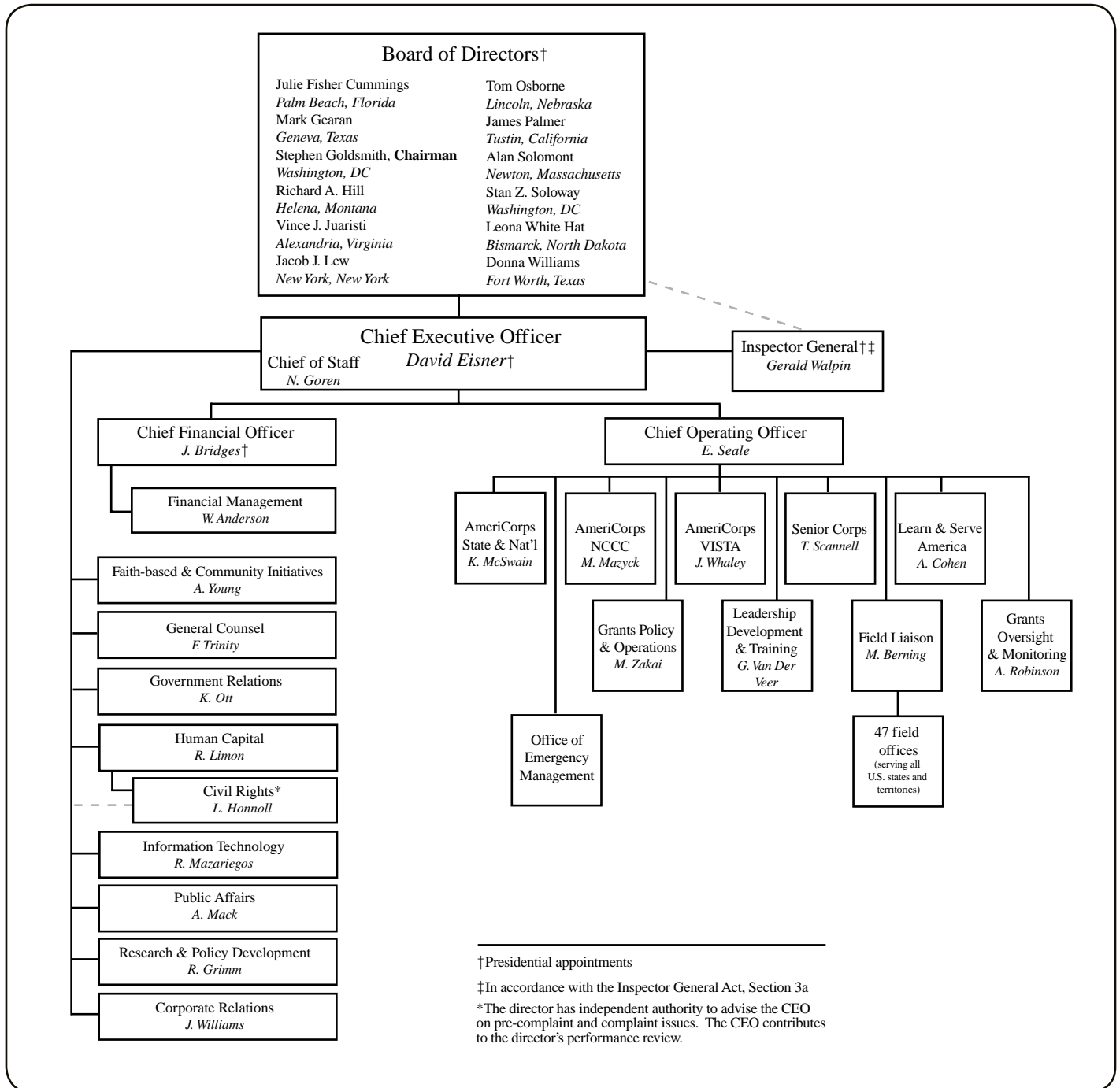
## Achieving Management Excellence

The FY 2009 Budget will allow the Corporation to continue making great strides towards achieving management excellence and improving organizational performance, efficiency and accountability. In recent years, we streamlined business processes, eliminated paper-based processes in the area of grant applications, and automated National Service Trust operations. We migrated to an online environment for employee travel, time and attendance procedures, and human capital applications. We successfully consolidated our five field service centers into one location in 2007. The Corporation also received an unqualified audit opinion on our FY 2007 financial statements for the eighth consecutive year, with no material weaknesses or reportable conditions—one of the two “cleanest” audits of any federal agency.

In FY 2009, the Corporation will continue its commitment towards management improvement and cost-effectiveness by maintaining its strategic focus on expanding program and project quality, cultivating a culture of performance and accountability, delivering exemplary customer service, and building a diverse, energized, and high-performing workforce.

# Corporation Organizational Chart

Figure 1. Corporation organizational chart



# Corporation Request Summary

Table 1. Corporation FY 2009 request summary (dollars in thousands)

Account	FY 2007 Enacted	FY 2008 Enacted <sup>i</sup>	FY 2009 Request	Difference 2009-2008	Percent
Operating Expenses <sup>ii</sup>	\$809,260	\$782,744	\$751,453	(\$31,291)	-4.0%
Learn and Serve America	37,125	37,459	32,099	(5,360)	-14.3%
AmeriCorps NCCC	26,789	23,782	9,836	(13,946)	-58.6%
AmeriCorps State and National	264,825	256,805	274,185	17,380	6.8%
AmeriCorps VISTA	95,468	93,800	91,618	(2,182)	-2.3%
VISTA Revolving Fund	3,500	—	—	—	—
National Service Trust	117,720	122,539	132,110	9,571	7.8%
State Commission Admin. Grants	12,516	11,790	12,642	852	7.2%
Senior Corps	217,586	213,785	174,003	(39,782)	-18.6%
Innovation, Demonstration, and Assistance Activities	29,771	18,893	20,460	1,567	8.3%
Evaluation	3,960	3,891	4,500	609	15.7%
Salaries and Expenses	70,324 <sup>iii</sup>	67,759	71,715	3,956	5.8%
Office of the Inspector General	4,963	5,828	6,512	684	11.7%
<b>Total Request</b>	<b>\$884,547</b>	<b>\$856,331</b>	<b>\$829,680</b>	<b>(\$26,651)</b>	<b>-3.1%</b>

i Reflects rescission of 1.747% per Division G, Title V, Section 528(a) of P.L. 110-161.

ii Reflects consolidation of DVSA and NCSA accounts into a single program account called "Operating Expenses" per P.L. 110-161.

iii Per Public Law 110-28, \$1.36 million was transferred to Salaries and Expenses.

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# **PART 2:**

## **Bill Language**

## FY 2009 APPROPRIATIONS BILL LANGUAGE

### Operating Expenses

(including transfer of funds)

For necessary expenses for the Corporation for National and Community Service to carry out the Domestic Volunteer Service Act of 1973 (42 U.S.C. 4950 *et seq.*) (“1973 Act”) and the National and Community Service Act of 1990 (42 U.S.C. 12501 *et seq.*) (“1990 Act”), [\$796,662,000, of which \$313,054,000 is to carry out the 1973 Act and \$483,608,000 is to carry out the 1990 Act]\$751,453,000: *Provided*, That [\$24,205,000 of the amount provided under this heading shall remain available until September 30, 2009 to carry out subtitle E of the 1990 Act: *Provided further*, That] up to 1 percent of program grant funds may be used to defray the costs of conducting grant application reviews, including the use of outside peer reviewers and electronic management of the grants cycle: *Provided further*, That [none of the funds made available under this heading for activities authorized by section 122 and part E of title II of the 1973 Act shall be used to provide stipends or other monetary incentives to program participants or volunteer leaders whose incomes exceed the income guidelines in subsections 211(e) and 213(b) of the 1973 Act: *Provided further*, That notwithstanding subtitle H of title I of the 1990 Act, none of the funds provided for quality and innovation activities shall be used to support salaries and related expenses (including travel) attributable to Corporation for National and Community Service employees: *Provided further*, That, for fiscal year 2008 and thereafter, in addition to amounts otherwise provided to the National Service Trust under this heading, at no later than the end of the fifth fiscal year after the fiscal year for which funds are appropriated or otherwise made available, unobligated balances of appropriations available for grants under the National Service Trust Program under subtitle C of title I of the 1990 Act during such fiscal year may be transferred to the National Service Trust after notice is transmitted to Congress, if such funds are initially obligated before the expiration of their period of availability as provided in this Act: *Provided further*, That ]of the amounts provided under this heading: (1) [not less than \$124,718,000]\$132,110,000, to remain available until expended, [to] *shall* be transferred to the National Service Trust [for educational awards authorized under] *to carry out* subtitle D of title I of the 1990 Act: *Provided further*, That [in addition to these funds, ]the Corporation may transfer *additional* funds [from the amount provided for AmeriCorps grants under the National Service Trust Program, ]*under this heading* to the National Service Trust authorized under subtitle D of title I of the 1990 Act, upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Congress; *and* (2) [not more than \$55,000,000 of funding provided for grants under the National Service Trust program authorized under subtitle C of title I of the 1990 Act may be used to administer, reimburse, or support any national service program authorized under section 129(d)(2) of such Act; (3) \$12,000,000]\$12,642,000 shall be to provide assistance to State commissions on national and community service, under section 126(a) of the 1990 Act and notwithstanding section 501(a)(4) of the 1990 Act[; and (4) not less than \$5,000,000 shall be for the acquisition, renovation, equipping and startup costs for a campus located in Vinton, Iowa and a campus in Vicksburg, Mississippi to carry out subtitle E of title I of the 1990 Act]. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2008.*)

## FY 2009 APPROPRIATIONS BILL LANGUAGE

### Salaries and Expenses

For necessary expenses of administration as provided under section 501(a)(4) of the National and Community Service Act of 1990 (*42 U.S.C. 12501 et seq.*) and under section 504(a) of the Domestic Volunteer Service Act of 1973, including payment of salaries, authorized travel, hire of passenger motor vehicles, the rental of conference rooms in the District of Columbia, the employment of experts and consultants authorized under 5 U.S.C. 3109, and not to exceed \$2,500 for official reception and representation expenses, [~~\$68,964,000~~]*\$71,715,000*. (*Department of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2008.*)

## FY 2009 APPROPRIATIONS BILL LANGUAGE

### Administrative Provisions

SEC. 401. Notwithstanding any other provision of law, the term “qualified student loan” with respect to national service education awards shall mean any loan determined by an institution of higher education to be necessary to cover a student’s cost of attendance at such institution and made, insured, or guaranteed directly to a student by a State agency, in addition to other meanings under section 148(b)(7) of the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.).

SEC. 402. Notwithstanding any other provision of law, funds made available under section 129(d)(5)(B) of the National and Community Service Act of 1990 to assist entities in placing applicants who are individuals with disabilities may be provided to any entity that receives a grant under section 121 of the 1990 Act.

[SEC. 403. The Corporation for National and Community Service shall make any significant changes to program requirements, service delivery or policy only through public notice and comment rulemaking. For fiscal year 2008, during any grant selection process, an officer or employee of the Corporation shall not knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of the Corporation that is authorized by the Corporation to receive such information.]

SEC. [404]403. Professional Corps programs described in section 122(a)(8) of the National and Community Service Act of 1990 Act may apply to the Corporation for a waiver of application of section 140(c)(2).

SEC. [405]404. Notwithstanding section 1342 of title 31, United States Code, the Corporation may solicit and accept the services of organizations and individuals (other than participants) to assist the Corporation in carrying out the duties of the Corporation under the national service laws: *Provided*, That an individual who provides services under this section shall be subject to the same protections and limitations as volunteers under section 196(a) of the National and Community Service Act of 1990.

SEC. [406]405. Organizations operating projects under the AmeriCorps Education Awards Program shall do so without regard to the requirements of sections 121(d) and (e), 131(e), 132, and 140(a), (d), and (e) of the National and Community Service Act of 1990.

SEC. [407]406. AmeriCorps programs receiving grants under the National Service Trust program shall meet an overall minimum share requirement of 24 percent for the first three years that they receive AmeriCorps funding, and thereafter shall meet the overall minimum share requirement as provided in section 2521.60 of title 45, Code of Federal Regulations, without regard to the operating costs match requirement in section 121(e) or the member support Federal share limitations in section 140 of the National and Community Service Act of 1990, and subject to partial waiver consistent with section 2521.70 of title 45, Code of Federal Regulations.

SEC. [408]407. Notwithstanding any other provision of law, formula-based grants to States and territories under section 129(a)(1)-(2) of the *National and Community Service Act* of 1990 [ Act ] to operate AmeriCorps programs may be made if the application describes proposed positions into which participants will be placed [ , ] and the proposed minimum qualifications of such participants, and *includes* an assurance that the State will select national service programs for subgrants on a competitive basis, and an assurance that the aforementioned information will be provided for each subgrant awarded prior to the execution of such subgrants.

SEC. 408. *Of the funds available under this Act for grants under section 112(b)(2) of the National and Community Service Act of 1990, such amounts as the Corporation determines may be merged with and made available for the same purposes as funds available for grants under section 117A of such Act.*

SEC. 409. *Of the amounts provided in this Act which the Corporation allocates for the provision of assistance under subsections 129(a) and (b) of the National and Community Service Act of 1990, the Corporation shall apply the formula in section 129(a)(1) of the 1990 Act in such a manner so as to ensure that each state shall receive a minimum of \$500,000; provided that, in no event shall the total amount allotted under section 129(a)(1) exceed 33 1/3 percent of the funds allocated by the Corporation for the provision of assistance under subsections 129(a) and (b) of the 1990 Act*

SEC. 410. *Notwithstanding section 139(b) of the National and Community Service Act of 1990, an individual in an approved national service position performing full-time or part-time national service directly related to disaster relief efforts may continue in that term of service for a period of six months beyond the periods otherwise specified in section 139 (b) of the 1990 Act. Service in an extended term as provided under this section shall constitute a single term of service for purposes of sections 146(b) and (c) of the 1990 Act.*

SEC. 411. *Of the funds available for Operating Expenses, the Corporation may transfer or reprogram up to \$2,000,000 to be available for the establishment and operation of a pilot program of individual member-based service under the National and Community Service Act of 1990. The pilot program, as developed by the Corporation, shall provide for the recruitment, selection, enrollment, and support of participants in approved national service positions that are not otherwise associated with grants awarded under section 121 of the 1990 Act. Participants in the pilot program may perform service at state or local agencies, Indian Tribes, public or private nonprofit organizations, or institutions of higher education without regard to whether such entities otherwise receive AmeriCorps grant funds. The performance of service at such agencies, tribes, organizations or institutions will not be considered to be the receipt of federal financial assistance by such entity.*

SEC. 412. *A recipient of assistance may not use other federal funds that it receives to meet a matching requirement to carry out a program under the National and Community Service Act of 1990, unless the recipient's use of such other federal funds to meet a matching requirement is authorized by the statutory provisions, and by the terms and conditions in the assistance agreement, that govern the other federal funds: Provided, That the recipient provides the Corporation written approval of the use of such other federal funds from the awarding agency within 12 months of the applicable award by the Corporation. (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2008.)*

**FY 2009 APPROPRIATIONS BILL LANGUAGE**

**Office of Inspector General**

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, [\$5,932,000] *as amended*, \$6,512,000. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2008.*)

Table 2. Appropriations language analysis

Language Provision/Change	Explanation
<b>Operating Expenses</b>	
<p>1. <i>delete:</i>  <i>of which \$313,054,000 is to carry out the 1973 Act and \$483,608,000 is to carry out the 1990 Act</i></p>	<p>For Fiscal Year 2008, the Corporation's two separate program operating expense appropriations were consolidated into a single account. This consolidation provides the Corporation some additional flexibility regarding management of its programs. However, the current consolidated account still contains separate limits on amounts that may be obligated for either DVSA or NCSA programs. A lump sum appropriation available for all programmatic activities would reduce administrative burdens and afford the Corporation greater effectiveness in managing its programs, consistent with applicable reprogramming guidelines.</p>
<p>2. <i>delete:</i>  <i>Provided, That \$24,205,000 of the amount provided under this heading shall remain available until September 30, 2009 to carry out subtitle E of the 1990 Act:</i></p>	<p>The Corporation is not proposing two-year budget authority for NCCC as part of this request.</p>
<p>3. <i>delete:</i>  <i>Provided further, That none of the funds made available under this heading for activities authorized by section 122 and part E of title II of the 1973 Act shall be used to provide stipends or other monetary incentives to program participants or volunteer leaders whose incomes exceed the income guidelines in subsections 211(e) and 213(b) of the 1973 Act:</i></p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>4. <i>delete:</i>  <i>Provided further, That notwithstanding subtitle H of title I of the 1990 Act, none of the funds provided for quality and innovation activities shall be used to support salaries and related expenses (including travel) attributable to Corporation for National and Community Service employees:</i></p>	<p>While the proposed FY 2009 subtitle H budget does not include any salaries or related expenses, deleting this language gives effect to section 198(a) of the authorizing statute, which permits the Corporation to carry out identified activities directly with subtitle H funds.</p>
<p>5. <i>delete:</i>  <i>Provided further, That, for fiscal year 2008 and thereafter, in addition to amounts otherwise provided to the National Service Trust under this heading, at no later than the end of the fifth fiscal year after the fiscal year for which funds are appropriated or otherwise made available, unobligated balances of appropriations available for grants under the National Service Trust Program under subtitle C of title I of the 1990 Act during such fiscal year may be transferred to the National Service Trust after notice is transmitted to Congress, if such funds are initially obligated before the expiration of their period of availability as provided in this Act:</i></p>	<p>This provision has been removed from the statutory language for the Operating Expenses appropriation.</p>

**Table 2. Appropriations language analysis—continued**

Language Provision/Change	Explanation
<p>6. <i>Trust editorial changes:</i>  <i>Provided further, That of the amounts provided under this heading: (1) [not less than \$124,718,000]\$132,110,000, to remain available until expended, [to] shall be transferred to the National Service Trust [for educational awards authorized under]to carry out subtitle D of title I of the 1990 Act: Provided further, That [in addition to these funds, ]the Corporation may transfer additional funds [from the amount provided for AmeriCorps grants under the National Service Trust Program, ]under this heading to the National Service Trust authorized under subtitle D of title I of the 1990 Act, upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Congress; and</i></p>	<p>Technical edits</p>
<p>7. <i>delete:</i>  <i>(2) not more than \$55,000,000 of funding provided for grants under the National Service Trust program authorized under subtitle C of title I of the 1990 Act may be used to administer, reimburse, or support any national service program authorized under section 129(d)(2) of such Act;</i></p>	<p>The Corporation is concerned that capping funding for the National Direct grants may prevent us from supporting outstanding service programs.</p>
<p>8. <i>delete:</i>  <i>(4) not less than \$5,000,000 shall be for the acquisition, renovation, equipping and startup costs for a campus located in Vinton, Iowa and a campus in Vicksburg, Mississippi to carry out subtitle E of title I of the 1990 Act.</i></p>	<p>This language provided funding for the startup of two new NCCC campuses in FY 2008 and is not necessary for FY 2009.</p>
<p><b>Administrative Provisions</b></p>	
<p>9. <i>delete:</i>            SEC. 403. The Corporation for National and Community Service shall make any significant changes to program requirements, service delivery or policy only through public notice and comment rulemaking. For fiscal year 2008, during any grant selection process, an officer or employee of the Corporation shall not knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of the Corporation that is authorized by the Corporation to receive such information.</p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>10. <i>Learn and Serve America merging of School- and Community-based Grants</i>            Add: Sec. 408. Of the funds available under this Act for grants under section 112(b)(2) of the National and Community Service Act of 1990, such amounts as the Corporation determines may be merged with and made available for the same purposes as funds available for grants under section 117A of such Act.</p>	<p>This change will increase competition and quality of programming at the local level by encouraging stronger school-community partnerships.</p>



**Table 2. Appropriations language analysis—continued**

Language Provision/Change	Explanation
<p>11. <i>Small State Minimum in State/National</i>                      Add: Sec. 409. Of the amounts provided in this Act which the Corporation allocates for the provision of assistance under subsections 129(a) and (b) of the National and Community Service Act of 1990, the Corporation shall apply the formula in section 129(a)(1) of the 1990 Act in such a manner so as to ensure that each state shall receive a minimum of \$500,000; provided that, in no event shall the total amount allotted under section 129(a)(1) exceed 33 1/3 percent of the funds allocated by the Corporation for the provision of assistance under subsections 129(a) and (b) of the 1990 Act.</p>	<p>As the AmeriCorps program transitions to one-year funding authority, this language would give the Corporation the authority (within existing resource levels) to provide a \$500,000 minimum from annual one-year appropriations.</p>
<p>12. <i>Extended member terms during disasters</i>                      Add: Sec. 410. Notwithstanding section 139(b) of the National and Community Service Act of 1990, an individual in an approved national service position performing full-time or part-time national service directly related to disaster relief efforts may continue in that term of service for a period of six months beyond the periods otherwise specified in section 139 (b) of the 1990 Act. Service in an extended term as provided under this section shall constitute a single term of service for purposes of sections 146(b) and (c) of the 1990 Act.</p>	<p>This language would provide the Corporation with greater flexibility to deploy National Service Participants in disaster relief efforts.</p>
<p>13. <i>Member-based Service</i>                      Add: Sec. 411. Of the funds available for Operating Expenses, the Corporation may transfer or reprogram up to \$2,000,000 to be available for the establishment and operation of a pilot program of individual member-based service under the National and Community Service Act of 1990. The pilot program, as developed by the Corporation, shall provide for the recruitment, selection, enrollment, and support of participants in approved national service positions that are not otherwise associated with grants awarded under section 121 of the 1990 Act. Participants in the pilot program may perform service at state or local agencies, Indian Tribes, public or private nonprofit organizations, or institutions of higher education without regard to whether such entities otherwise receive AmeriCorps grant funds. The performance of service at such agencies, tribes, organizations or institutions will not be considered to be the receipt of federal financial assistance by such entity.</p>	<p>This language would enable the Corporation to pilot an innovative program within State and National, to provide another entry point for small community-based organizations to participate in AmeriCorps.</p>
<p>14. <i>Matching requirements</i>                      Add: Sec. 412. A recipient of assistance may not use other federal funds that it receives to meet a matching requirement to carry out a program under the National and Community Service Act of 1990, unless the recipient's use of such other federal funds to meet a matching requirement is authorized by the statutory provisions, and by the terms and conditions in the assistance agreement, that govern the other federal funds: Provided, That the recipient provides the Corporation written approval of the use of such other federal funds from the awarding agency within 12 months of the applicable award by the Corporation.</p>	<p>The 1993 Act allows grantees in Learn and Serve and AmeriCorps programs to use other federal grant funds to match the Corporation's grants. The Corporation has consistently advised that grantees who wished to use this authority were responsible for assuring that meeting a Corporation grant match requirement was an allowable use of the funds granted by the other federal agency. This provision will make that responsibility a mandatory requirement of the Corporation's grants.</p>
<p><b>Office of Inspector General</b></p>	
<p>15. <i>Editorial</i>                      Add: <i>as amended</i></p>	<p>Technical edit</p>

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# **PART 3:**

# **Operating Expenses**

Table 3. FY 2009 Budget authority by activity (dollars in thousands)

Account	FY 2007 Enacted	FY 2008 Enacted <sup>i</sup>	FY 2009 Request	Difference 2009-2008
Operating Expenses <sup>ii</sup>	\$809,260	\$782,744	\$751,453	(\$31,291)
Learn and Serve America	37,125	37,459	32,099	(5,360)
AmeriCorps NCCC	26,789	23,782	9,836	(13,946)
AmeriCorps State and National	264,825	256,805	274,185	17,380
AmeriCorps VISTA	95,468	93,800	91,618	(2,182)
VISTA Revolving Fund	3,500	—	—	—
National Service Trust	117,720	122,539	132,110	9,571
State Commission Admin. Grants	12,516	11,790	12,642	852
Senior Corps	217,586	213,785	174,003	(39,782)
RSVP	59,685	58,642	59,685	1,043
Foster Grandparent Program	110,937	108,999	68,174	(40,825)
Senior Companion Program	46,964	46,144	46,144	—
Innovation, Demonstration, and Assistance Activities	29,771	18,893	20,460	1,567
Evaluation	3,960	3,891	4,500	609

<sup>i</sup> Reflects rescission of 1.747% per Division G, Title V, Section 528(a) of P.L. 110-161.

<sup>ii</sup> Reflects consolidation of DVSA and NCSA into a single program account called "Operating Expenses" per P.L. 110-116.

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# BUDGET ACTIVITY 1: LEARN AND SERVE AMERICA

## (National and Community Service Act of 1990, Title I, Subtitle B)

Table 4. Learn and Serve America total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$37,125	\$37,459	\$32,099	(\$5,360)

## Program Summary and Impact

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.

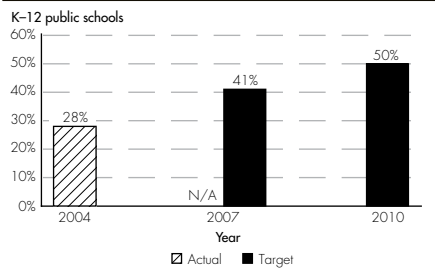
Learn and Serve America administers the following types of grants: *School-Based Formula*—funds allotted by statutory formula to State Education Agencies (SEAs) to support service-learning through partnerships between elementary and secondary schools and community organizations; *School-Based Competitive*—competitive 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*—up to three percent of School-Based funds are 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*—competitive grants to multi-state nonprofit organizations and State Commissions on National and Community Service; funds are subgranted 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*—competitive grants 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.

In 2007, just over 100 grantees nationwide distributed funds to approximately 1,700 local subgrantees, which engaged a total of 1.5 million participants in service-learning activities. Most participants were K–12 students, but a large number were college students. This service included tutoring peers or younger children in reading, conducting enrichment projects and homework help in core subject areas, and creating afterschool service programs. 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. Especially at the college level, service includes research and complex problem solving such as reducing energy costs in low-income housing. Projects also focused on disaster preparation and response. For example, some high school students worked with school and community officials to prepare the emergency response plans for their school. Funds also were used to provide training and professional development on service-learning to staff, faculty, and volunteers.

## Key Performance Measures

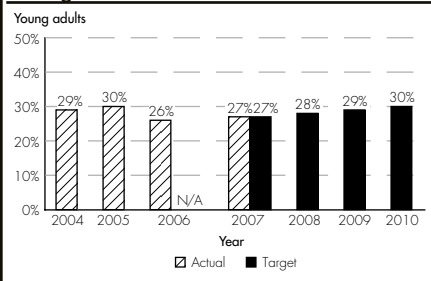
**Figure 2. Percentage of K–12 public schools that offer service-learning opportunities**



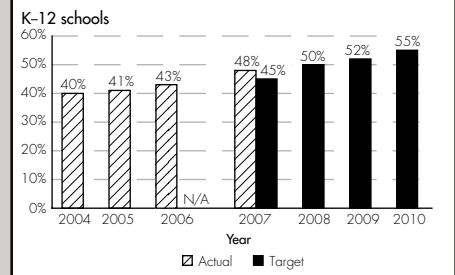
Learn and Serve America seeks to expand the percent of K–12 public schools offering service-learning opportunities to 50% by 2010. In 1984 school-based service-learning activities were only offered in 9% of public high schools compared with 46% by 2004 (and 28% of all K–12 public schools). Learn and Serve funds will support the expansion of service-learning opportunities, particularly in low-income communities. A recent study for the Center for Information and Research on Civic Learning and Engagement (CIRCLE) provides evidence that, “civically-engaged teenagers make greater scholastic progress during high school and subsequently acquire higher levels of education than their otherwise similar peers.” Data collected on a periodic basis and will be available in 2008.

Educational and youth-serving institutions play a critical role as partners in communities that support young people as they grow and develop. For many youth, service-learning projects are the first opportunity they have to contribute to the well-being of the community, to join positive social networks, and to see practical uses for classroom material. Research has shown that students who participate in high school government or community service projects are more likely to vote and to join community organizations than are adults who were non-participants during high school.

**Figure 3. Percentage of young adults (ages 16–19) who volunteer through organizations**



**Figure 4. Percent of K–12 schools receiving Learn and Serve America grants where 50% or more of the students are eligible for the free or reduced price lunch program**



A recent report highlights the importance of making school-based service and service-learning courses accessible to students of all backgrounds. The study found that youth from low-income families who participate in school-based service and service-learning demonstrate more positive civic attitudes and behaviors. Through grant application guidance and selection criteria, Learn and Serve America will continue to target funds to communities and schools with the greatest need.

## FY 2009 Budget Request and Priorities

For FY 2009, the Corporation requests \$32 million for Learn and Serve America, a decrease of \$5.4 million from the FY 2008 enacted level. The program received a *Results Not Demonstrated* score on a 2007 PART assessment. The budget authority is sufficient to support core service-learning activities. LSA will engage 1.3 million participants in 2009, including a greater number of at-risk youth in strategic initiative activities, while maintaining a cost per participant service hour of \$1.63.

In FY 2009, 95,000 college students will be engaged in both curricular and co-curricular service activities through their institutions of higher education. Many of the students will mentor younger students—modeling the importance of civic engagement and academic success.

Program priorities for 2009 include:

- » **Support for STEM disciplines and professional schools.** The program will focus on the science, technology, engineering,

and math (STEM) disciplines. Resources will be targeted towards greater numbers of rural and disadvantaged youth to attract them to these academic subjects by engaging them in meeting the needs of their communities;

- » **Build the capacity of new grantees.** Through the award of 100 new grants, Learn and Serve America will also seek to build the capacity of organizations that may be new to service-learning but hold the potential to create a “next generation” of model programs, particularly programs that will reach disadvantaged youth;
- » **Promote sustainable models.** The program will target competitive funds toward the replication and dissemination of those program models and strategies that are both sustainable and demonstrate positive outcomes for youth and their communities.

## Program Reform and Innovations

Learn and Serve America is proposing the following new reforms to further improve the quality and effectiveness of the program:

- » Expand the pool of organizations eligible to apply for School-Based subgrant funds to include higher education institutions and public and private nonprofits working with schools. This change will increase competition and quality of programming at the local level by encouraging stronger school-community partnerships. This reform requires a change in Learn and Serve America regulations;
  - » Manage one competition for the School- and Community-Based competitive grant funds to promote creative program models for in-school and out-of-school activities. The single competition would follow the more flexible Community-Based statutory guidelines related to funding for program evaluation, curriculum development and teacher training.
- The resulting high-quality models and practices would be broadly disseminated for replication in new schools. This reform requires a statutory change—see requested appropriation language section;
- » Conduct a comprehensive national evaluation of Learn and Serve America program activities through the Corporation's Office of Research and Policy Development. The evaluation will assess the impact of service-learning on the volunteering and civic engagement of youth. An additional \$500,000 in evaluation funds has been requested under the evaluation budget for this purpose; and
  - » Work with private foundations to build a stronger public/private partnership to strengthen the program.

## Return on Investment

Since 1990, Learn and Serve America has been the catalyst for a wide expansion of service-learning in America's schools, colleges, and youth-serving organizations.

In 2007, Learn and Serve America was one of only 15 programs to be **nominated as a finalist for the Carl Bertelsmann Prize, a prestigious international award, under the theme of Civic Engagement as an Educational Goal.** The selection committee identified 200 potential programs in 12 countries, and Learn and Serve America scored among the highest for having "successfully and systematically estab-

lished positive conditions and structures for the promotion of civic engagement among children and adolescents in educational institutions."

Learn and Serve America is a highly cost-effective program. The average cost per participant service hour was \$1.86 in 2006 and will be managed to \$1.63 in 2009. Through modest federal investments of \$37.1 million in 2007, nearly 1,700 Learn and Serve grantee and subgrantees reported the participation of 1.5 million participants; 59,959 educators; 27.9 million service hours; and 124,000 community partners.



Table 5. Learn and Serve America summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
School-based service-learning programs—Formula	\$17,218	\$17,373	\$16,693	(\$680)
School-based service-learning programs—Competitive	5,739	5,791	3,156	(2,635)
School-based service-learning programs—Set-aside for Indian Tribes and U.S. Territories	710	716	614	(102)
Community-based service-learning programs	4,177	4,214	3,611	(603)
<i>Subtotal</i>	\$27,844	\$28,094	\$24,074	(\$4,020)
Higher education	9,281	9,365	8,025	(1,340)
<b>Total Budget Authority</b>	<b>\$37,125</b>	<b>\$37,459</b>	<b>\$32,099</b>	<b>(\$5,360)</b>
Carryover from prior year/recoveries	216	963	—	(963)
Carryover to next year	963	—	—	—
<b>Total Program Resources</b>	<b>\$36,378</b>	<b>\$38,422</b>	<b>\$32,099</b>	<b>(\$6,323)</b>

Table 6. Vital statistics for Learn and Serve America (dollars in thousands)

Program Items	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate
Appropriation	\$42,656	\$37,125	\$37,125	\$37,459	\$32,099
Number of grantee applications	N/A <sup>i</sup>	566	N/A <sup>i</sup>	N/A <sup>i</sup>	650
Number of new awards	N/A <sup>i</sup>	102	N/A <sup>i</sup>	N/A <sup>i</sup>	100
Number of participants <sup>ii</sup>	1.4M	1.5M	1.5M	1.5M	1.3M
Cost per participant service hour	2.13	1.86	1.64	1.63	1.63

<sup>i</sup> Not applicable due to three-year grant cycle

<sup>ii</sup> This chart links fiscal year appropriations with school year performance data (e.g., the performance data recorded under FY 2006 is from the 2007 school year).

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# Improving Students' Academic Success

*The critical lack of technically trained people in the United States can be traced directly to poor K–12 mathematics and science instruction. Few factors are more important than this if the United States is to compete successfully in the 21st century.— National Academies, 2005*

According to the National Science Board, science and engineering occupations in the United States are expected to grow 70 percent more than occupations in general by 2012—with about 1.25 million jobs being added in the technical field. The continued growth of the U.S. economy and national security thus depend on the ability of the nation to improve student success in science and math, and prepare a competitive workforce.

Learn and Serve America supports innovative models that address the needs of students and schools—such as meeting state standards in math and science, while also introducing participants to role models and potential career options—all of which are particularly important in solving worker shortages in high-need areas such as science, technology, engineering, and math. The programs place an added emphasis on working in communities whose populations are traditionally underrepresented in these fields.

For example, in 2000, Learn and Serve America awarded a Higher Education grant to Purdue University to support the National EPICS (Engineering Projects in Community Service) Consortium. EPICS is a nationally recognized engineering-centered service-learning program in which teams of students earn academic credit for large-scale, multidisciplinary, multi-year projects that solve challenging technology-based problems for local community service organizations. In the 2005–2006 school year alone, 1,000

graduate and undergraduate students participated at 18 universities, and over 300 projects were delivered to the local communities, positively affecting countless lives. Among many other accomplishments, the program has created assistive technologies for the deaf and hearing impaired, developed and executed a plan to cut energy costs in low-income housing, created a hands-on educational model of the Mars Rover for a local museum, and taught science in partnership with a local middle school.

In 2006, Learn and Serve America awarded Purdue a School-Based grant to build on the success of the university-level EPICS program by creating model programs that integrate engineering design and service-learning into core high school curricula. The development of university, corporate, high school and community partnerships to implement the program responds to both the educational needs of high school students and the technical needs of the local communities.

Dr. William Oakes, Assistant Professor at Purdue and EPICS Co-Director, reports that “the EPICS High School program has created a great deal of excitement, not only among the high schools participating and our university peers, but also in the corporate world, where there truly is a desire to help local schools give their students the tools needed to become successful adults and to make a difference in the world.”



# BUDGET ACTIVITY 2: AMERICORPS NCCC

## (National and Community Service Act of 1990, Title I, Subtitle E)

Table 7. AmeriCorps NCCC total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$26,789	\$23,782	\$9,836	(\$13,946)

### Program Summary and Impact

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. In FY 2009, the NCCC will engage 1,120 members.

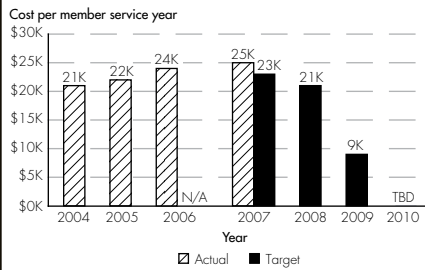
AmeriCorps NCCC has a long history of involvement with disaster response. In response to the needs created by Hurricane Katrina—and program reforms that have resulted in

increased cost effectiveness and strengthened member development strategies—the program is now providing critical volunteer management and coordination services. Working in partnership with nonprofit and faith-based organizations, schools, and local, state and national agencies, the NCCC is able to deploy members trained in first aid, CPR, disaster relief, firefighting, conflict management, asset mapping, and volunteer coordination, among other things.

NCCC sent teams to Louisiana and Mississippi before Katrina made landfall in August of 2005, and in FY 2007, devoted 65 percent of its resources to recovery efforts, providing a desperately needed lifeline to devastated individuals, families, and communities. Since Katrina, nearly 2,500 members have served 1.5 million hours on 610 relief and recovery projects associated with disasters. NCCC teams have also supported FEMA mission assignments on disaster response efforts in Florida, Kansas, and New York and deployed fire teams to Utah, Colorado, Virginia, Montana, and West Virginia.

## Key Performance Measures

Figure 5. Cost per member service year<sup>i</sup>



<sup>i</sup> An alternative calculation is included in appendix E.

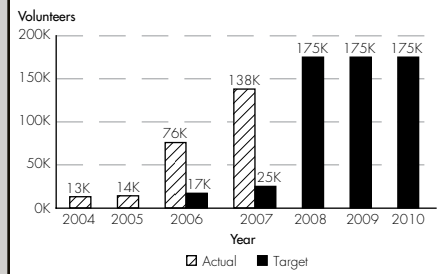
Cost per member service year is a critical measurement of the efficiency of the NCCC. Program reforms and campus realignments will result in significant cost savings by 2008 and will provide a baseline for ongoing program efficiencies.

Service projects are conducted in partnership with project sponsors such as community-based, state, and national organizations. NCCC service is performed as a direct outcome of the needs defined by these organizations. A primary aspect of NCCC effectiveness is determined by the degree of satisfaction with NCCC services by the project sponsors. The Corporation is currently analyzing the decrease in score for 2007.

Figure 6. Customer Satisfaction Index score of NCCC performance by project sponsors



Figure 7. Number of volunteers leveraged



Since 2004, an average of 60,000 volunteers have been coordinated by NCCC members on service projects each year. However, as more Americans answered the President's Call to Service in response to the devastation wrought by the 2005 hurricane season, the NCCC has seen a tremendous upsurge in the numbers of volunteers leveraged and managed by NCCC teams. The NCCC is effectively demonstrating a "force-multiplier" capability in a national crisis. In FY 2007, NCCC leveraged 138,000 volunteers—more than five times our target for the year.

## FY 2009 Budget Request and Priorities

The NCCC requests \$9.8 million to support 1,120 full-time members and 300 Summer of Service participants. All full-time members will serve on multiple disaster preparedness, response and recovery projects. This level of budget authority includes an estimated carry over of \$6.3 million and assumes the Corporation will identify additional private sector funds to support the program in 2009.

FY 2009 funding will allow the NCCC to continue to support ongoing Gulf Coast rebuilding efforts, meet the 50 percent enrollment goal of disadvantaged youth by 2010, expand leadership development opportunities, and its focus on leveraging volunteers. Specifically, the program will

- » **Build Capacity to Prepare for and Respond to Disasters.** The disaster response training provided to all NCCC members and long-term cooperative relationships with FEMA, the American Red Cross and other organizations underpinned NCCC's ability to effectively serve in an elevated disaster environment. NCCC members will invest well over a million hours on disaster services projects and help ex-

pand the capacity of national programs to support disaster service initiatives.

- » **Engage Youth From Disadvantaged Circumstances.** The residential, team-based structure provides a unique, safe environment for young people transitioning into adulthood. The program's service environment and emphasis on leadership development promotes long-term civic engagement. NCCC will expand outreach to foster care networks and other institutions that engage youth from disadvantaged circumstances. NCCC launched a Summer of Service initiative in 2007 in New Orleans, Denver, and Charleston that engaged nearly 300 youth ages 14 to 17 from disadvantaged circumstances. Participants served for three weeks in a residential, team-based service experience that included a strong emphasis on member development. The retention rate for the participants was 95 percent and the service focused primarily on environmental restoration activities. Building on the success of the 2007 initiative, the NCCC will

continue to implement Summer of Service programming in 2009.

- » **Mobilize More Volunteers.** NCCC members leveraged 138,000 volunteers, or 130 volunteers per member, in 2007. This upsurge, as compared to the Corporation's target of 25,000, was a result of members' leverag-

ing the thousands of volunteers in the Gulf region following the 2005 hurricane devastation. The role of these episodic volunteers remains increasingly critical to the Gulf Coast rebuilding effort. In FY 2009 NCCC will continue to lead efforts to work with these volunteers.

## Program Reform and Innovations

- » **Program reform.** Realignment of the campus structure is underway. The campus in Charleston was successfully closed and planning for the new campuses in Iowa and Mississippi is on schedule. The Iowa campus is scheduled to be operational by July 2008, and the Mississippi campus is scheduled to open in January 2009. The new alignment ensures coverage in all 50 states. Cost saving measures accomplished include the elimination of food service contracts to be replaced with member food allowances, as well as the consolidation of campus residential managers and supply specialists positions into one FTE position.
- » **Program evaluation.** Funds have been budgeted for a comprehensive evaluation, including a review of our annual and long-term measures. A request for proposal (RFP) is in the developmental process and will result in a contract with an evaluation firm by the third quarter of 2008.
- » **Private sector fundraising goals.** A resource development officer has been hired to assist with the development

and implementation of a fundraising strategy. The Corporation's Office of Corporate Relations is coordinating this effort and is engaged in ongoing fundraising for both team sponsorship and in-kind donations for NCCC expenses.

- » **Member development.** AmeriCorps NCCC develops civically-engaged leaders with a special focus on recruiting and training young people to provide leadership to episodic volunteers and preparing members for employment in the public and non-profit sectors.
- » **Summer of Service.** NCCC will continue the highly successful Summer of Service program for youth ages 14 to 17 to expose more youth from disadvantaged circumstances to community service, civic engagement, and leadership opportunities.
- » The Corporation is proposing a new administrative provision that would enable us to extend NCCC member terms in disaster relief efforts.

## Return on Investment

NCCC teams represent the most effective national service resources available for leading and mobilizing volunteers for short-term intensive recovery projects. Although just 1.5 percent of AmeriCorps, they have completed more than 50 percent of the service conducted by national service participants in the Gulf Coast since September 2005. They were also responsible for 71 percent of the volunteers leveraged. The team-based structure creates groups of highly-trained young Americans who are immediately deployable and can lead other volunteers on projects and impact their ability to have meaningful service experiences.

NCCC members complete an average 1,865 service hours per member, which is almost 10 percent above the required 1,700 hours. NCCC

alumni are highly sought after employees, and are represented throughout the federal and nonprofit sectors in public service careers.

The college credit and nonprofit management certification opportunities for members in 2007 resulted in 28 percent of the Corps members receiving college credit for service. The NCCC will continue to implement strategies that will result in increasing numbers of members receiving academic credit for service.

NCCC continues to be a valued partner in meeting local, state, and regional priorities in the areas of environment, youth development, housing, and disaster mitigation projects.



**Table 8. AmeriCorps NCCC summary budget estimates** (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Member support	\$19,234	\$17,075 <sup>i</sup>	\$7,062 <sup>ii</sup>	(\$10,013)
Program support	7,555	6,707	2,774	(3,933)
<b>Total Budget Authority</b>	<b>\$26,789</b>	<b>\$23,782</b>	<b>\$9,836</b>	<b>(\$13,946)</b>
Carryover from prior year/recoveries	9,732	9,722	6,277	(3,445)
Carryover to next year	9,722	6,277	—	(6,277)
<b>Total Program Resources</b>	<b>\$26,799</b>	<b>\$27,227</b>	<b>\$16,113</b>	<b>(\$11,114)</b>

i Does not include an estimated \$1M in FY 2008 in planned private sector support.

ii Does not include an estimated \$10M in FY 2009 in planned private sector support.

**Table 9. Vital statistics for AmeriCorps NCCC** (dollars in thousands)

Program Items	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Appropriation	\$24,853	\$25,296	36,730 <sup>i</sup>	\$26,789	\$23,782	\$9,836
Number of Member Service Years (MSYs)	1,187	1,152	1,127	1,063	1,120	1,120
Cost Per MSY <sup>ii</sup>	\$20,938	\$21,958	\$23,718	\$25,207	\$21,228	\$8,782
Number of Community Volunteers Leveraged	13,000	14,000	76,000	138,000	175,000	175,000
Number of Projects Completed	575	550	542	530	565	565
Number of Projects Sponsored by Faith-Based and Other Community Organizations	330	330	325	318	340	340

i Includes \$10M in Emergency Supplemental funding for Katrina response.

ii An alternative calculation is included in appendix E.



# NCCC Managed Volunteerism Underpins the Recovery in St. Bernard Parish, Louisiana

*Like much of the Gulf Coast, Hurricane Katrina devastated St. Bernard Parish and damaged virtually every structure within its boundaries. Almost the entire Parish was flooded by a 25-foot storm surge that destroyed its levees in less than thirty minutes and smashed or washed houses off their foundations leaving up to twelve feet of marsh muck that didn't recede for two weeks.*

The community, with a pre-Katrina population of 65,000, dwindled to 8,000 in the months following the hurricane. Due to the efforts of thousands of volunteers who assisted with the immediate relief and are now supporting the ongoing recovery, St. Bernard Parish's population now stands at approximately 25,000. AmeriCorps NCCC has been and continues to be an essential recovery partner to the Parish government and community-based organizations that are rebuilding St. Bernard Parish, neighborhood by neighborhood, house by house.

The first NCCC teams started working in St. Bernard Parish in January 2006 with the local St. Bernard Parish government. Most of the residents had still not returned because their homes were covered in mold and beyond repair. Parish officials recognized that their first priority had to be restoration of the housing stock. NCCC teams were some of the first volunteers to begin the arduous task of "mucking out" houses that had been submerged by the storm surge. However, Parish officials quickly discovered that NCCC teams could be better leveraged by giving them the task of coordinating the mucking operations for the entire St. Bernard Parish recovery effort and the work of thousands of volunteers to St. Bernard Parish to assist with this task. More than 4,000 houses were mucked and readied for residents to either return home to rebuild or make other decisions about their future in the Parish.

NCCC support for the initial recovery effort was not limited to helping the Parish address the housing crisis. NCCC teams also worked with Emergency Communities to support the Made with Love Café and Grill, a free kitchen and community center that served 1,500 meals daily to Parish residents

and volunteers. NCCC teams managed all aspects of the Café from the planning and preparation of meals to serving meals and daily clean-up. When the FEMA Camp Premier was closed, NCCC teams helped the Parish transform a local public school into Camp Hope, a volunteer housing site. NCCC teams coordinated the housing operation and all aspects of volunteer management from this site including preparing meals for volunteers and Parish residents. Teams are still assigned to the Camp Hope Kitchen Team where they continue to prepare and serve meals to the volunteers that are making the recovery possible in St. Bernard Parish.

As the recovery effort has shifted to rebuilding, the NCCC teams continue to provide essential support. Project sponsors like Habitat for Humanity, the St. Bernard Project, Our Lady of Prompt Succor School, and the St. Bernard Parish Office of Homeland Security and Emergency Management continue to engage teams on projects that are resulting in rebuilt communities and more residents returning. In addition to the ongoing home refurbishment and building projects, NCCC teams facilitated the transfer of Camp Hope, in collaboration with Habitat for Humanity, to a new site. Volunteer management is an important part of the work that NCCC teams are providing and critical to the ongoing recovery effort. Two years after Katrina devastated St. Bernard Parish, volunteers continue to play an essential role in the rebirth of this historic community and NCCC teams are providing much of the continuity and organizational leadership that makes it possible for episodic volunteers to make meaningful and substantive contributions.

## **St. Bernard Parish Accomplishments at a Glance**

- 199,281 service hours
- 59,222 volunteers leveraged/coordinated
- 163 new homes built
- 4,377 homes refurbished
- 334,063 people assisted
- 351,363 meals served
- 26 emergency response facilities supported
- 4,650 damage assessments completed

*The Parish would not have been able to accomplish the task but for the efforts of the AmeriCorps personnel. They have been a force multiplier of exponential proportions.*

**David Dysart**  
St. Bernard Parish Director of Recovery



# BUDGET ACTIVITY 3: AMERICORPS VISTA

## (Domestic Volunteer Service Act of 1973, Title I, Part A)

Table 10. AmeriCorps VISTA total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ Decrease
Total Budget Authority	\$95,468	\$93,800	\$91,618	(\$2,182)

## Program Summary and Impact

AmeriCorp 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.

AmeriCorps VISTA provides full-time members (VISTAs) to nonprofit community organizations and public agencies through an application process managed by Corporation State Offices. Organizations seeking to sponsor a VISTA project must demonstrate a plan for building or expanding an anti-poverty program; must demonstrate community involvement in the project planning; and must have a plan for long term sustainability of the VISTA project. VISTAs receive a small living allowance, training, health care, and travel or relocation costs. AmeriCorps VISTA sponsoring organizations absorb most of the costs related to project supervision and logistical support. VISTAs also select between two end-of-service benefits: a cash stipend paid out of the VISTA appropriation, or the Segal AmeriCorps Education Award, paid out of the National Service Trust. Sponsoring organizations may participate in a cost-share agreement with the Corporation, and

pay the living allowance for one or more VISTAs, a practice which allows the Corporation to increase the overall VISTA resource.

Poverty continues to prevent millions of Americans from achieving the American dream. By current estimates, 37 million people in America—including 13 million children—live at or below the poverty line.

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.

## FY 2009 Budget Request and Priorities

The Corporation is requesting a funding level for VISTA of \$91.6 million—\$2.2 million less than enacted in 2008. The proposed funding level will support 5,238 member service years for FY 2009, a decrease of 209 member service years from the FY 2008 enacted level. This will result in 6,900 new members enrolled.

One area requires special note: in FY 2007, actual health care costs per member came in well under what had been estimated by the actuary. There are several reasons for this that include changes in the Participating Provider Organization (PPO) network being used. To develop

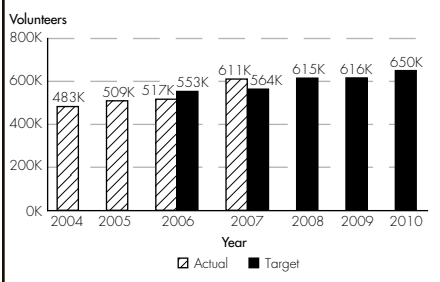
the FY 2009 estimate, VISTA assumed a 10 percent increase in health care costs (based on industry standards), but based the estimate on 2007 actuals rather than what had originally been budgeted. Cost per member remains lower in both 2008 and 2009 than what was originally projected for 2007.

In FY 2009, VISTA will specifically focus on programming in the following areas:

- » **Mentoring Disadvantaged Youth.** In FY 2009, VISTA will heighten its focus on building a stronger mentoring

## Key Performance Measures

Figure 8. Number of community volunteers leveraged



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 2009, VISTA expects to connect nearly 616,000 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. VISTA generates over \$150 million per year in additional funds for low-income communities. In FY 2009, VISTA expects to increase that figure to \$175 million.

Figure 9. Amount of cash/in-kind resources generated

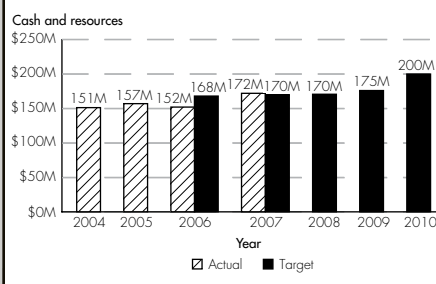
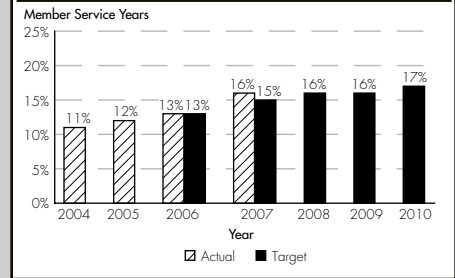


Figure 10. Sponsor investment in cost-share agreements



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 2009 VISTA plans to support 16% of its members, equivalent to an additional 850 VISTAs (or \$11 million) through cost-share agreements.

infrastructure throughout the nation. VISTA expects to support mentoring services to 37,000 youth from disadvantaged circumstances in FY 2009, up from 35,500 youth in FY 2008. VISTA will tap into the diverse experience of Americans and recruit more Baby Boomers to serve as VISTA members. Given the Boomer generation's demonstrated commitment to service and the vast well of experience and talent they offer, this population will increase the capacity of VISTA sponsors to reach more youth through their mentoring projects.

- » **Mentoring Children of Prisoners.** Children of prisoners represent a particularly vulnerable category of youth. In fact, without effective intervention, 70 percent of these children are likely to end up in prison themselves. For FY 2009, VISTA programs expect to support mentoring services to 7,500 children of prisoners, up from 7,000 in FY 2008.
- » **Assisting Youth Aging Out of Foster Care.** Each year, approximately 20,000 young people age out of the

foster care system. Many of these children lack consistent support systems and have no one to help them get a job or continue their education. Beginning in FY 2008 and continuing over three years, VISTA programs expect to provide mentors to 14,300 youth aging out of foster care.

- » **Engaging Disadvantaged Youth in Service.** In FY 2009, VISTA programs expect to engage 57,000 youth from disadvantaged circumstances in service to their communities. This will reflect an increase from 53,600 in FY 2008. A cornerstone of the VISTA program is the involvement of low-income residents of the community in planning and implementing a local VISTA program. Many VISTA programs focus on creating opportunities for disadvantaged youth, such as educational and college-bound programs, where disadvantaged youth themselves often serve as volunteers to help their fellow residents.

## Program Reform and Innovation

VISTA is focusing on two key areas for improvement: electronic data management and implementation of an independent evaluation of the VISTA program. Since 2006, VISTA's information systems have been updated to allow for more timely and accurate data management. It has also undertaken a comprehensive evaluation of the program with results due in March 2009.

VISTA has not limited its program improvements to these areas. Other improvements include the following:

- » VISTA has expanded cost share agreements whereby sponsor organizations cover a portion of the cost (about \$11,000 per member) of hosting the VISTA members assigned to their organization. For FY 2008, VISTA is planning to increase the cost share target to 16 percent of all member service years—approximately \$10 million.
- » VISTA will continue to increase its reach and impact through effective federal partnerships, such as the one developed in 2007 with the Administration for Children and Families (ACF). This partnership offers VISTA

resources to Compassion Capital Fund grantees to help increase volunteer recruitment and management capabilities of faith-based organizations that receive grants from ACF. This leveraging of resources will result in a greater impact at the community level than either agency could achieve alone.

- » One of the key strategies VISTA uses to build sustainable anti-poverty programs is through the leveraging of volunteers that help organizations expand their reach and deliver increased services. Through improved training of VISTAs and sponsor organizations, VISTA has increased the number of community volunteers leveraged per VISTA member each year since 2005. In FY 2007, VISTA exceeded expectations by recruiting a record 610,785 community volunteers nationwide. VISTA will continue to focus its efforts in this area, and expects to recruit 616,000 community volunteers in FY 2009.

## Return on Investment

The VISTA program's approach to solving poverty by building the capacity of local organizations to forge real and lasting solutions to the problem is a wise investment of our nation's resources. When individuals receive the tools and training they need to better their situation, they are less likely to engage in crime, gangs, and drugs and more likely to seek work, find jobs, and remain in school.

VISTA is a powerful capacity builder. In FY 2007, 6,852 enrolled VISTAs leveraged over

610,785 community volunteers to help organizations achieve their missions. Additionally, by reaching out to local businesses, grantmakers, and donors, each VISTA generates an average of \$30,000 in cash and donated services for the nonprofit organizations with which they serve.

Finally, the program provides the individuals who serve as VISTA members with the training, skills, and orientation they need to remain actively engaged as leaders in their communities throughout their lifetimes.



Table 11. AmeriCorps VISTA summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ Decrease
Member support				
Subsistence allowance	\$42,034	\$41,899	\$38,978	(\$2,921)
Post-service stipend	1,896	1,900	1,800	(100)
Health care	13,158	15,000	16,000	1,000
Child care	750	1,000	1,005	5
Travel, relocation, settling-in cost, etc.	2,185	2,531	3,942	1,411
<i>Subtotal</i>	60,023	62,330	61,725	(605)
Grants	14,778	13,947	12,419	(1,528)
Project support	5,166	3,531	3,500	(31)
System development/data analysis	1,131	407	400	(7)
Training and technical assistance	12,938	12,178	12,200	22
Recruitment	1,432	1,407	1,374	(33)
<b>Total Budget Authority</b>	<b>\$95,468<sup>i</sup></b>	<b>\$93,800</b>	<b>\$91,618</b>	<b>(\$2,182)</b>

<sup>i</sup> Includes \$750K transferred to VISTA Revolving Fund.

Table 12. Vital statistics for AmeriCorps VISTA (dollars in thousands)

Program Items	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Appropriation	\$94,240	\$95,464	\$95,468	\$93,800	\$91,618
Number of projects served	1,355	1,638	1,115 <sup>i</sup>	1,100	1,000
Number of new members enrolled	6,707	6,854	6,852	6,730	6,900
Number of member service years	5,510	5,719	5,498	5,447	5,238
Program cost per service year <sup>ii</sup>	\$17,103	\$16,692	\$17,364	\$17,226	\$17,490
Average health care cost per member	\$2,650	\$2,565	\$2,413	\$2,754	\$3,025
Number of community volunteers leveraged	509,000	517,000	610,785	615,700	616,000

<sup>i</sup> VISTA has adjusted its method for counting the number of service projects. VISTA no longer attempts to include placement sites in this data and the number only reflects actual sponsoring organizations (sponsoring organizations may have multiple placement sites). The number of actual placement sites has not changed.

<sup>ii</sup> An alternative calculation is included in appendix E.

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# Fighting Poverty in America

## Madison Metropolitan School District

*Across the nation, millions of Americans live in poverty without a place to sleep each night or adequate food and nourishment. Included in this population are working Americans who unexpectedly lose their jobs, face a serious family illness or injury without health insurance, or are underemployed because they do not have a high school diploma or lack basic literacy skills.*

Time and again, studies indicate that education is one of the surest ways out of poverty, especially for young people. Over the past decade, VISTA has helped thousands of schoolchildren in Madison, Wisconsin to succeed in school and advance their educational and economic prospects. In the Madison schools, the gaps in early literacy and math skills break down largely along the lines of family income, race/ethnicity, and English proficiency. In the mid-1990s, Art Rainwater, Superintendent of the Madison Metropolitan School District, faced the grim reality that African American kids in his district, who typically came from the city's poorer neighborhoods, were over seven times more likely than their white counterparts to test below the minimum reading performance level.

Recognizing the importance that literacy can play in helping youth complete high school and earn a living, Superintendent Rainwater engaged a unique partnership that included a team of 13 VISTA members from the Schools of Hope Literacy Project, the United Way of Dane County, and Madison

Metropolitan School District to develop and implement a system to recruit and manage community volunteers as tutors for kids. In 2006 alone, the VISTA cadre, which changes yearly, was able to engage over 600 community volunteers to work with classroom teachers to tutor some 3,000 K-5 students in 24 elementary schools and several after-school community programs.

The results of the VISTA members' efforts are dramatic. Between 1995 and 2005, the last year a standardized reading test was administered, African American students scoring at the minimal performance level fell from 28.5 percent to 5.5 percent, while Latino/Hispanic students dropped from 9.7 percent to 0.6 percent, and white students from 4.1 percent to 0.3 percent. Superintendent Rainwater attributes these impressive results to VISTA's tutor mobilization efforts and the innovative community partnership, which has brought thousands of volunteers and parents into the process of educating their children and improving their schools.



# BUDGET ACTIVITY 4: AMERICORPS STATE AND NATIONAL (National and Community Service Act of 1990, Title I, Subtitle C)

Table 13. AmeriCorps State and National total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$264,825	\$256,805	\$274,185	\$17,380

## Program Summary and Impact

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 non-profit 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.

Modest investment of federal funds in AmeriCorps State and National programs builds and strengthens the infrastructure of the nonprofit sector, increasing the scope and quality of services available to those most in need. This investment fosters the civic engagement of adults and youth whose experience and commitment are channeled to meet critical community needs, both during a year of intensive service and after. In addition, it leverages millions of Americans in service in their communities.

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.

## FY 2009 Budget Request and Priorities

With the FY 2009 budget request of \$274.2 million, AmeriCorps State and National will provide opportunities for nearly 67,000 Americans to engage in service. The Corporation projects that AmeriCorps members will mobilize 925,000 community volunteers in FY 2009. Excluding Continuation Grants, approximately \$61 million will be awarded in open competitions to programs that focus their efforts on advancing the Corporation's strategic initiatives, including our newest initiative—supporting disaster preparedness and response.

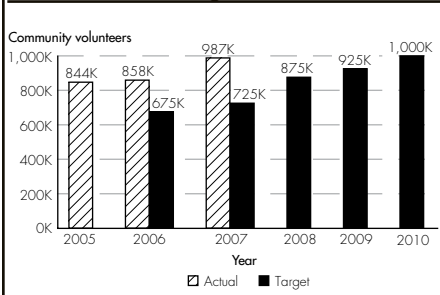
The FY 2009 request will

- » Enable the Corporation to successfully transition from two-year appropriations to one-year appropriations while maintaining the current level of service to communities across the nation;
- » Keep the program's cost per MSY relatively flat from FY 2008 to FY 2009 (cost per MSY continues to decrease in FY 2009 when indexed for inflation);



## Key Performance Measures

Figure 11. Number of community volunteers leveraged



Volunteer management, done well, requires the sustained attention of one or more individuals to ensure that community volunteers are trained, effective, and committed to volunteering on an ongoing basis. Many organizations lack the capacity to dedicate staff for this function; AmeriCorps State and National members significantly increase the ability of organizations to recruit and deploy local volunteers.

In 2007, AmeriCorps marked the induction of its 500,000th member. 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. According to the Corporation's Longitudinal Study, Alums indicate they continue volunteering after their term of service ends. Data will be collected again in 2008.

Figure 12. Percent of former members who continue to volunteer in their communities after AmeriCorps

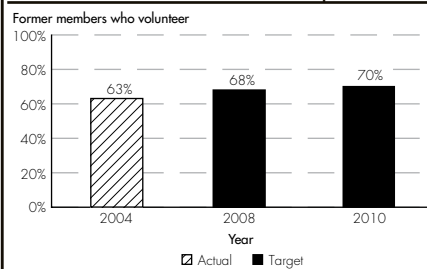
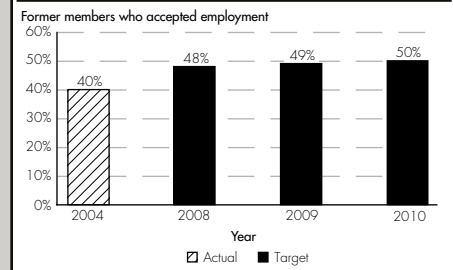


Figure 13. Percent of former members who accepted public employment within three years after completing AmeriCorps



Initial research shows that AmeriCorps alumni are more inclined to choose public service as a career than those who expressed interest in AmeriCorps service but did not join. AmeriCorps service can serve as a pipeline to public serving organizations by providing experienced, committed, and knowledgeable staff to fill positions that will be vacated by Baby Boomers leaving the workforce over the next decade. Further study will develop a more complete understanding of the rate at which former members commit to public service employment and the factors that influence that rate. Data was last gathered in 2004 and will be collected again in 2008.

- » Grant authority to the Corporation, via a proposed legislative change, to continue to provide a \$500,000 minimum to small states;
- » Enable the program to extend AmeriCorps member terms during disaster relief efforts via a proposed legislative provision; and
- » Enable the Corporation to pilot an innovative program of member-based service within AmeriCorps State and National to provide another entry point for small community-based organizations to participate in AmeriCorps.

## Program Reform and Innovations

The Corporation has instituted significant programmatic and management reforms in AmeriCorps State and National over the past two fiscal years. These reforms are designed to increase accountability of AmeriCorps programs for achieving their goals and outcomes while simultaneously streamlining requirements and lowering unnecessary administrative burden on grantees and potential applicants. Finally, the reforms are also designed to improve customer satisfaction with management services pro-

vided by the Corporation. Most notably during the period FY05-FY07, State and National scores on the American Customer Satisfaction Index (ACSI) went from a low of 57 to a high of 71.

### Policy

Over the past two years, the Corporation has taken steps to ensure transparent policy decisions are made and communicated widely. To

this end, the application instructions have been shortened over 100 pages; all program policies have been posted on the AmeriCorps website along with the AmeriCorps statute, regulations, and provisions on a searchable database; a communication center, also on the website, lists all communications and guidance sent to the field; and the public has been engaged in a second-round of rulemaking. This rulemaking completes the process started in 2005 by making necessary technical changes that clarify the regulations and accurately present current practice.

## Finance

Financially the Corporation is moving forward in implementing language approved by the President and Congress in 2008. A single match for programs allows greater flexibility to use grant funds to meet local needs and will increase funds usage while simultaneously holding programs accountable to the increasing match requirements established in the 2005 rulemaking. This change is particularly helpful to rural programs that are rich in community match but struggle to raise the local capital necessary to meet the cash match

requirements for stipends. The Professional Corps waiver language will enable commissions to support AmeriCorps programs providing teachers, firefighters, police, and other professionals in shortage areas with their formula funds, increasing local decision-making power for commissions and communities.

## Grants Management

In 2007, the Corporation moved to retire its outdated Web Based Reporting System (WBRS). In preparation for the retirement and move to the new systems, progress reports, financial reports and member management functions were analyzed to ensure only necessary information was collected from grantees in the new system. The new progress reporting system places greater responsibility and authority on commissions for ensuring program outcomes are achieved by subgrantees and yields data that more accurately demonstrates the impact of AmeriCorps programs. The financial reporting system gives greater flexibility to commissions for managing their subgrantees and formula funds as they now will report only in the aggregate.

## Return on Investment

AmeriCorps programs and members leverage impressive resources within communities, including 987,000 local volunteers in FY 2007. Over 90 percent of sponsoring organizations say that AmeriCorps members helped them measurably increase the number of persons served by their programs.

As part of its mission to strengthen communities, AmeriCorps is creating well-educated, socially aware, and engaged citizens. Forty-one percent of those who entered AmeriCorps service without a college education obtained a four-year degree within three years of completing their service. In addition, 80 percent of members report that they are more likely to continue participating in service because of their AmeriCorps experience.

Corporation research shows that AmeriCorps members help organizations provide an increased amount of services more effectively. AmeriCorps members assist with the development of new community partnerships that help to ensure that program services are sustained. Sustainability and organizational capacity are further enhanced with the

engagement of 987,000 community volunteers who are recruited, placed, and managed by AmeriCorps members. In addition, in 2007 alone, AmeriCorps programs leveraged an impressive \$231 million in financial resources to meet local needs.

For the individuals serving in AmeriCorps, tangible benefits include training for new skills, access to higher education, and an enhanced ability and desire to work to effect change in communities. Coupled with their commitment to addressing critical social and economic issues, AmeriCorps members have a high rate of participation in community volunteering outside of their AmeriCorps service and are knowledgeable about problems facing their communities. The development of civic participation is illustrated by the fact that former members who did not volunteer prior to AmeriCorps service are 25 percent more likely to volunteer than a group of individuals who expressed interest in, but did not join AmeriCorps (see also *Serving Country and Community: A Longitudinal Study of Service in AmeriCorps*, [http://www.nationalservice.gov/about/role\\_impact/performance\\_research.asp#AC\\_LONG](http://www.nationalservice.gov/about/role_impact/performance_research.asp#AC_LONG)).

### How We Allot AmeriCorps Funding

Beginning with an appropriation of \$274,185 the following program and member support items are taken off the top: training and technical assistance; childcare; Grant Application Review Process (GARP; including eGrants, GMLoB, and Grants.gov), as well as the Education Award Program (EAP). If we are to transfer any funds to the Trust, which is not planned for FY 2009, this amount would be subtracted as well. With the remaining balance, which for FY 2009 equals \$252,523, exactly 33.3 percent is allocated to Formula, one percent to Tribes, and one percent to Territories. Of the remaining amount, \$55 million is applied toward National Direct and the remainder to State Competitive, which must receive at least 33.3 percent.

<b>Total Appropriations</b> (dollars in thousands)	<b>\$274,185</b>
Formula to states	84,174
	<u>190,011</u>
Competitive to states	108,298
	<u>81,713</u>
Tribes	2,525
	<u>79,188</u>
Territories	2,525
	<u>76,663</u>
National	55,000
	<u>21,663</u>
Education Award Program	7,442
	<u>14,221</u>
Program and member support	14,221
	<u>0</u>

Table 14. AmeriCorps State and National summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Formula grants to states	\$81,987	78,380	84,174	5,794
Competitive grants to states	104,605	98,017	108,298	10,281
Direct national competitive grants to eligible nonprofit organizations	54,450	54,039	55,000	961
Education Award Program	4,707	4,598	7,442	2,844
Set-asides for U.S. Territories	2,460	2,351	2,525	174
Set-asides for Indian Tribes	2,460	2,351	2,525	174
<i>Subtotal, grants budget authority</i>	<i>250,669</i>	<i>239,736</i>	<i>259,964</i>	<i>20,228</i>
Childcare for members	4,840	5,000	5,000	—
Grantee support and other grant-related costs	9,316	8,069	9,221	1,152
Transfer to Trust		4,000		
<b>Total Budget Authority</b>	<b>\$264,825</b>	<b>\$256,805</b>	<b>\$274,185</b>	<b>\$17,380</b>
Carryover from prior year and recoveries	34,178	25,264	—	(25,264)
Carryover to next year	18,575	—	—	—
<b>Total Program Resources</b>	<b>\$280,428</b>	<b>\$282,069</b>	<b>\$274,185</b>	<b>(\$7,884)</b>

Table 15. Vital statistics for AmeriCorps State and National (dollars in thousands)

Program Items	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Appropriation	\$287,680	\$264,825	\$264,825	\$256,805	\$274,185
Number of member slots approved (or estimated)	66,600	67,405	66,616	66,156	66,980
Cost per MSY <sup>i</sup>	\$10,206	\$9,771	\$9,631	\$9,405	\$9,388
Number of volunteers leveraged by State and National members	843,754	858,781	987,000	875,000	925,000
Number of new and competitive grant applications submitted	174	482	390	N/A	N/A
Percent of total costs contributed from Corporation sources	56.8%	56.7%	54.7%	N/A	N/A

<sup>i</sup> An alternative calculation is included in appendix E.

# Succeeding in the Classroom

*A staggering one-third of all public high school students and fully half of all African American, Hispanic and Native American youth fail to graduate. According to recent research, 3.5 million youth ages 16–25 do not have a high school diploma and are not in school.*

In fact, only 50 percent of African American, Hispanic, and Native American youth graduate from high school. Many of these young people enter high school significantly behind their higher income peers. The best predictor of whether a 10th grader is reading at grade level is actually whether or not that child knew his alphabet at the age of five. Unfortunately, statistics show that a first-grader from a low-income background starts school with a huge deficit:

- » 35 percent of American kindergarten children arrive at school unprepared to learn;
- » 5-year-olds from low-income communities have one-fourth the vocabulary of their mid-income peers; and
- » 50 percent of all children from low-income families start first grade up to two years behind their peers in preschool skills.

To address these issues requires not only schools, but also families and community volunteers. Corporation programs across the country provide teachers, tutors, reading coaches, and mentors for underperforming students at all grade levels.

## Teach for America

Teach for America annually engages approximately 5,000 outstanding recent college graduates and professionals of all academic majors and career interests who commit two years to teach in urban and rural public schools and become leaders in the effort to expand educational opportunity. The Mathematica Policy Research study released in 2004 found that Teach For America corps members: make more progress in both reading and math than would typically be expected in a year; attain significantly greater gains in math than the other teachers in the study, even when compared only to certified teachers and veteran teachers; and, are working in the highest-need classrooms in the country, where students begin the year on average at the 14th percentile against the national norm.

## Early Education

Jumpstart, a national AmeriCorps program, engages 3,100 members in communities across the nation. The program pairs motivated college students and older adults with preschool children in caring and supportive one-to-one relationships for an entire year. During multiple two-hour sessions each week, the pairs engage in activities which build stronger literacy, language, social and initiative skills. Over the course of the 2005–2006 year, Jumpstart children achieved, on average, a 26 percent gain on the School Success Check list, significantly greater than the average gain achieved by their peers not receiving the Jumpstart program. These children are now better prepared to enter kindergarten with the vocabulary and social skills necessary to succeed. (From 2005–2006 external evaluation on Jumpstart by Shelby Miller Ph.D., [www.jstart.org/clientuploads/Research\\_and\\_Results/0506JumpstartEvaluationExecutiveSummary.pdf](http://www.jstart.org/clientuploads/Research_and_Results/0506JumpstartEvaluationExecutiveSummary.pdf))

## School Aged Youth

Children attending first through third grade use their verbal knowledge base as a foundation for learning to read. Beginning in fourth grade, adequate reading skills are essential to learning. Across the nation, AmeriCorps members focus on getting kids ready to learn every day. The Washington State Reading Corps program, comprised of 290 AmeriCorps members, mobilizes and trains 4,000 volunteers to tutor students. They tutor more than 7,000 children every year using research-based tutoring materials. Seventy-five percent of students tutored either met state grade level standards in reading or gained one grade level—a significant achievement for struggling readers. Overall, schools served by the Washington Reading Corps from 1999 to 2006 improved test scores by 30.8 percent as compared to the statewide average of 22 percent improvement. (<http://www.k12.wa.us/curriculum/instruct/reading/readingcorps/pubdocs/WRCFacts.doc>)



# BUDGET ACTIVITY 5: STATE SERVICE COMMISSION ADMINISTRATION GRANTS

(National and Community Service Act of 1990, Title I, sections 126(a) and 178)

Table 16. State Service Commission Administration Grants total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$12,516	\$11,790	\$12,642	\$852

## Program Summary and Overview

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 state.

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.

## FY 2009 Budget Request and Priorities

With the budget request of \$12.6 million, the Corporation will continue to provide essential support to our State Service Commissions. While this amount represents an increase over our 2008 enacted level, it represents a decrease

from our 2008 obligational level, and is necessary to ensure the integrity of our State Commissions' vital administrative and oversight function.



## Oversight of Commission and Administration Funds

The Corporation uses the State Administrative Standards to ensure that commissions have the necessary processes and procedures to effectively meet their mission. The Standards consist of 60 elements related to planning and assessment, financial systems, financial

oversight, monitoring of the sub-grantees, and management of the staff and board resources. Over the past several years an average of six commissions a year were assessed using the Standards tool. In 2009, an additional nine commissions will be evaluated.

Table 17. State Service Commission Administration Grants summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
State Service Commission Administration Grants	\$12,516	\$11,790	\$12,642	\$852
<b>Total Budget Authority</b>	<b>\$12,516</b>	<b>\$11,790</b>	<b>\$12,642</b>	<b>\$852</b>
Carryover from prior year/recoveries	2,175	1,801	—	(1,801)
Carryover to next year	1,801	—	—	—
<b>Total Budgetary Resources</b>	<b>\$12,890</b>	<b>\$13,591</b>	<b>\$12,642</b>	<b>(\$949)</b>

# BUDGET ACTIVITY 6: NATIONAL SERVICE TRUST

## (National and Community Service Act of 1990, Title I, Subtitle D)

Table 18. National Service Trust total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$117,720	\$122,539	\$132,110	\$9,571

## Summary and Overview

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.

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

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 a usage rate of 81.7 percent.

Table 19. Education awards for service term hours

Service term	Number of hours	Education award
Full-time	1,700	\$4,725.00
Half-time	900	\$2,362.50
Reduced half-time	675	\$1,800.00
Quarter-time	450	\$1,250.00
Minimum-time	300	\$1,000.00



## FY 2009 Budget Request

The FY 2009 budget includes the following:

- » For FY 2009, we estimate an average Trust cost per MSY of \$3,022; and
- » The National Service Trust Reserve, established by the Strengthen AmeriCorps Program Act, is projected to

total \$46.7 million as of the end of FY 2009, which is about 11 percent of projected unliquidated obligations. Under this request the Corporation is not adding funds to the reserve.

## Accomplishments and Impact

### External Reviews

Both the Office of Inspector General (OIG) and the Government Accountability Office (GAO) have favorably reviewed the Corporation's current Trust management policies and procedures, including most recently a draft 2007 OIG report validating implementation of effective controls over refilling Trust slots (OIG draft Audit Report 08-09). Additionally, for the fifth consecutive year, an independent auditor has issued unqualified audit opinions on the schedule of Trust budgetary resources and obligations (OIG Audit Report 08-02).

In 2005, the Corporation contracted with Econometrica to complete an external review of the Trust model. The report validated the model's accuracy and made recommendations that were implemented in FY 2006 to improve its functionality.

### Segal AmeriCorps Education Award

More than 400,000 AmeriCorps members have earned Segal AmeriCorps Education Awards, totaling over \$1 billion since the program was launched in 1994. Since 1994, over 500,000 men and women have served in AmeriCorps through thousands of national and local organizations. The President's 2009 Budget requests funding for 75,000 members.

# Calculation of Trust Budgetary Needs

The Corporation is using the following assumptions to calculate Trust budgetary needs for FY 2009:

- » **44,300 Member Service Years.** This budget proposes a total of 44,300 new AmeriCorps MSYs (73,000 members) who will be eligible for a Segal AmeriCorps Education Award (an additional 2,000 VISTA members will elect a cash stipend in lieu of an education award, and therefore do not affect Trust funding needs).
- » **Enrollment Rate.** Based on the Strengthen AmeriCorps Program Act legislative history, our calculation of Trust funding assumes that 100 percent of member slots awarded will be enrolled in the Trust. From 2000–2007, enrollment rates averaged 88 percent.
- » **Earning Rate.** Based on the Strengthen AmeriCorps Program Act legislation, our calculation assumes that 80 percent of members enrolled in the Trust will complete their service and earn an award (ranges from 75 to 85 percent depending on term type), which is consistent with our Trust model projections.
- » **Full Value of the Award.** The calculation assumes that members earning an award will earn the full value based on their earning category (e.g. full-time, part-time, and reduced part-time). Historically, we have found that about eight percent of members exit programs early and receive a reduced award.
- » **Usage Rate.** Based on Trust model projections, we are currently assuming that about 81 percent of members earning an award will use it. The activity of more recent members indicates increasing usage.
- » **Net Present Value.** Two years can elapse between the time the Corporation receives an appropriation for the Trust, a grant is awarded, and a member is enrolled and completes his or her service. In addition, members have seven years from the completion of their service to use their award. This means that it can take nine years from the fiscal year that the funds are appropriated until a member uses the award. The Corporation takes this time frame into account by discounting the education award to its net present value. The discount factors used in the calculation are based on historical usage patterns, OMB projected interest rates, and the weighted average maturity of the Corporation's Trust portfolio.
- » **Reserve Account.** This request does not include additional funds for the Trust reserve account. The National Service Trust Reserve, established by the Strengthen AmeriCorps Program Act, is projected to have \$46.7 million as of the end of FY 2009.

Table 20. National Service Trust summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Segal AmeriCorps Education Awards/Interest Forbearance	\$117,720	\$122,539	\$132,110	\$9,571
<b>Total Budget Authority</b>	<b>\$117,720</b>	<b>\$122,539</b>	<b>\$132,110</b>	<b>\$9,571</b>
Deobligated from expired slots	4,557	1,000 <sup>i</sup>	1,800	800
Other available resources	25,390	12,746 <sup>ii</sup>	—	(12,746)
Carryover to next year	8,746	—	—	—
<b>Total Budgetary Resources</b>	<b>\$138,921</b>	<b>\$136,285</b>	<b>\$133,910</b>	<b>(\$2,375)</b>

i For FY 2008 this amount is an estimate; as of Dec. 31, 2007, no deobligations from expired slots have occurred.

ii Includes \$4 million in funds transferred to the Trust from FY 2008 AmeriCorps grant funds.

Table 21. Vital statistics for National Service Trust

Program Statistics	Program Years <sup>i</sup>				
	2004	2005	2006	2007	2008
Member enrollments in the Trust	62,633	62,820	66,718	45,218	1,059
Percent of members earning an education award <sup>ii</sup>	79.9%	78.9%	80.7%	63.9%	—
Percent of earned education awards used <sup>iii</sup>	63.0%	51.0%	31.4%	18.5%	—
Investment earnings <sup>iv</sup>	3%	3%	3%	2.5%	2.4%
Breakout of enrollment by term type: <sup>v</sup>					
Full-time	46%	45%	44%	60%	100%
Part-time	17%	18%	17%	11%	—
Reduced part-time	37%	37%	39%	29%	—

i Program Year refers to positions awarded with, although not necessarily filled in, a particular fiscal year's grant funds. For example, a grantee may receive a grant in fiscal year 2007 but not fill all positions until fiscal year 2008. All positions related to this grant would be considered Program Year 2007 positions irrespective of the year filled. Program Year data reflects all enrollments recorded through December 31, 2007. Prior year enrollment numbers may change slightly due to corrections or late reporting by grantees. In addition, in May 2005 a one-time adjustment was made to correct the assigned program year for NCCC members. While the correction had no effect on total enrollment, the number of NCCC members reported for a given program year may have increased or decreased.

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

iii This percentage is calculated by taking the dollar amount of education awards used divided by the total amount earned as of December 31, 2007.

iv Weighted Average Maturity for the Trust investment portfolio of Treasury securities. Used to discount awards for the time value of money.

v Term type is based on Program Year enrollments to date. It is important because education award projections are based on service type.

# BUDGET ACTIVITY 7: SENIOR CORPS

## RSVP

(Domestic Volunteer Service Act of 1973, Title II)

Table 22. RSVP total program resources (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$59,685	\$58,642	\$59,685	\$1,043

### Program Summary and Impact

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.

Through a network of 747 grantees, over 428,500 RSVP volunteers expand the capacity of more than 65,000 community organizations nationwide to deliver essential services. Working through such infrastructure networks as Area Agencies on Aging, Volunteer Centers and United Ways, RSVP volunteers tutor and mentor children, provide independent living services to seniors, assist victims of natural disasters, improve the environment, conduct safety patrols, mobilize other volunteers, and perform other tasks in a wide variety of health, education, and human service settings.

Older Americans are a powerful but all-too-often overlooked resource whose talents are needed to meet the great needs facing our nation. As the largest program connecting older volunteers with volunteer opportunities, RSVP has been making a significant difference in communities across the country for more than 35 years. And, as the Baby Boomer generation—the healthiest, wealthiest, and best-educated generation in history—looks for ways to give back to society and to be productive during the last third their lives—it is increasingly important that RSVP find ways to connect older volunteers with meaningful, challenging service opportunities that will keep them engaged in their communities.

### FY 2009 Budget Request and Priorities

The Corporation is requesting \$59.7 million for RSVP, an increase of \$1.0 million from the FY 2008 enacted level.

This funding level will enable RSVP to continue its important work in a number of high-priority areas, including the following:

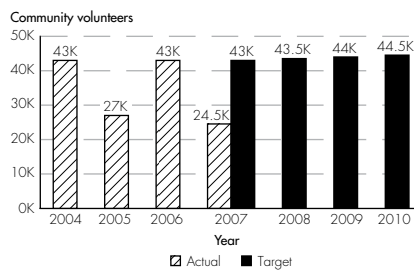
- » **Mobilizing volunteers.** In addition to recruiting participants, RSVP grantees also place volunteers with community

organizations where they mobilize other community volunteers.

- » **Supporting independent living services.** RSVP volunteers provide a number of services that help the elderly remain independent in their own homes, including nutritional services, respite care, and transportation to and from medical appointments.

## Key Performance Measures

Figure 14. Number of community volunteers leveraged by RSVP volunteers



RSVP is continually strengthening 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 2007, RSVP volunteers recruited nearly 24,500 community volunteers to serve, short of the targeted goal of 43,000. Reported data across 4 fiscal years demonstrate a fluctuating trend, requiring further analysis to accurately capture RSVP performance against this measure. The Corporation plans to revisit its data and methodologies to ensure solid baseline data and ongoing results.

Children of prisoners are one of the most vulnerable populations in America and are at high risk of being imprisoned themselves as adults. One of the most valuable assets the children can receive is an adult mentor who can provide assistance and guidance. RSVP volunteers mentored a total of 7,400 children of prisoners in 2007, well above the target of 5,600 children. We expect the numbers of children mentored by RSVP volunteers to increase incrementally from 7,400 in 2007 to 8,000 by the end of 2010.

Figure 15. Number of children of prisoners mentored by RSVP volunteers

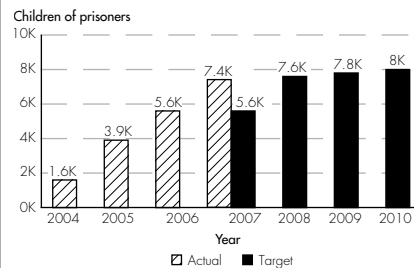
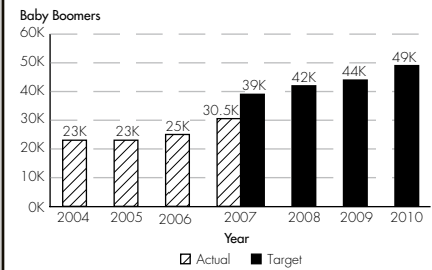


Figure 16. Number of Baby Boomers serving in RSVP



RSVP is well positioned to attract and retain Baby Boomer volunteers. The variety, flexibility, and availability of RSVP volunteer opportunities align well with the priorities of Boomers—including the large segment that continues to work beyond “traditional” retirement age. In 2007, a total of 30,500 RSVP volunteers, or 7% of RSVP volunteers were Boomers. While this is short of the target of 39,000, there remains a growth curve since this measure was adopted in 2003, indicating a sustained upward trend. By the end of 2009, we anticipate that 44,000 RSVP volunteers, or 10% of all RSVP volunteers, will be Baby Boomers.

» **Advancing disaster preparedness and recovery.** RSVP grantees are often key participants in local community emergency response teams. When disaster strikes, RSVP volunteers

staff emergency kitchens and shelters, distribute food and clothing, and assist families to relocate.

## Program Reform and Innovations

The Senior Corps' multimedia “Get Involved” campaign, first launched in 2005, is targeted to the 55+ market—for individuals interested in volunteering and for organizations seeking their skills. In 2007, the first phase of a Senior Corps contract with VolunteerMatch was completed and a customized “55+” VolunteerMatch search engine was integrated onto the Get Involved website—putting the most robust and comprehensive inventory of opportunities at the fingertips of potential volunteers. The

majority of Senior Corps grantees are posting their opportunities on VolunteerMatch, as are hundreds of other organizations interested in 55+ volunteers. In early 2008, VolunteerMatch matched \$10,000 in Corporation funds to help motivated organizations use technology to reach Boomer volunteers.

The Administration supports competition for Senior Corps grants as a part of reauthorization of the national service legislation.

## Return on Investment

Ten years ago RSVP began preparing to welcome the leading edge of the Baby Boomer generation, which differs tremendously from earlier generations both in its motivations and the types of volunteer assignments of interest. In 1996, the Corporation introduced an outcome-based programming model to emphasize the measurable positive change resulting from RSVP volunteers' service. To support the new model, RSVP actively encourages grantees to reevaluate and streamline their portfolios to create higher-impact service opportunities and increase management efficiency. The result of these efforts has been an overall decrease in the total number of volunteers supported by the program, but measurable increases in community impact. For example:

- » The Corporation was able to demonstrate that RSVP volunteers increase the quality and quantity of services at the organizations where they serve; and
- » Local RSVP projects are able to aggregate data, demonstrating how their volunteers services increase literacy scores for the children they tutor.

RSVP is cost-effective and flexible. The average cost of an RSVP volunteer is \$134 annually. More than 428,500 RSVP volunteers nationwide provided 78.7 million hours of service to their communities in 2007.

In recognition of the essential services that RSVP volunteers provide in their communities, state and local agencies, nonprofit and for-profit businesses contributed \$52.2 million in 2007, or 46 percent of grant funds—considerably larger than the required share of 30 percent to support RSVP programs. In 2006, almost \$7 million of the non-federal share were from state funds specifically appropriated for RSVP.

Finally, RSVP provides physical and psychological health benefits to its volunteers, including lower rates of depression and other diseases. This outcome is very important for older Americans and the rest of the nation to keep down health care and independent living costs.

Table 23. RSVP summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$57,913	\$56,897	\$57,913	1,016
<i>Subtotal, grants</i>	<i>57,913</i>	<i>56,897</i>	<i>57,913</i>	<i>1,016</i>
Recruitment and retention	500	491	500	9
Grants.gov/eGrants support	226	230	230	—
Training and technical assistance	1,046	1,024	1,042	18
<b>Total Budget Authority</b>	<b>\$59,685</b>	<b>\$58,642</b>	<b>\$59,685</b>	<b>\$1,043</b>

Table 24. Vital statistics for RSVP (dollars in thousands)

Program Statistics	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Number of federally funded CNCS awards/grantees	759	767	750	747	741	741	741
Average federal award/grant	\$75,046	\$74,348	\$75,473	\$78,155	\$78,155	\$76,784	\$78,155
Number of Direct Volunteers	468,600	447,500	441,800	442,000	428,500	420,700	428,500

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# BUDGET ACTIVITY 7: SENIOR CORPS

## FOSTER GRANDPARENT PROGRAM

(Domestic Volunteer Service Act of 1973, Title II)

Table 25. Foster Grandparent Program total program resources (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$110,937	\$108,999	\$68,174	(\$40,825)

### Program Summary and Impact

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. They also derive emotional benefits that improve their quality of life and offer a sense of purpose. Children and youth served often have limited access to a caring and consistent adult presence in their lives—a void that is filled by the Foster Grandparents.

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.

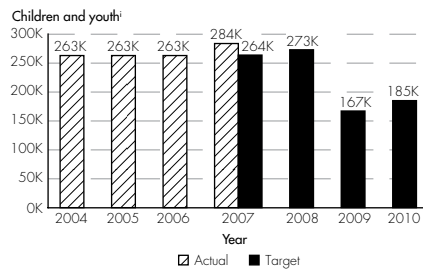
In 2007, Foster Grandparents served 284,000 children and youth—helping them to access a path to success. Working through 10,000 different organizations—including large and small nonprofits, faith-based groups, health centers, Head Start Centers, schools, and juvenile correctional facilities—approximately 30,000 Foster Grandparents each year provide youth with a range of services. Foster Grandparents 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. Perhaps most important, these adults provide nurturing interaction and positive role modeling to develop trust, friendship, and respect.

In the case of Hurricane Katrina, Foster Grandparents stepped in to provide reassurance and caretaking support to youth in shelters so their parents could tend to other immediate needs.



## Key Performance Measures

**Figure 17. Number of children and youth served by Foster Grandparents**

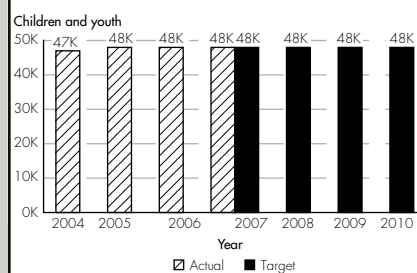


This indicates the total number of children served annually. Children mentored and children of prisoners are subsets of total children. Children can appear in more than one category.

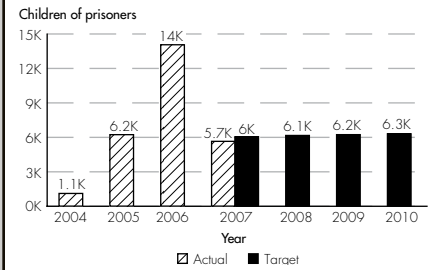
In 2007, Foster Grandparents served 284,000 children and youth with special or exceptional needs, including children of prisoners, children in foster care, and adjudicated youth—a result that exceeds the FY 2007 target of 264,000. In 2009, Foster Grandparents will serve an estimated 167,000 children, a reduction of approximately 38%. This estimate reflects the proposed FY 2009 reduction in FGP appropriations. The proposed reduction decreases the number of Foster Grandparents serving, which directly impacts the number of children served.

Foster Grandparents served 284,000 children and youth in FY 2007, including more than 48,000 who received intensive and ongoing mentoring. In FY 2009, FGP will remain focused on intensive mentoring—a commitment that will be demonstrated by maintaining the number of children mentored at the FY 2007 level of 48,000, even as the overall number of children will decrease by one third.

**Figure 18. Number of children and youth mentored by Foster Grandparents**



**Figure 19. Number of children of prisoners mentored by Foster Grandparents**



The array of challenges faced by many children of prisoners, including family instability or poor self-esteem, can often result in negative social behaviors and poor academic performance. By connecting a caring Foster Grandparent to a child of an incarcerated parent, the sphere of engaged adults available to the child is enlarged—in turn creating more structure and support. Foster Grandparents served nearly more than 5,700 children of prisoners in FY 2007, a result that substantially meets the FY 2007 target of 6,000 children. By the end of 2009, Foster Grandparents will have mentored 6,200 children of prisoners, a slight increase over the 2007 level. FY 2007 actual performance, while meeting the target, is below the FY 2006 actual of 14,000 children of prisoners. Using its three years of baseline data, the Corporation is now in a position to explore and analyze reasons behind fluctuations in annual data. We plan to adjust systems or procedures accordingly.

## FY 2009 Budget Request and Priorities

The Corporation is requesting \$68.2 million, a decrease of \$40.8 million from the FY 2008 enacted level. These resources will support approximately 19,800 Foster Grandparents serving an estimated 167,000 children and youth in FY 2009.

Given limited resources, the Corporation had to strategically allocate resources. The Foster Grandparent Program appropriation remains the largest of the three Senior Corps programs.

## Program Reform and Innovations

The Administration supports competition for Senior Corps grants as a part of reauthorization of the national service legislation.

# Return on Investment

Nearly 30,000 Foster Grandparents who serve annually represent a cost-effective means to reach and support more than 280,000 children with special or exceptional needs annually who otherwise may not have the opportunity to receive individual assistance from a caring adult.

- » 90 percent demonstrated increased self-image;
- » 56 percent were reported to have improved school attendance; and
- » 59 percent were reported to have a reduction in risky behavior.

Foster Grandparents are proven to produce tangible and positive results in the children they serve. In 2006, a national performance measurement survey was conducted with school principals, teachers, and other school officials familiar with the Foster Grandparents and the children served. The officials who responded estimated that

- » 81 percent of the children served demonstrated improvements in academic performance;

Foster Grandparent grantees also generate non-federal funds well above the required share of 10 percent. In 2007, the non-federal share of grants was \$36.1 million, or 26 percent of total grant funds. These funds were provided by state and local agencies, the nonprofit sector, and the corporate sector in recognition of the essential services that FGP volunteers provide to children and youth with special or exceptional needs.

Table 26. Foster Grandparent Program summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$110,519	\$108,581	\$67,869	(\$40,712)
<i>Subtotal, grants</i>	<i>110,519</i>	<i>108,581</i>	<i>67,869</i>	<i>(40,712)</i>
Recruitment and retention	124	123	78	(45)
Grants.gov/eGrants support	102	102	102	—
Training and technical assistance	192	193	125	(68)
<b>Total Budget Authority</b>	<b>\$110,937</b>	<b>\$108,999</b>	<b>\$68,174</b>	<b>(\$40,825)</b>

Table 27. Vital statistics for Foster Grandparent Program (dollars in thousands)

Program Statistics	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Number of federally funded CNCS awards/grantees	344	338	337	337	331	331	331
Average federal award/grant	330,996	329,382	335,403	333,894	333,894	328,040	205,042
Number of Direct Volunteers	32,500	31,500	30,900	30,550	29,971	29,347	19,800
Number of children and youth served by FGP	262,000	263,000	263,300	263,000	284,000	273,200	167,072

# Mentoring America's Youth

*A cornerstone of the Corporation's Strategic Plan is to connect more mentors to children and youth from disadvantaged circumstances. Because of the great obstacles faced by children of prisoners, the Corporation is focusing a large share of its mentoring efforts on reaching out to this especially needy population.*

According to U.S. Bureau of Justice statistics, the country's more than 1.1 million incarcerated adults are also parents to an estimated 2.3 million children under the age of 18; and, as many as 14 percent of all American children have had a parent in prison at least once during their childhoods. One in five is under the age of five, and the majority of children are under the age of 10. A parent's incarceration adds significant stress to families who often are already struggling with poverty, instability, and violence. The National Mentoring Partnership, for example, reports that children of prisoners are seven times more likely than other children to become involved in the juvenile and adult criminal justice systems, and six times more likely to become incarcerated themselves at some point during their lives.

In 2006, Foster Grandparents supported 14,000 children of prisoners, while RSVP volunteers mentored 5,600. RSVP volunteers also serve children of prisoners as court-appointed special advocates, and as role models to help adult prisoners make the transition from incarceration back to the community and their children.

The Valencia County Foster Grandparent Program, located in Las Lunas, NM, is home to a large population of families of prisoners. The Foster Grandparents provide consistent and quality support to more than 3,000 children of prisoners each year. Head Start teachers and other community agencies have noted that the Foster Grandparents are an essential element of services to the children—providing consistency and role modeling that would otherwise not be available.

In Pocatello, Idaho, the Southeast Idaho Community Action Agency RSVP matches 56 volunteer mentors with 61 children and their families in the Pocatello area—of whom 70 percent have at least one incarcerated parent. The mentors and children meet at least once a week and participate in activities that promote intergenerational trust, growth, and friendship. They also join in organized community service projects throughout the year. Mentors receive monthly in-service training on such issues as juvenile drug and alcohol use, depression, and suicide. Teachers and school counselors often refer their students to the program, and administrators report a 66 percent increase in student attendance for mentees, as well as improvement in behavior and more positive attitudes toward education.



# BUDGET ACTIVITY 7: SENIOR CORPS

## SENIOR COMPANION PROGRAM

(Domestic Volunteer Service Act of 1973, Title II)

Table 28. Senior Companion Program total program resources (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$46,964	\$46,144	\$46,144	\$0

### Program Summary and Impact

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.

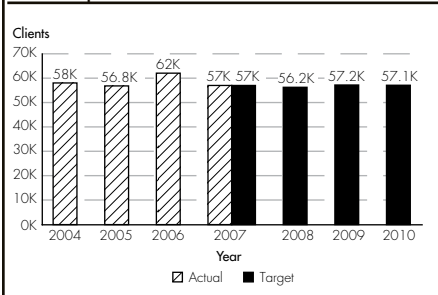
Senior Companion Program grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. Grants are awarded for a period of three years. Open competition for the grants is limited to the initial award. Following the inaugural grant 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.

The number of older people in America is increasing rapidly, with the populations of those age 65 and older—and, more critically, age 85 and over—is projected to double by 2030. In FY 2007, approximately 15,200 Senior Companion volunteers—each serving between 15 and 40 hours per week through a nationwide network of government agencies and local nonprofits—provided 12 million hours of service for 57,000 clients. Senior Companions take care of the in-home needs of frail older adults and others with physical or developmental limitations. They also transport clients to medical appointments, help shop for food and basic necessities, manage clients' paperwork and bills, and offer a needed respite to nearly 9,000 family members and informal caregivers.

## Key Performance Measures

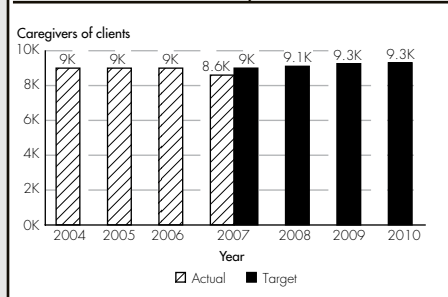
**Figure 20. Number of clients who receive independent living services from Senior Companions**



In FY 2007, 57,000 frail adults, primarily seniors, received independent living services and support from Senior Companions, meeting the performance goal of 57,000. In FY 2009, a total of 57,300 clients will receive independent living services in their own homes, including companionship, transportation and shopping assistance, and linkages to vital services available in the community.

More than 50 million people provide informal or unpaid care for a chronically ill, disabled, or aged family member or friend during any given year. 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 2007, more than 8,600 caregivers benefited from respite time due to Senior Companion services. This result is within the range to successfully meet the target of 9,000 caregivers. In FY 2009, an estimated 9,300 caregivers will be served.

**Figure 21. Number of caregivers of Senior Companion clients receiving respite as a result of Senior Companion service**



## FY 2009 Budget Request and Priorities

The Corporation is requesting \$46.1 million, the same amount as the 2008 enacted level.

A particular focus of the Corporation's Baby Boomer strategic initiative is to increase the number of frail elderly and people with disabilities receiving assistance from the community to live independently. The Corporation's investment in Baby Boomers' service capacity represents an investment in our nation's future that could save society millions of dollars by reducing the need for expensive professional in-home or nursing home care. Research conducted by SCP in 2004–2005 showed Senior Companion clients had significant, long-term mental health benefits, including reduced rates of depression, from the services.

The Senior Companion Program is already delivering such services to over 60,000 individuals and caregivers annually. Therefore, it is essential that we maintain current levels of service.

In FY 2009, the Corporation proposes the following:

- » A total of \$46.1 million to support an estimated 15,200 Senior Companions who will provide independent living services to over 60,000 clients, primarily frail seniors, and their caregivers.

## Program Reform and Innovations

The Administration supports competition for Senior Corps grants as a part of reauthorization of the national service legislation.

## Return on Investment

The value of the Senior Companion Program is apparent in many tangible ways, both quantifiable and nonquantifiable. State and local policy makers and program administrators recognize that independent living is more cost-effective than housing seniors in skilled nursing facilities and see SCP as a critical partner in finding creative solutions for keeping elders healthy and independent.

Preliminary findings from a Corporation cost-benefit study indicate that each federal dollar spent on SCP in-home support in 2006 resulted in significant economic value well beyond the cost of the program. These benefits are related to the service time market value, delayed nursing home entry, increasing caregivers' ability to work, and other factors. Based on a review by the Department of Health and Human Services (HHS), we are revising our model and expect to have a more accurate estimate in summer 2008.

SCP grantees also work with states to expand services through Medicaid Home and Community Based Waivers. In 2006, twelve states elected to incorporate SCP services into

their Medicaid-funded home and community-based services, providing over \$1 million to support 630 Senior Companions that in turn provided in-home support to more than 1,300 clients.

In 2007, communities contributed \$25.5 million in non-federal funds for a total contribution share of 36 percent—considerably more than the 10 percent match required by the grant. In 2006, the additional funds—including more than \$7 million appropriated by state legislatures—were provided by state and local agencies, and nonprofits in recognition of the essential services that Senior Companions provide to the frail seniors they serve.

Finally, research conducted by SCP in 2004–2005 showed Senior Companion clients had significant, long-term mental health benefits, including reduced rates of depression, from the services. Research also showed that the volunteers themselves receive significant health and emotional benefits that improved their quality of life and gave them added purpose in life.

Table 29. Senior Companion Program summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$46,314	\$45,504	\$45,504	\$0
<i>Subtotal, grants</i>	46,314	45,504	45,504	—
Recruitment and retention	200	197	197	—
Grants.gov/eGrants support	67	67	67	—
Training and technical assistance	383	376	376	—
<b>Total Budget Authority</b>	<b>\$46,964</b>	<b>\$46,144</b>	<b>\$46,144</b>	<b>\$0</b>

Table 30. Vital statistics for Senior Companion Program (dollars in thousands)

Program Statistics	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2009 Target
Number of federally funded CNCS awards/grantees	228	223	222	222	194	194	194
Average federal award/grant	236,938	236,153	236,934	238,732	238,732	234,557	238,732
Number of Direct Volunteers	16,500	16,275	15,600	15,570	15,200	15,000	15,200
Number of clients served by SCP	57,000	58,000	56,826	62,000	57,000	56,200	57,000



# Helping the Elderly to Live Independently

*Baby Boomers will begin reaching traditional retirement age in 2010, and by 2030 the population aged 65 and over will almost double. By 2050, 20 million people aged 85 and over will be living in the United States, compared to 4 million today.*

These demographic shifts have profound implications for the nation's long-term care system given that the 85 and over group is the most in need of independent living support.

As the Baby Boomer generation ages, their long-term care needs are projected to place great strain on the Medicare and Medicaid entitlement programs. To help keep these costs as low as possible and to promote the independence and dignity of older people, the Corporation is stepping up its focus on using volunteers to enable older people to remain in their own homes as long as possible.

Each year the Senior Companion Program offers supportive, individualized services to over 60,000 frail, chronically ill, or disabled adults and their caregivers through its network of over 15,000 low-income individuals aged 60 and older. These services delay and often avoid altogether costly institutionalization for older Americans, saving the government and local communities millions of dollars a year. Services also include providing respite to almost 9,000 family and informal caregivers, enabling them to take care of personal business, attend to work obligations or simply reduce the stress of providing round-the-clock care.

Even assisted-living facilities, which are less costly than nursing homes, are beyond the means of most elderly Americans. The average cost of an assisted-living facility today is \$32,400, yet 64 percent of seniors in this country have annual incomes under \$25,000. Those served by Senior Companions have even fewer resources, as more than 71 percent of the program's clients have incomes under \$15,000.

In Iowa, for example, 75 Senior Companions placed through the Center for Siouxland in Sioux City provided direct, in-home care to 183 chronic, long-term clients in Woodbury, Monona, and Plymouth counties in 2006. The Senior Companions provided companionship to diminish isolation and loneliness, and hands-on assistance to help their clients with activities of daily living. Based on a local *Independent Living Skills Assessment*, which measured progress of 48 clients, 70 percent "improved or maintained their critical independent living skills." Case managers reported that 60 percent of all clients receiving services from Senior Companions were better able to remain in independent living settings.



# BUDGET ACTIVITY 8: INNOVATION, DEMONSTRATION, AND ASSISTANCE

## (National and Community Service Act of 1990, Title I, Subtitle H)

Table 31. Subtitle H (Innovation, Demonstration, and Assistance) total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Total Budget Authority	\$29,771	\$18,893	\$20,460	\$1,567

### Program Summary and Impact

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.

### FY 2009 Budget Request and Priorities

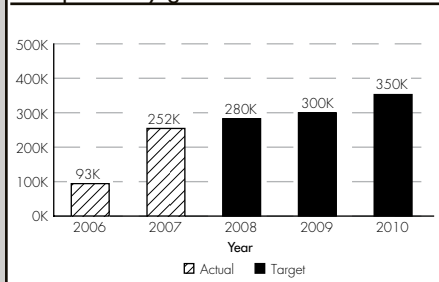
The budget request for 2009 is \$20.5 million, which represents an increase in new budget authority of \$1.6 million over the 2008 enacted level, but a decrease of more than \$9 million from the 2007 Subtitle H enacted budget. The Corporation's request will support the following activities.

#### Martin Luther King, Jr. Day of Service

Pursuant to the King Holiday and Service Act of 1994, the Corporation makes grants to provide partial funding for service opportunities consisting of activities which reflect the life and teachings of Martin Luther King, Jr., in conjunction with the federal holiday honoring Dr. King's birthday.

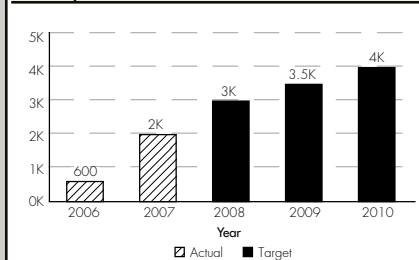
Martin Luther King, Jr. Day of Service was a tremendous success in 2007. The number of volunteers engaged in 2007 reported by Corporation grantees increased by 170 percent from 2006, from 93,000 to 251,000. Through collaboration with organizations across the country and an increased focus on the use of technology and outreach, almost 24,000 youth from disadvantaged circumstances engaged in service in conjunction with King Day, and more than 2,000 organizations (grantee and non-grantee) registered their projects with the Corporation, an increase of 225 percent. President Bush joined more than 500 AmeriCorps members, community volunteers, and government employees who had the day off to refurbish Cardozo High School in the District of Columbia.

Figure 22. Number of MLK Day volunteers reported by grantees



NOTE: 2006 data is an approximation.

Figure 23. Number of MLK Day projects registered on the Corporation's MLK Day online tool



NOTE: 2006 data is an approximation.



The Corporation is requesting \$950,000 in FY 2009 for King Day activities. The additional funds will increase volunteer participation in what is quickly becoming the nation's single largest demonstration of the power of community volunteers in the following ways:

- » Make funds available to intermediary organizations to increase participation in King Day within their networks (e.g., Big Brothers Big Sisters, YMCA) and target new city-wide expansion efforts of their activities. An estimated four to six grantees will support more than 1,000 local organizations; and
- » Substantially increase participation of unaffiliated volunteers and non-grantee organizations through dissemination of toolkits and best practices, and expand new partnership development through State Service Commissions, Corporation State Offices, and AmeriCorps members.

## Disability Grants

Disability grants help provide the approximately one in five Americans with disabilities the opportunity to engage in service and volunteering. Annual disability grant funding levels are determined under Section 129 of the National and Community Service Act of 1990. In FY 2007, the Corporation and its grantees partnered with disability organizations to increase awareness of national service as a viable option for people with disabilities, including those in transition from youth to adulthood, and to create and disseminate models and practices for successful participation in service programs. Accomplishments included the following:

- » More than 275 organizations and national service programs from 44 states joined together to address barriers and set goals for full inclusion in national service at a national conference on Disability Inclusion and National Service;
- » More than 40 University Centers on Disability have partnered with State Service Commissions and Corporation State Offices to support the retention of volunteers with disabilities;
- » More than 200 local, state, and national disability organizations and University Centers on Disability partnered to promote and enhance the inclusion of persons with disabilities in national service; and
- » Twenty-five states (an increase of seven states over last year) created permanent Disability Inclusion Teams,

which bring together state and local disability organizations with national service programs and volunteers.

The Corporation will also make available to grantees a validated, anonymous survey instrument to help determine the number of people with disabilities engaged in service. The survey will help direct future disability plans and resources. The Corporation will continue to support the DisabilityInfo.gov initiative, sharing information through the portal and contributing \$25,000 annually to the project. Funds will enable State Service Commissions to hire dedicated disability coordinators, to increase their capacity to create fully inclusive, accessible program environments, and increase the number of people with disabilities who serve.

## Service-Learning Clearinghouse and Exchange

In FY 2009, the Corporation is requesting \$750,000, for the Service-Learning Clearinghouse, the nation's primary source of information, curriculum, research, and other resources on service-learning. The Clearinghouse supports the Corporation's goals of improving program quality and increasing the percentage of U.S. schools offering service-learning by providing the information needed to develop and run service-learning programs. The Clearinghouse maintains an extensive library and is accessible to the public through a website, a toll-free information line, e-mail, and a physical library.

In FY 2007, the Clearinghouse

- » Provided information to more than 340,000 unique website visitors, an increase of approximately 20,000 in the previous year; and
- » Lent more than 6,300 Library items. Customer satisfaction on timely assistance was 100 percent, and 78 percent indicated they received the information they needed. The Clearinghouse also published and distributed toolkits for K-12 teachers and Higher Education faculty on planning high-quality service-learning courses and lessons.

In FY 2009, the Clearinghouse will provide information resources and support needed to expand service-learning to new schools and classrooms through information dissemination and assistance. Special emphasis will be placed on supporting programs that offer tutoring/mentoring of disadvantaged youth, promote greater college access, and encourage enrollment in national service initiatives.

## Volunteer Infrastructure and Youth Programming

In FY 2008, the Corporation is holding several 3-year grant competitions to support strengthening our nation's volunteer infrastructure and develop high-quality programming and coalitions that are devoted to improving the lives of America's youth. Initiatives supported through these competitions will replace activities formerly associated with the Corporation's partnership grants.

For FY 2009, the Corporation is requesting \$14 million to either make new competitive awards or continue multi-year grants awarded competitively in FY 2008. The grants could support the following activities:

- » Provide grants to local volunteer connector organizations for operating support, capacity building, and special projects;
- » Deliver training and technical assistance to local organizations in such areas as volunteer management, mentoring and local partnership development with an emphasis on distance learning and other cost-effective methods;
- » Develop outreach strategies and conduct a national campaign to get more Americans to volunteer through a Baby Boomers mobilization initiative, engaging more at-risk youth and students in service and better linking public schools to the communities they serve;
- » Create education hubs that integrate schools into community support net-

works to help coordinate services for children and youth from low-income communities to achieve better outcomes;

- » Provide sector-wide leadership for development and marketing of web-based technologies that encourage creative, efficient electronic means to match volunteers with opportunities and organize service projects;
- » Build and strengthen coalitions of corporations, nonprofits, higher education and faith-based groups dedicated to improving young peoples' lives through mentoring, improving education, access to quality health care, and higher education; and
- » Increase private sector support of corporate employee volunteer programs, and convene and support advisory councils of for-profit corporations committed to advancing volunteerism and affecting change in communities across the nation.

## Investment for Quality and Innovation

The FY 2009 request of \$447,000 assumes current services support for the President's Council on Service and Civic Participation, the Volunteer Hotline, outreach to faith-based and other community groups, the President's Higher Education Community Honor Roll, and technology and knowledge management through online resource support.

## Return on Investment

Innovation, Demonstration, and Assistance investments have resulted in the following:

- » **Engaging small community and faith-based grantees.** Outreach and assistance to faith- and small community-based organizations through Subtitle H has helped increase the number of organizations in this category receiving funds from the Corporation's major programs by 25 percent, from 2,088 organizations in 2005 to 2,604 in 2006.
- » **Highlighting the efficacy and importance of service and volunteering.** The Dr. Martin Luther King, Jr. holiday has become the premier day of service for Americans across the country—galvanizing hundreds of

thousands of citizens to embody the spirit of Dr. King and give back to their communities. Also, the President's Higher Education Community Service Honor Roll recognizes institutions that support noteworthy student community service efforts. In 2007, the Honor Roll included 530 institutions, up from 492 in its first year in 2006.

- » **Strengthening volunteer infrastructure.** In FY 2007, the Corporation's grant to the Points of Light Foundation provided funding, training, and technical assistance to expand the capacity of 375 local Volunteer Centers. They connected more than 2.4 million people to community volunteer op-

portunities, trained more than 200,000 community leaders, and assisted more than 70,000 faith-based and other community organizations to more productively engage volunteers. The grant also allowed POLF to respond to the Gulf Coast's long-term recovery efforts by meeting the needs of over 200,000 displaced families through engagement of 150 Volunteer Centers.

» **Building the capacity of organizations to manage volunteers.** Extensive research conducted by the Corporation has shown that volunteer management capacity and investment in volunteer management in most nonprofits is extremely low. While volunteering remains at high levels compared to past decades, volunteer retention remains a challenge. Approximately 20.8 million Americans who volunteered in 2005 (1 out of every 3 volunteers) did not continue to volunteer in 2006. To address this, in 2007 the Corporation competitively awarded \$687,988 to four organizations (Girl Scouts of the USA, America SCORES, Nazarene Compassionate Ministries, and the Maine State Service Commission) to support the implementation of more effective

volunteer management strategies and systems. Through their networks, these four organizations engage more than 1.36 million volunteers. With this investment, the Corporation expects to increase volunteer retention, expand the ways in which volunteers are used, improve the impact of volunteers, and help save millions of dollars in lost volunteer labor and recruitment costs.

» **Expanding service-learning opportunities for disadvantaged youth.** In 2007, the Corporation awarded Summer of Service grants in an effort to stimulate new or expanded summer service-learning opportunities for middle school youth, mostly from disadvantaged backgrounds. The Corporation's investment of \$900,000 will leverage more than 9,000 youth in summer service activities in 2008 through Boys and Girls Clubs of America, Campfire USA, Chicago Public Schools, Nativity Miguel Network of Schools, and a consortium of Volunteers Centers along the east coast through Volunteer Frederick. In the long-term, the Corporation aims to seed summer service-learning programs within these national and local networks.

Table 32. Subtitle H (Innovation, Demonstration, and Assistance) summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ (Decrease)
Martin Luther King, Jr. Day of Service (MLK) grants	\$500	\$491	\$950	\$259
Disability Grants	4,176	4,913	4,313	(600)
Service-learning/Clearinghouse and Exchange	1,100	835	750	(85)
Volunteer Infrastructure and Youth Programming	14,900	7,860	14,000	6,140
National Service Outreach and Innovation Activities	9,095	4,794	447	(4,147)
<b>Total Budget Authority</b>	<b>\$29,771<sup>i</sup></b>	<b>\$18,893</b>	<b>\$20,460</b>	<b>\$1,567</b>
Carryover from prior year/recoveries	991	5,343	—	(5,343)
Carryover to next year	5,343	—	—	—
<b>Total Program Resources</b>	<b>\$25,419</b>	<b>\$24,236</b>	<b>\$20,460</b>	<b>(\$3,776)</b>

<sup>i</sup> Per Public Law 110-28, \$1.36M was transferred to Salaries and Expenses.

# BUDGET ACTIVITY 9: EVALUATION

## (National and Community Service Act of 1990, Title I, section 179)

Table 33. Evaluation total budget authority (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ Decrease
Total Budget Authority	\$3,960	\$3,891	\$4,500	\$609

### Program Summary and Impact

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 non-profit and charitable organizations.

The Corporation's evaluations are critical to our ability to assess program performance and manage to 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. Over the last six years, the Corporation has

developed a strong evaluation capability and has been widely recognized for studies of national service programs and our research on volunteering trends for key groups such as college students, Baby Boomers, and youth from disadvantaged circumstances. National and community service programs have used this information to better focus their resources to achieve greater program impacts, to identify problem areas and best practices and, to support improved, cost-effective program management. In addition, the agency's research helps the Corporation to identify progress on its strategic initiatives and identify strategies and solutions to expand volunteering. Although our research suggests volunteering is near historic highs, it also shows that volunteer retention is a critical factor for growing volunteering. In fact, one out of three volunteers in one year do not continue to serve the following year. Volunteer retention is now a key initiative guiding some of the Corporation initiatives to help organizations implement effective volunteer management practices to strengthen volunteer recruitment and retention.

### FY 2009 Budget Request and Priorities

For FY 2009, the Corporation requests \$4.5 million for Evaluation to assess the performance of our national and community service programs and the state of volunteering in America. This funding will enable the Corporation to do the following:

- » **Report annual performance data for the Corporation's programs at the national level.** The Corporation's performance measurement efforts are critical to our ability to assess program performance and manage to accountability. These efforts include surveys and studies of program performance for the AmeriCorps State and National, AmeriCorps VISTA, AmeriCorps NCCC, Senior Corps, and Learn and Serve America programs at the national level. Our national performance benchmarking provides program performance data to support program management and performance reporting. Additional performance measurement projects include measuring progress towards achieving agency

strategic goals and strategic initiatives, and assessing the capacity-building, sustainability and performance measurement in national and community service programs. As part of our efforts to improve the transparency of national performance reporting, the performance measurement efforts also include disaggregating the Corporation's program and performance data for state and national programs.

- » **Conduct high-quality, rigorous social science evaluation research designed to measure the impact of the Corporation's programs and shape policy decisions.** The Corporation is currently conducting two rigorous national evaluations to assess the impacts of participation in national and community service programs on members' civic engagement, education, employment, and life skills. The National Evaluation of Youth Corps is a random assignment evaluation of youth corps programs across the country—the first rigorous assess-

ment of youth corps by the Corporation in more than a decade. The study includes the random assignment of more than 2,000 participants to youth corps programs or to control groups to rigorously assess whether changes in corps members' outcomes are related to program participation. The Corporation is also conducting a follow-up study to the Longitudinal Study of AmeriCorps Member Outcomes, which has followed approximately 4,000 participants since 1999–2000 to assess the long-term impacts of service. The early findings suggest AmeriCorps programs have a consistently positive effect on members' knowledge about problems facing their community and participation in community-based activities. Additionally, AmeriCorps members were more likely to choose careers in public service, increase their work skills and volunteer in the years following their term of service compared to a matched comparison group.

The Corporation's request for Evaluation represents an increase of \$500,000 from the prior fiscal year to support an evaluation of Learn and Serve America-funded programs. Learn and Serve America-funded programs provide over a million school-aged youth across America with an opportunity to connect what they are learning in the classroom or in youth leadership and development programs with service to their communities. Despite the growth of service-learning in recent years, there have been very few national studies of service-learning or Learn and Serve America programs. Consistent with the PART findings that Learn and Serve America can improve its management by supporting independent longitudinal studies and research on service-learning

program models, the Corporation's budget request supports the development of a national evaluation of Learn and Serve America to assess the impact of service-learning on the volunteering and civic engagement of youth.

- » **Provide national data on volunteering and volunteer management in America's nonprofit and charitable organizations.** The Corporation's research on volunteering and civic engagement in America provides the nation's statistics on where volunteering is today, and where America's nonprofit organizations need to be in the future to grow citizen volunteering and civic engagement efforts. Conducted in partnership with the United States Census Bureau and the Bureau of Labor Statistics at the U.S. Department of Labor, *Volunteering in America* provides national- and state-level data on volunteering in America's nonprofit and charitable organizations. The results suggest that 61.2 million Americans volunteered in 2006, serving 8.1 billion hours and contributing \$152 billion<sup>1</sup> to the national economy through volunteer service. Our research also finds the state of youth volunteering is robust, with approximately 15.5 million youth—or 55 percent of youth ages 12 to 18—participating in volunteer activities each year. Nonprofit and service organizations, State Commissions and local communities are using this information to build their volunteer infrastructure and support more opportunities to engage Americans in volunteering. As the nation's resource for data on volunteering, these efforts represent an important milestone in building service and volunteering and are a powerful benchmark from which to track and measure our progress.

## Return on Investment

The Corporation provides valuable information on its progress in accomplishing its mission and on volunteering trends in America. Our research enables the Corporation, national and local nonprofits and private sector organizations to better focus their resources and achieve greater program impacts, and to identify challenges and best practices to improve program management. For example, the Corporation's research indicates that one out of every three people who volunteer in a year do not volunteer the following year. These results have focused the agency to better emphasize volunteer retention and management best practices to help community organizations develop a stable volunteer base.

When policymakers and practitioners receive performance information on national and community service they can better focus dollars to achieve greater impact. This research provides the Corporation and our national and community service programs with information to optimize program design and more effectively serve as engines of volunteer mobilization to engage Americans in a lifetime of volunteering and civic engagement.

<sup>1</sup> The value of volunteer time is based on estimates published by the Independent Sector, and is available at [www.independentsector.org/programs/research/volunteer\\_time.html](http://www.independentsector.org/programs/research/volunteer_time.html). Regulations on use of the value of volunteer time on financial statements and reports are issued by the Financial Accounting Standards Board (FASB).



Table 34. Evaluation summary budget estimates (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ Decrease
Appropriations	\$3,960	\$3,891	\$4,500	\$609
<b>Total Budget Authority</b>	<b>\$3,960</b>	<b>\$3,891</b>	<b>\$4,500</b>	<b>\$609</b>
Carryover from prior year/recoveries	1,402	2,099	—	(2,099)
Carryover to next year	2,099	—	—	—
<b>Total Budgetary Resources</b>	<b>\$3,263</b>	<b>\$5,990</b>	<b>\$4,500</b>	<b>(\$1,490)</b>

## Research at the Corporation Highlights

### Mobilizing More Volunteers

- » Provides data on volunteering and civic life at the national, regional, and state levels. State level rankings and individual state profiles are also included.
- » Provides data on volunteering for major metropolitan areas. Metropolitan area rankings and individual profiles are also included.
- » Demonstrates research results that show a positive relationship between health and volunteering. The report shows that people who dedicate significant volunteer service have greater longevity, higher functional ability, lower rates of depression, and less incidence of heart disease.
- » Provides an in-depth look at volunteering over the past 30 years, with particular attention paid to changing historical volunteer patterns by select age groups.

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

- » A random assignment evaluation of youth corps programs across the country to assess the impact of participation in youth corps on members' employment, education, life skills and civic engagement. This is the first rigorous assessment of youth corps by the Corporation in more than a decade.
- » A longitudinal study of AmeriCorps alumni from more than 100 AmeriCorps programs to examine the long-term effects of national service on members' civic engagement, educational and career choices, and life outcomes more than five years following their service in AmeriCorps. Early findings reveal that AmeriCorps alumni are more connected to their communities, continue to participate in community activities, and choose public service careers after their service with AmeriCorps.
- » Provides a greater understanding of the characteristics and traits that distinguish individuals whose volunteering includes mentoring youth from volunteers who do not mentor.
- » Examines the attitudes and behaviors of young people from disadvantaged circumstances including volunteering and other forms of civic engagement.

### Engaging Students in Communities

- » Identifies key trends in volunteering among college students, discusses future implications for volunteering in the changing college environment, and provides state rankings for volunteering among college students.
- » Takes a closer look at youth participation in school-based service and the relationship between different service-learning experiences and civic attitudes and outcomes.
- » Explores the state of youth volunteering and the connections to the primary social institutions to which youth are exposed—family, schools, and religious congregations.

Harnessing Baby Boomers' Experience.....

- » Describes volunteering trends for Baby Boomers and projections for older Americans. Also provides strategies to harness Baby Boomers' experience and energy and identifies the factors likely to impact their decision to volunteer.
- » Provides information on volunteering by Baby Boomers in RSVP programs. This survey was designed to better understand Baby Boomers' interests in serving and develop recruitment and management strategies for Baby Boomers in RSVP programs.

Sustaining Management Excellence .....

- » The Corporation's performance measurement efforts include surveys and studies of program performance and management in the AmeriCorps State and National, AmeriCorps VISTA, AmeriCorps NCCC, Senior Corps, and Learn and Serve America programs at the national level.
- » The Learn and Serve America Performance Report provides performance data for organizations receiving Learn and Serve America funding including information on how funding is distributed, how many participants are engaged in service, and the extent to which key elements of service-learning and school-based service have become institutionalized in organizations that receive support through Learn and Serve America.
- » As part of the Corporation's vision of focusing on the customer, we continue to assess annually our customers' satisfaction in various areas across all programs, including our grant making process, progress reporting, training and interactions with Corporation offices and staff. The Corporation has experienced a number of improvements in its customer service efforts, including significantly improving customer service in AmeriCorps.
- » The member surveys help assess members' satisfaction with their AmeriCorps experience, training, and supervision. The results are used to inform the Corporation's technical assistance and resources to improve program management.

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# **PART 4:**

## **Salaries and Expenses**

# BUDGET ACTIVITY 10: SALARIES AND EXPENSES

(National and Community Service Act of 1990, section 501(a)(4);  
Domestic Volunteer Service Act of 1973, section 504(a))

Table 35. Salaries and Expenses total budgetary resources (dollars in thousands)

Budget Items	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request	Increase/ Decrease
Total Budget Authority	\$70,324 <sup>i</sup>	\$67,759	\$71,715	\$3,956

<sup>i</sup> Includes pay raise adjustment per P.L. 110-5.

## Account Overview

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.

For FY 2009 the Corporation requests \$71.7 million. This request includes current services adjustments of nearly \$4 million above the FY 2008 enacted budget, detailed as follows:

Table 36. Summary of requested funding changes from base for the Salaries and Expenses account (dollars in thousands)

	FY 2008 Enacted	2008 Pay Raise <sup>i</sup>	2009 Pay Raise <sup>ii</sup>	GSA Rent	Inflation <sup>iii</sup>	Other Cur- rent Services Adjustments	FY 2008 Adjusted Base	Program Changes	FY 2009 Request
<b>Personnel Resources (FTP/FTE):</b>									
Direct FTP	475						475	—	475
Direct FTE	457						457	—	457
<b>Operating expenses:</b>									
Salaries and benefits	47,559	416	1,043				49,018	—	49,018
Travel	1,535				31	256	1,822	—	1,822
Transportation	213				4	36	253	—	253
GSA rent	7,221			69			7,290	—	7,290
Communications, rent, and utilities	1,100				22	184	1,306	—	1,306
Printing	116				2	19	137	—	137
Other services	9,231				185	1,542	10,958	—	10,958
Supplies	784				16	131	931	—	931
Equipment	—				—		—	—	—
<b>Grand Total, S&amp;E</b>	<b>\$67,759</b>	<b>\$416</b>	<b>1,043</b>	<b>\$69</b>	<b>\$260</b>	<b>\$2,168</b>	<b>\$71,715</b>	<b>—</b>	<b>\$71,715</b>

<sup>i</sup> The FY 2008 Pay Raise reflects an estimate of 3.5% for the period Oct. 1–Dec. 31, 2008.

<sup>ii</sup> The FY 2009 Pay Raise reflects an estimate of 2.9% which covers the period Jan. 1–Sept. 30, 2009.

<sup>iii</sup> Inflation reflects an estimate of 2%.

## Analysis of Change (dollars in thousands)

Adjustments to Base: (+\$3,956)

- » FY 2008 Pay Raise (+\$416)  
Includes a 3.5% estimated increase to cover the pay raise from October 1 through December 31, 2008.
- » FY 2009 Pay Raise (+\$1,043)  
Includes a 2.9% estimated increase to cover the pay raise from January 1 through September 30, 2009.
- » GSA Rent (+\$69)  
This increase reflects an estimated increase for lease adjustments for GSA Rent.
- » Inflation (+\$260)  
This increase reflects an estimated 2% non-pay inflation adjustment.
- » Other Current Services Adjustments (+\$2,168)  
This increase reflects adjustments needed to restore FY 2008 enacted reductions to the FY 2007 operations baseline.

## FY 2008 Anticipated Accomplishments

In FY 2008, the agency plans to build upon its FY 2007 management improvements track-record, which included the successful consolidation of the field service centers, grantee oversight and monitoring improvements, and implementation of a web-based time and attendance system.

Specifically for FY 2008, the Corporation plans to

- » Complete implementation of information security and information privacy policies, standard operating procedures and related supporting technologies;
- » Complete enterprise architecture technical reference model and data reference model;
- » Complete implementation of new web portal to improve AmeriCorps member access to information and processes which will be expanded to include VISTA and NCCC;
- » Continue several streamlining measures to reduce grantee burden and agency grant processing costs;
- » Implement the Human Resources Line of Business;
- » Complete implementation of the Data Warehouse;
- » Continue implementing a capital planning and investment process for management of the Business IT investment portfolio;
- » Continue to strengthen oversight and monitoring processes;
- » Achieve an unqualified (clean) opinion on the FY 2008 Financial Statements;
- » Continue to strengthen operations of the VISTA Member Support Unit (VMSU). The unit will provide a full array of services for VISTA members, including support for the member application, enrollment, training events, and active service, end of service, and post-service forms. As a result, direct member support provided by state offices is anticipated to be reduced by approximately 75 percent from FY 2007;
- » Complete the upgrade to Momentum 6.2 including implementation of the Acquisitions Module and sunset of the Procurement Desktop system; and
- » Integrate eTravel with the Momentum upgrade.

# FY 2009 Management Priorities

At the FY 2009 current services funding level, the Corporation will continue its commitment towards management improvement and cost-effectiveness. In order to continuously improve performance while reducing costs, we will employ a combination of leveraging technology and reengineering business processes. Towards this result, the Corporation will build on its past success by continuing to pursue the four Sustaining Excellence strategic initiatives of its Strategic Plan management priorities as follows:

## *Expanding Program and Project Quality*

- » Continue operation of the VISTA Member Support Unit, resulting in direct member support provided by state offices being reduced by over 90 percent from levels in FY 2007;
- » Maintain the agency-wide focus on policies and procedures to ensure accountability and proper oversight and monitoring of grant funds, and to support quality programs; and
- » Undertake infrastructure enhancements to meet OMB requirements on IPV6.

## *Cultivating a Culture of Performance and Accountability*

- » Implement incremental changes to our planning, budget formulation, and budget execution processes to better tie costs to progress toward the agency's strategic initiatives and to ensure consistency with the government-wide Budget Formulation and Execution Line of Business; and
- » Complete the transition from commercial Generally Accepted Accounting Principles (GAAP) to Federal GAAP by adapting the reports and formats prescribed in OMB Circular A-136 on Form and Content.

## *Delivering Exemplary Customer Service*

- » Continue to move to a paperless office model by developing a records management system to eliminate excess documentation; and
- » Implement changes resulting from the government-wide Human Resources Line of Business to automate many personnel processes and take advantage of cross-servicing opportunities to reduce per unit costs.

## *Building a Diverse, Energized, and High-Performing Workforce*

- » Improve and expand training on performance evaluation, management and leadership; and increase centralized/shared training opportunities in mission critical competencies (e.g., program management); and
- » Continue a multi-year workforce planning assessment to identify key competencies and enhance succession planning, particularly in our mission critical positions. This assessment will increase the Corporation's ability to continually attract and retain a diverse and energized staff. The Corporation will also improve employee training efforts and advance telecommuting capability.

**Note: S&E performance measures are included within the Management Excellence Strategic Initiative section.**

# **PART 5:**

## **Performance Plan and Report**

# Performance Plan and Report

The Corporation's mission is:

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

In line with the President's Management Agenda (PMA), the Corporation has worked to identify high-quality outcome measures, accurately monitor the performance of programs, and begin to integrate this presentation with associated costs in order to achieve its mission. To guide the Corporation in this effort, the Corporation utilizes the Strategic Plan as a comprehensive vision for the Corporation to support volunteering and service in America through three interlocking goals:

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

The 2006–2010 Strategic Plan identifies four strategic initiatives where our programs are already leading the way and where the Corporation intends to make an even more profound difference:

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

Recently, the Corporation expanded the Strategic Plan to include a fifth strategic initiative:

- » Supporting Disaster Preparedness and Response.

In addition to these initiatives, the plan includes national and Corporation goals to be met by 2010.

The Corporation has chosen to participate in the alternative Performance and Accountability Report OMB pilot. As such, this document incorporates an FY 2007 Annual Performance Report. The budget and performance plan defines the performance goals and measures used to manage progress towards the agency's strategic goals, linking the dollars requested to the results the public can expect from the Corporation. Incorporating the Annual Performance Report within the budget request allows the public to see both results from the previous year's funds and projections regarding future year funding and performance.

The Corporation builds upon the recommendations of the Program Assessment Rating Tool (PART) and the management guidance in the PMA. To date, AmeriCorps State and National, AmeriCorps NCCC, AmeriCorps VISTA and Learn and Serve America have all undergone a PART evaluation. Although it is not required, the Corporation rates its own performance against the PMA. Further detail on the PART and PMA can be found at the end of this section.

## How the Corporation Works to Achieve Its Goals

The Corporation works to operationalize its Strategic Plan at all levels of the organization. Figure 24 illustrates how the Corporation plans, measures, manages, and reports on its performance.

As the federal leader in promoting national and community service and a culture of civic engagement, the Corporation relies on a number of interventions and actions to influence results, including:

- » Direct operations that provide service opportunities;
- » Grants to states, communities, faith-based organizations, tribes, territories, and schools;

- » Organizational capacity-building within communities, schools, and nonprofit organizations;
- » Evaluation of national volunteer trends and program impacts;
- » Education and outreach, including websites, best practices, starter kits, and journals; and
- » Partnerships with other federal agencies and national organizations to connect efforts.

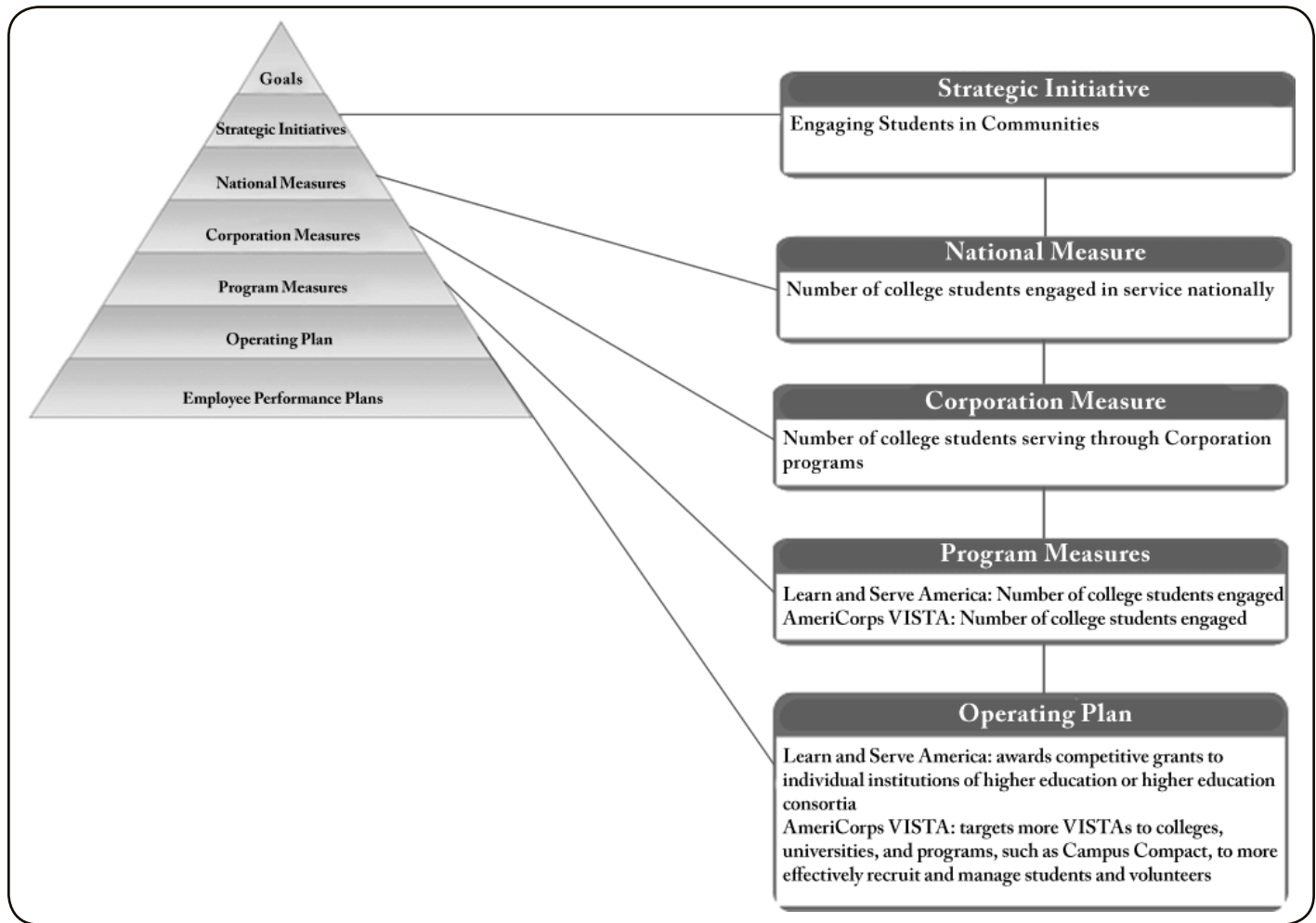
The connection of these tools varies depending on the specific effort and strategic initiative. For illustrative purposes, consider the measurement shown in Figure 25.

Figure 24. Pyramid illustrating the Corporation's performance planning, measurement, management, and reporting



# Performance Plan and Report

Figure 25. Sample planning and measurement process



As figure 25 shows, one initiative in the Corporation’s Strategic Plan is “Engaging Students in Communities” to increase volunteer and service-learning opportunities for youth of all ages. The Corporation has set a national target (Strategic Initiative) of engaging five million college students in service (National Measure). Achieving this national target requires a combination of the Corporation’s actions and the efforts by the Corporation’s partners and various outside organizations. The Corporation engages these outside organizations in a number of ways. For example, Learn and Serve America’s National Service Learning Clearinghouse, President’s Higher Education Community Service Honor Roll, and *Service to Learning* campaign help to provide the foundation for

other organizations to engage college students.

The Corporation’s contribution to the national target is reflected in the Corporation’s targets (Corporation Measure). In this example, the Corporation tracks the total number of college students engaged in its programs.

The Corporation’s Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Once the Corporation target is established, each program develops a program measure



to account for its contribution to the overall Corporation impact (Program Measures). In this case, both Learn and Serve America and VISTA track the number of college students their programs engage. 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.

To successfully meet the established program measures, each program develops an operating plan that includes strategies to engage college students (Operating Plan). For example, Learn and Serve America awards grants to institutions of higher education that include guidance to engage more students. VISTA places members on college campuses as volunteer mobilizers. The result of this planning and measurement process is a focused effort by the Corporation to meet its established goals.

Performance in a given fiscal year is influenced by a mix of current and prior-year resources and activities. 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.

Table 37. FY 2009 performance budget summary (dollars in thousands)<sup>i</sup>

Strategic Initiative	FY 2007 Actual Obs	FY 2008 Est. Obs.	FY 2009 Est. Obs
Mobilizing Volunteers	\$121,280	\$116,019	\$111,869
Disadvantaged Youth	352,186	347,932	298,005
Student Service	194,304	199,786	204,882
Boomer Service	111,900	110,618	109,742
Disaster Services	26,057	26,281	19,962
Management Excellence	83,920	82,094	84,985
<b>Total</b>	<b>\$889,647</b>	<b>\$882,730</b>	<b>\$829,445</b>
Mobilizing Volunteers (non-add)	405,682	400,597	389,771

<sup>i</sup> The Mobilizing Volunteers budget summary does not include funding that is attributed to leveraging Students, Boomers, Disadvantaged Youth or those volunteers mobilized for Disaster Preparedness and Response. The Mobilizing Volunteers (non-add) total encompasses all funding associated with mobilizing volunteers across the strategic initiatives.



The Corporation's strategic initiatives are discussed in depth on the following pages. The discussions are organized as follows:

- » **Overview**—discusses the objective of each strategic initiative;
- » **National Measures**—consists of a chart illustrating the actual and target levels for each measure as well as a discussion regarding the national trends and the Corporation's effort in this area;
- » **Corporation Measures**—consists of a chart illustrating the actual and target levels for each measure, analysis of its FY 2007 actual, and a discussion on its performance forecast for FY 2008;
- » **Funding Levels**—breaks out the program obligations that contribute to this initiative;
- » **Accomplishments**—illustrates the most recent achievements within this initiative; and
- » **FY 2009 Plan of Action**—illustrates the future strategy for achieving the initiative's goals.



# Mobilizing More Volunteers

1  
Mobilizing  
Volunteers

Throughout our history, Americans have valued service. Today that ethic remains strong. Across our country, Americans of all ages, backgrounds, and abilities donate their time and talents to schools, churches, hospitals, and local nonprofits to improve their communities and serve a purpose greater than themselves. According to data collected over the past 30 years by the U.S. Census Bureau and the Bureau of Labor Statistics, Americans are volunteering at historically high rates, with 61.2 million giving their time in 2006 to help others by mentoring students, beautifying neighborhoods, restoring homes after disasters, and much, much more.

A greater percentage of American adults are volunteering today than at any other time in the past 30 years. Volunteers include those in their late teens, Baby Boomers, and those ages 65 and older. In addition, more and more young people are becoming involved in their communities through school-based service-learning and volunteering. The personal intervention of our citizens is an essential aspect of meeting the most pressing needs facing our nation: crime, gangs, poverty, disasters, illiteracy, and homelessness.

The Corporation—working with a wide coalition of nonprofit, corporate, and government

leaders—continues to fuel the American spirit of volunteerism while building a strong nonprofit infrastructure to fully harness its potential. Together with volunteer and service-driven organizations across the country, the Corporation aims to expand the number of Americans who currently volunteer from 65.4 million in 2005 to 75 million by 2010.

Moving forward, a focus on volunteer retention and nonprofit management is critical for community organizations to develop a stable volunteer base and increase volunteer participation. The Corporation's *Volunteering in America: 2007 State Trends and Rankings* report indicates that one out of every three people who volunteer in a year do not volunteer the following year. Of the 65.4 million volunteers in 2005, 20.9 million did not continue to volunteer in 2006. The dramatic cycling of people in and out of volunteering reinforces the fact that volunteer management is critically important. Creating a positive volunteer experience is key to growing a widespread culture of service and to attracting volunteers to continue to serve in their communities.



## National Performance Measures

Figure 26. Number of Americans who volunteer

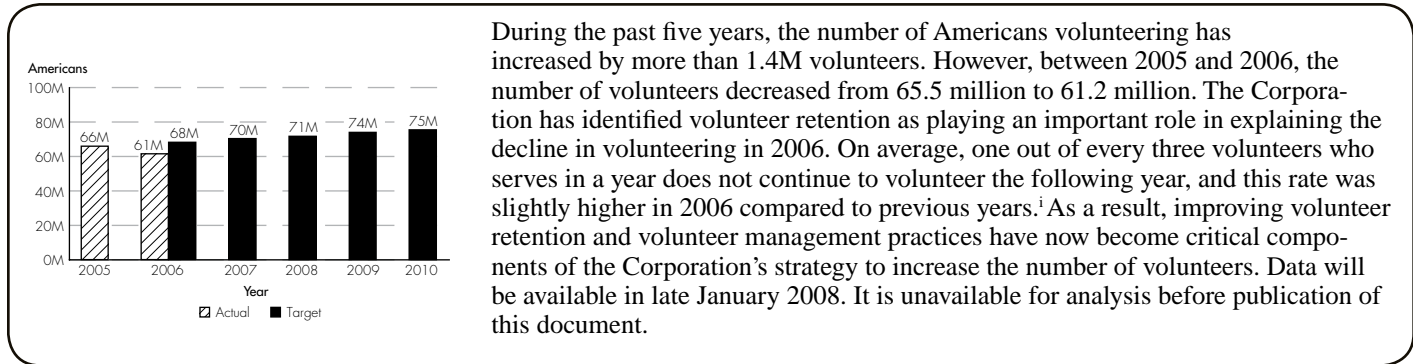
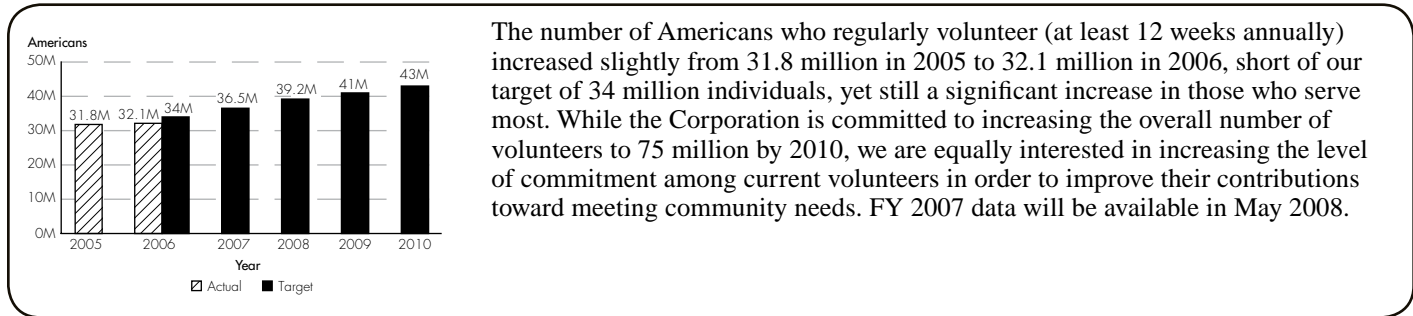


Figure 27. Number of Americans who volunteer regularly

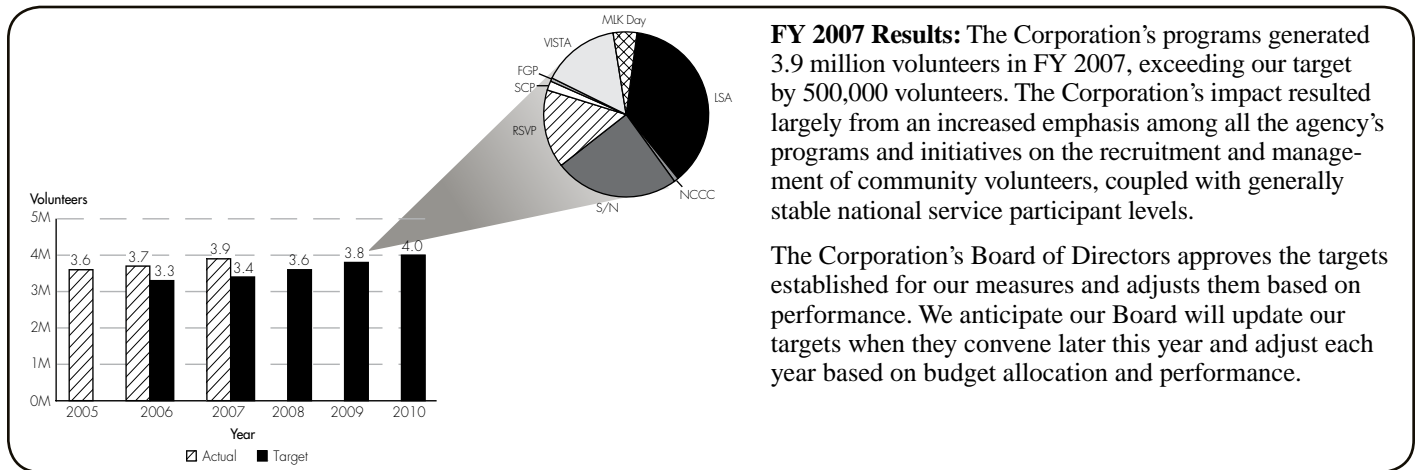


<sup>1</sup> Corporation for National and Community Service (2007). *Volunteering in America: State Trends and Rankings*. Washington, DC. The data is from the Current Population Survey volunteer supplement in partnership with the U.S. Census Bureau and the Bureau of Labor Statistics.



## Corporation Performance Measures

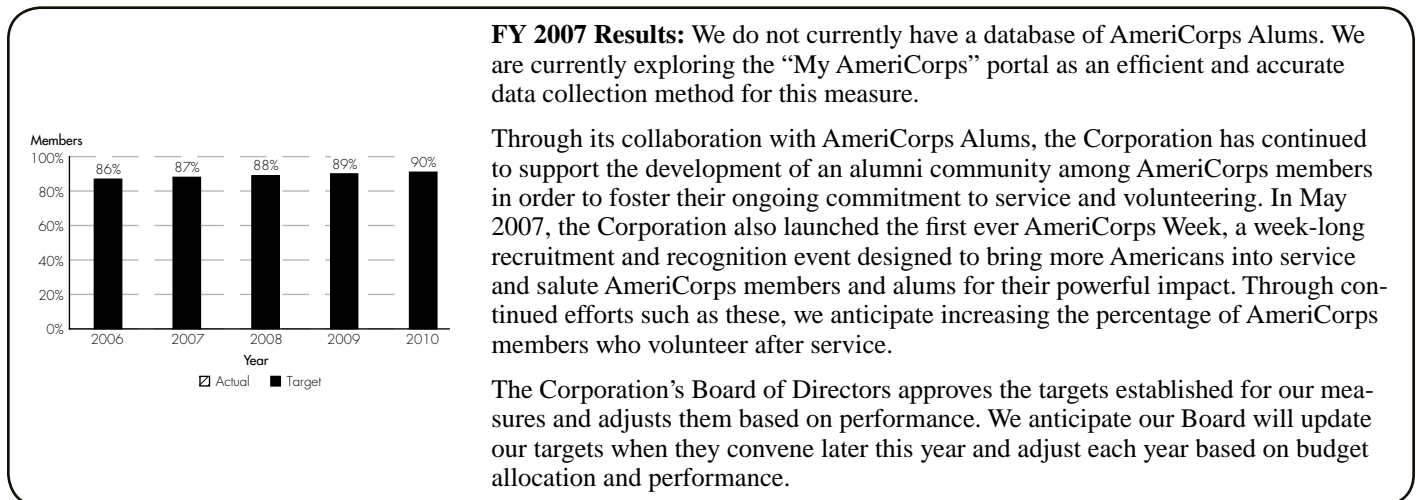
Figure 28. Number of volunteers generated through Corporation-sponsored programs



**FY 2007 Results:** The Corporation's programs generated 3.9 million volunteers in FY 2007, exceeding our target by 500,000 volunteers. The Corporation's impact resulted largely from an increased emphasis among all the agency's programs and initiatives on the recruitment and management of community volunteers, coupled with generally stable national service participant levels.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Figure 29. Percentage of AmeriCorps members who volunteer in their communities after their term of service

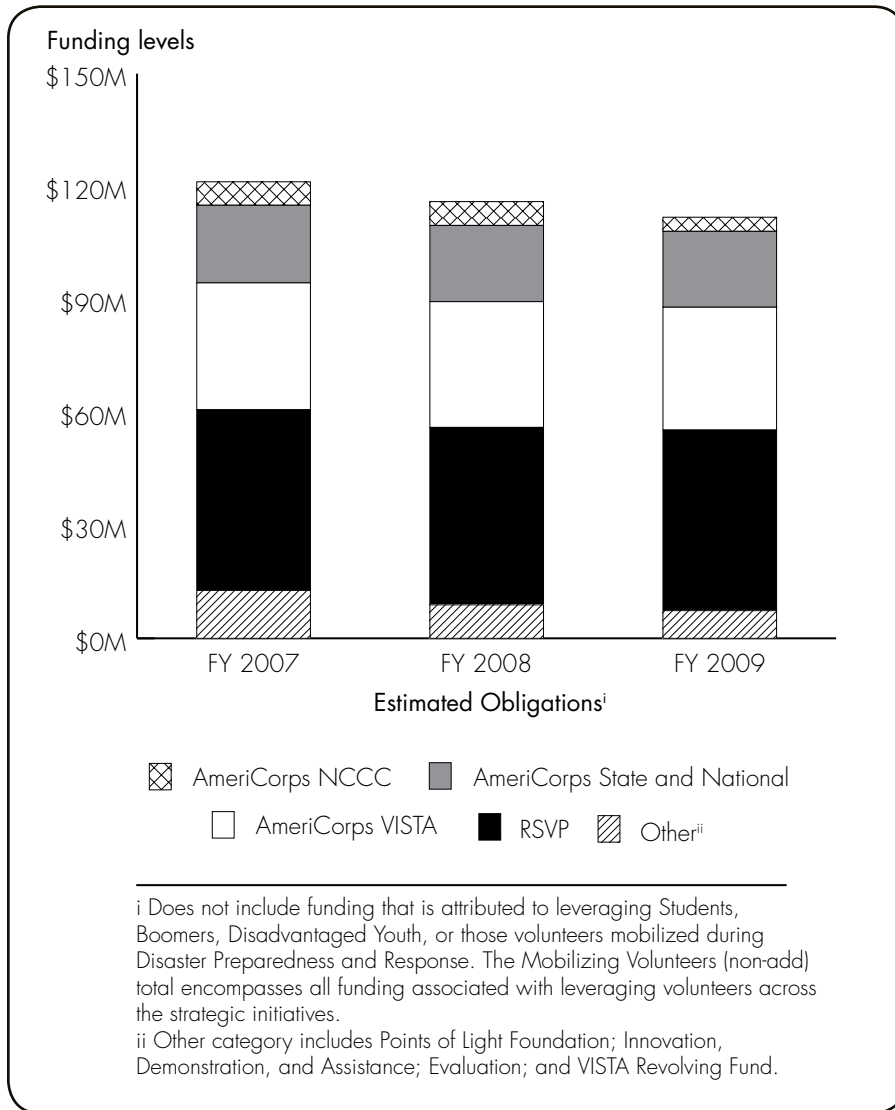


**FY 2007 Results:** We do not currently have a database of AmeriCorps Alums. We are currently exploring the "My AmeriCorps" portal as an efficient and accurate data collection method for this measure.

Through its collaboration with AmeriCorps Alums, the Corporation has continued to support the development of an alumni community among AmeriCorps members in order to foster their ongoing commitment to service and volunteering. In May 2007, the Corporation also launched the first ever AmeriCorps Week, a week-long recruitment and recognition event designed to bring more Americans into service and salute AmeriCorps members and alums for their powerful impact. Through continued efforts such as these, we anticipate increasing the percentage of AmeriCorps members who volunteer after service.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Figure 30. Corporation funding levels for the Mobilizing Volunteers initiative



## Accomplishments

In FY 2007, the Corporation accomplished the following:

- » VISTA members leveraged 610,785 community volunteers to assist local agencies and nonprofits;
- » AmeriCorps State and National members leveraged an estimated 987,000 volunteers;
- » AmeriCorps NCCC members leveraged 138,000 volunteers—the majority of which were focused on disaster relief efforts in the Gulf. RSVP engaged 428,500 volunteers directly and leveraged an additional 24,500 community volunteers; and
- » Learn and Serve America mobilized an estimated 1.5 million participants.

In FY 2007, the Corporation

- » Increased the number of volunteers generated through our Martin Luther King, Jr. Day of Service from 96,000 in FY 2006 to 251,730. This was a result of focused expansion strategies in key cities including Birmingham, AL; Phoenix, AZ; Los Angeles, CA; Sacramento, CA; Bridgeport, CT; Washington, DC; Bloomington, IN; Louisville, KY; New Orleans, LA; Buffalo, NY; Philadelphia, PA; Memphis, TN; and Atlanta, GA;
- » Strengthened external partnerships with funders and national nonprofit organizations by convening them to develop a common framework for identifying redundancies and gaps in volunteer infrastructure;
- » Focused funding on grants to assist national, state, and regional networks in increasing volunteer retention; expanding the ways in which volunteers are used; and improving the impact of volunteers and how that impact is measured;
- » Published several new research publications in the Volunteering in America series including Review of Trends since 1974; 2007 State Trends and Rankings; and 2007 City Trends and Rankings;
- » Increased visibility and media attention for National Volunteer Week;
- » Increased the number of President's Volunteer Service Awards by 75 percent since FY 2006, from 355,000 to 621,000 volunteers recognized; and
- » Expanded volunteer management expertise for Corporation staff, State Service Commissions, and other national service grantees and partners through multiple training initiatives.

## FY 2009 Plan of Action

The Corporation will continue to promote volunteer leveraging through its grant programs while also investing in research, public education, and new collaborations through FY 2009 including the following objectives:

### *Substantially expand volunteer leveraging in Corporation programs*

- » Continue to emphasize volunteer leveraging in all program guidance and grant competitions; and
- » Ensure Corporation grantees receive training and technical assistance in volunteer management.

### *Support community volunteer connector organizations*

- » Deploy AmeriCorps members, particularly VISTA members, to Volunteer Centers, Hands On Network, Campus Compacts, and United Way organizations and other volunteer connector organizations operating in local communities to increase the number of volunteers improving their communities;
- » Disseminate critical information and skills to state-based and multi-state volunteer management conferences to build the capacity of volunteer managers in recruiting, training, and managing more volunteers; and

- » Continue to conduct relevant research and publish our Volunteering in America series of research reports to help better target the Corporation's investment and inform the volunteer strategies of community organizations.

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

- » Provide volunteer management support to small organizations through online tools tailored to provide resources and information specific to their program and organizational needs;
- » Encourage Corporation programs to train national service participants in partnering with faith-based and other community organizations in all their capacity-building activities; and
- » Grow and further develop volunteer leveraging models that extensively partner with congregations and other community organizations to meet critical needs.

*Offer a national platform to promote volunteering*

- » Work in collaboration with a coalition of national nonprofit organizations including Points of Light Hands on Network, United Way of America, American Cancer Society, Catholic

Charities USA, and others to develop and promote a persuasive business case to more nonprofit leaders for further investment in volunteer infrastructure;

- » Mobilize America's skilled business professionals to expand the capacity of nonprofits to more efficiently and effectively achieve their societal missions. The President's Council on Service and Civic Participation will work in collaboration with corporate CEOs and nonprofit leaders to launch a campaign to instill the pro bono service ethic in the business community; and
- » Use the FY 2009 funding request of \$950,000 to expand Martin Luther King, Jr. Day of Service activities into new cities while working to foster greater collaboration with other Days of Service.



2  
Disadvantaged  
Youth

# Ensuring a Brighter Future for

Today's youth face a set of daunting challenges on their way to becoming adults capable of contributing positively to their communities. In particular, youth who grow up in severely distressed communities—neighborhoods characterized by high-poverty rates, high-crime rates, and single-parent homes—are far more likely than other youth to be at risk of school failure, unemployment, criminal or high-risk behavior, and persistent poverty.

The Corporation is dedicated to improving the lives of these and other youth by leveraging national service program resources to meet children's most pressing academic, health-related, environmental and social needs. In response to research that shows that one of the principal reasons why many children struggle is the absence of a consistent, reliable, and caring adult in their lives, the Corporation is focusing on increasing the number of mentors nationwide.

The Corporation is also committed to engaging youth as contributing members of their communities through service. While America's youth are volunteering at an unprecedented rate, recent research by the Corporation indicates that youth from disadvantaged circumstances are significantly less likely to participate in volunteer activities (43 percent to 59 percent, respectively).<sup>1</sup>

In FY 2009, the Corporation will continue to focus on the needs of youth, in large part by increasing the number of children and youth from disadvantaged circumstances who receive mentoring from caring adults. Foster Grandparents and AmeriCorps members in particular will be directed toward mentoring activities. The Corporation will continue to work with the Federal Mentoring Council to explore opportunities for effective and efficient use of federal funding to support mentoring. It will also collaborate with the National Mentoring Working Group on issues affecting the ability to recruit more mentors. Finally, through Learn and Serve America, AmeriCorps, and initiatives such as the Martin Luther King, Jr. Day of Service, the Corporation will continue to expand opportunities for children and youth from disadvantaged circumstances to become engaged in service to others.

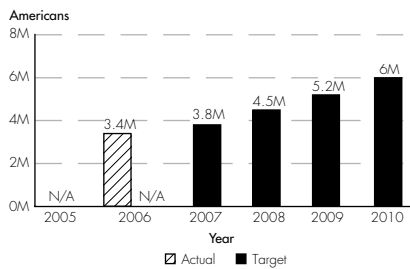
<sup>1</sup> Corporation for National and Community Service (2007). *Youth Helping America Leveling the Path to Participation: Volunteering and Civic Engagement Among Youth from Disadvantaged Circumstances*. Washington, DC. Data is from the Youth Volunteering and Civic Engagement Survey, conducted by the Corporation in collaboration with the U.S. Census Bureau and the nonprofit coalition Independent Sector.



# All of America's Youth

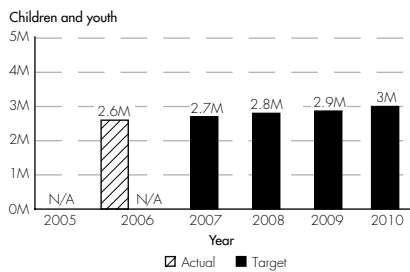
## National Performance Measures

Figure 31. Number of Americans who mentor each year



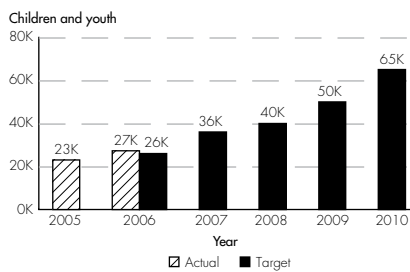
The Corporation's original intent, as presented in its 2006–2010 Strategic Plan, was to collect data on the number of children and youth from disadvantaged circumstances who are mentored annually. Because there was no annual data source available for that metric, the Corporation replaced it with the “number of Americans who mentor each year.” In 2006, when the Corporation began closely tracking mentoring activities, approximately 3.4 million adults provided mentoring services.<sup>i</sup> With new efforts to prioritize mentoring across Corporation programs, the publication of research reports that highlight trends and benefits of volunteer mentors, and sponsorship of National Mentoring Month, the Corporation expects to steadily increase the number of adults providing mentoring services to six million in 2010. FY 2007 data will be available in May 2008.

Figure 32. Number of children and youth from disadvantaged circumstances serving in their communities



Seventy-six percent of youth from disadvantaged circumstances who volunteer say they are likely to graduate from a four-year college. In 2006, 2.6 million youth from disadvantaged circumstances volunteered.<sup>ii</sup> The Corporation is dedicated to helping more youth from disadvantaged circumstances volunteer and to reaching our goal of 2.7 million by 2007. FY 2007 data will be available in May 2008.

Figure 33. Number of children and youth of incarcerated parents who are mentored through federal programs



This measure is based on the combination of the U.S. Department of Health and Human Service's goal for several federal agencies to cumulatively reach over 100,000 youth between 2006–2010, and the Corporation's own goal to reach 100,000 during this time period. Each year, the agencies will reach a number of youth with a cumulative total target of over 200,000 for 2010. The increase from FY 2005 to FY 2006 reflects primarily an increase in the number mentored through Corporation programs.

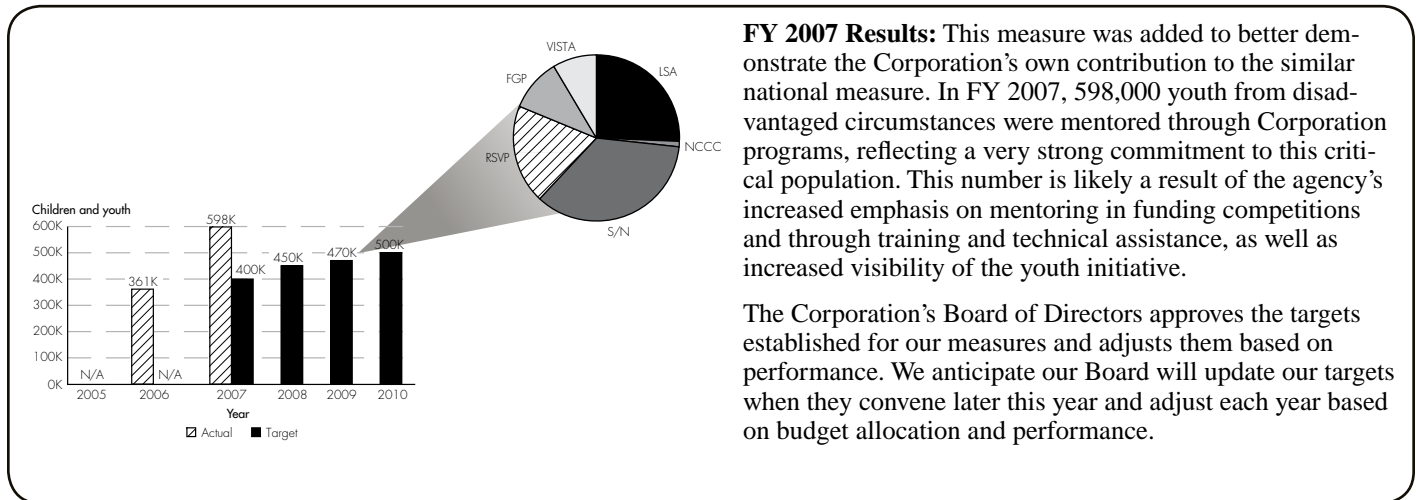
<sup>i</sup> The data is from the Current Population Survey volunteer supplement in partnership with the U.S. Census Bureau and the Bureau of Labor Statistics.

<sup>ii</sup> Corporation for National and Community Service (2007). *Youth Helping America Leveling the Path to Participation: Volunteering and Civic Engagement Among Youth from Disadvantaged Circumstances*. Washington, DC. Data is from the Youth Volunteering and Civic Engagement Survey, conducted by the Corporation in collaboration with the U.S. Census Bureau and the nonprofit coalition Independent Sector.

2  
Disadvantaged Youth

## Corporation Performance Measures

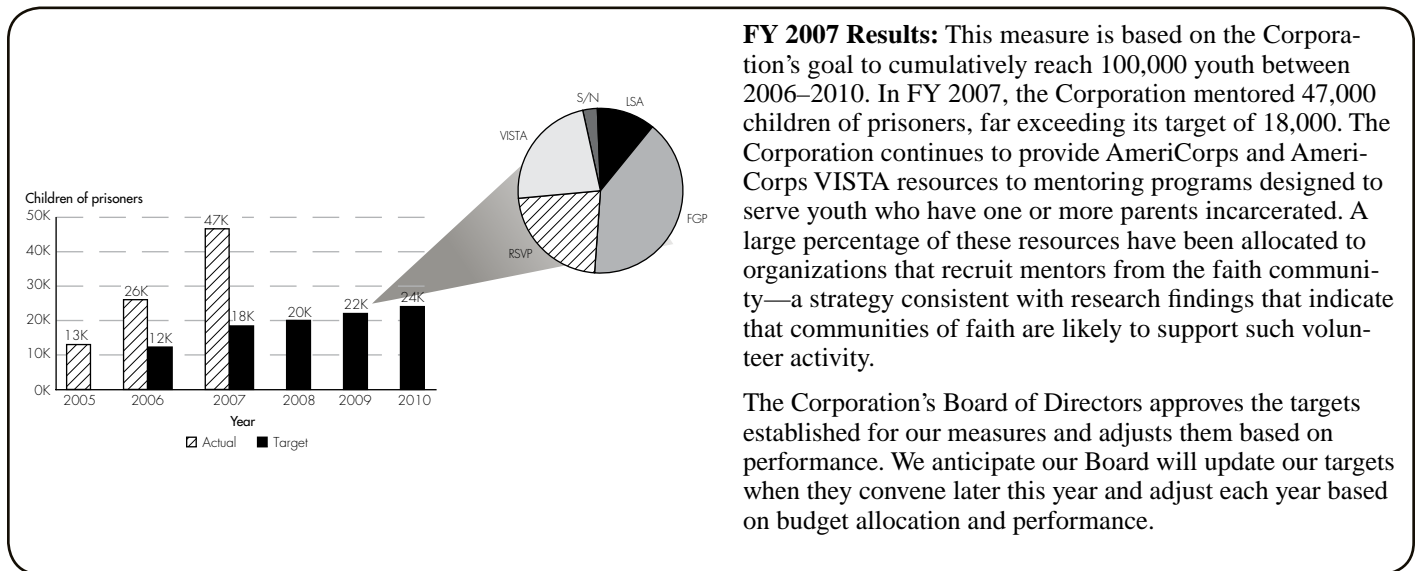
Figure 34. Number of children and youth from disadvantaged circumstances mentored through Corporation programs



**FY 2007 Results:** This measure was added to better demonstrate the Corporation's own contribution to the similar national measure. In FY 2007, 598,000 youth from disadvantaged circumstances were mentored through Corporation programs, reflecting a very strong commitment to this critical population. This number is likely a result of the agency's increased emphasis on mentoring in funding competitions and through training and technical assistance, as well as increased visibility of the youth initiative.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Figure 35. Number of children of prisoners mentored through Corporation programs



**FY 2007 Results:** This measure is based on the Corporation's goal to cumulatively reach 100,000 youth between 2006–2010. In FY 2007, the Corporation mentored 47,000 children of prisoners, far exceeding its target of 18,000. The Corporation continues to provide AmeriCorps and AmeriCorps VISTA resources to mentoring programs designed to serve youth who have one or more parents incarcerated. A large percentage of these resources have been allocated to organizations that recruit mentors from the faith community—a strategy consistent with research findings that indicate that communities of faith are likely to support such volunteer activity.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Figure 36. Number of children and youth from disadvantaged circumstances serving through Corporation-sponsored programs

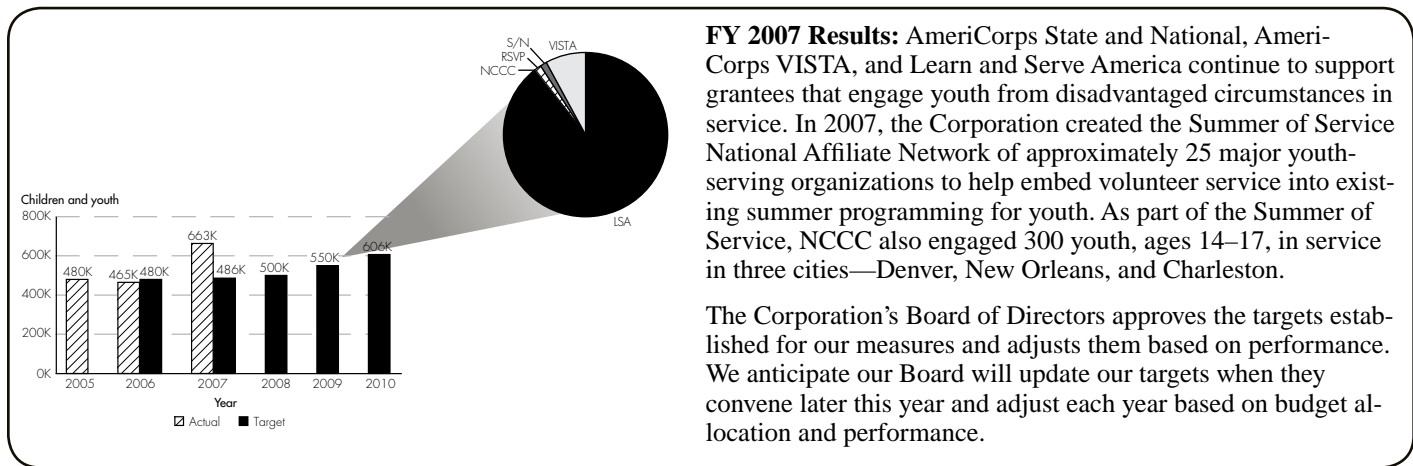
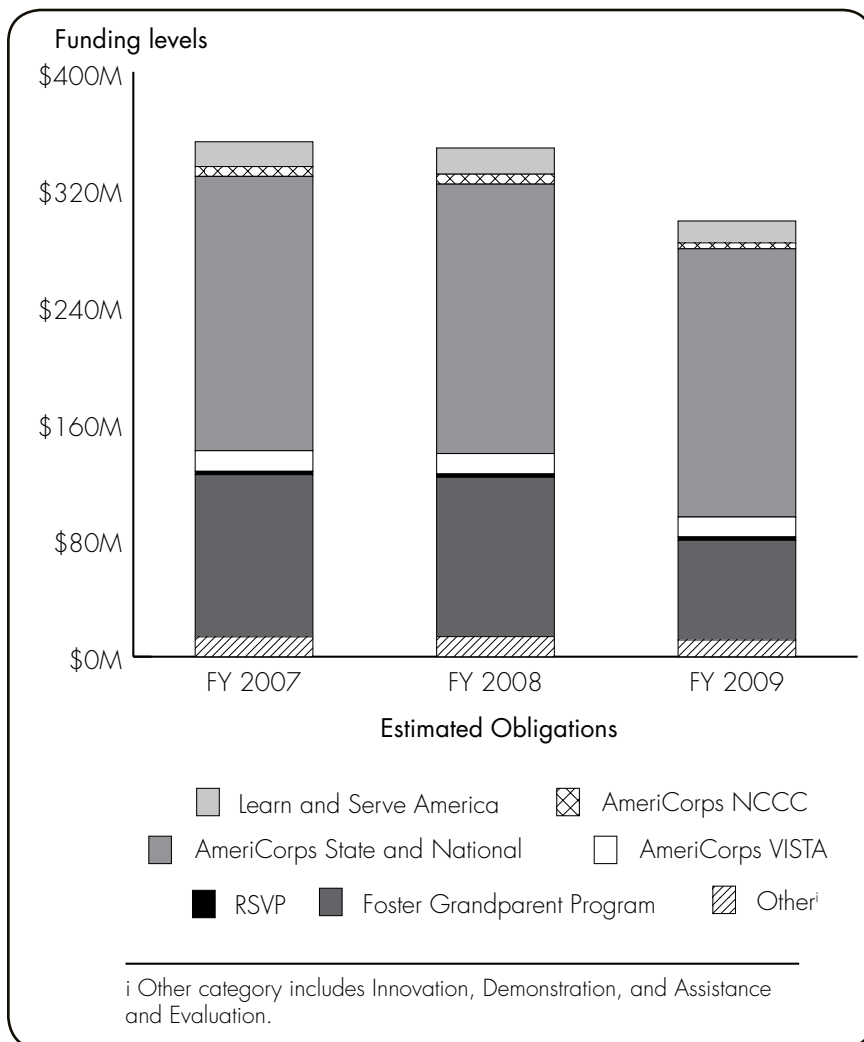


Figure 37. Corporation funding levels for the Disadvantaged Youth initiative





## Accomplishments

Recent Corporation accomplishments include:

- » Continued emphasis on services for at-risk youth in Corporation program guidance and grant selection process;
  - Foster Grandparents served 284,000 youth and mentored 48,000 children including almost 6,000 children of prisoners in FY 2007,
  - VISTA targeted 50 member service years in FY 2007 to pilot projects that will provide mentors to nearly 15,000 youth over three years aging out of foster care,
  - In FY 2007, VISTA also provided mentors to 7,100 children of prisoners, and
  - Learn and Service America engaged an estimated 550,000 disadvantaged youth in service in FY 2007;
- » Focused activities of the Federal Mentoring Council and the National Mentoring Working Group on increasing the number of federally-funded programs that encourage youth-mentoring, and engaging federal employees as mentors;
- » Co-sponsored National Mentoring Month with MENTOR and the Harvard Mentoring Project, and successfully increased the number of national Lead Partners and outreach for this highly-visible campaign to bring national attention to the need for more mentors, including: recruitment fairs, setting cross-agency standards, and collaborative training and technical assistance; and
- » Launched the first Summer of Service Campaign with a network of more than 25 major youth-serving organizations aimed at engaging youth from 5- to 21-years old in volunteer service during the summer months.

## FY 2009 Plan of Action

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

*Increase the number of children and youth from disadvantaged circumstances whose lives are changed by a caring mentor*

- » Strengthen the commitment of VISTA resources to programs that provide mentors to children and youth from disadvantaged circumstances. VISTA expects to provide mentoring services to 37,000 youth from disadvantaged circumstances in FY 2009, up from 35,500 youth in FY 2008. VISTA also expects to provide mentoring services to 7,500 children of prisoners, up from 7,000 in FY 2008;
- » Continue to implement the Youth Aging-Out of Foster Care initiative. Beginning in FY 2008 and continuing over three years, VISTA programs expect to provide mentors to 15,000 youth aging out of foster care;
- » Continue to lead efforts to identify solutions to the 22 percent "Mentor Drop Out" rate in collaboration with the National Mentoring Working Group;
- » Increase partnerships and collaboration with other federal agencies and private sector partners who are administering mentoring programs through the Federal Mentoring Council and members of the National Mentoring Working Group, special focus to identify a mentor for the 20,000 youth aging out of foster care annually;
- » Continue placing Foster Grandparents to support 167,000 children and youth with special or exceptional needs;
- » Promote innovative mentoring models by working with mentoring provider organizations to increase awareness,

and provide incentive in grant-funded programming for use of innovation; and

- » Continue work with the Administration for Children and Families to target Corporation resources to youth in transitional and independent living.

*Increase the number of children and youth from disadvantaged circumstances who are engaged in service*

- » Target Learn and Serve America grants toward greater numbers of rural and disadvantaged youth to attract them to science, technology, engineering, and math (STEM) disciplines;
- » Target 52 percent of Learn and Serve America's grants to schools where 50 percent or more of the students are eligible for the free or reduced price lunch program, up from 50 percent in FY 2008;
- » Engage 57,000 youth from disadvantaged circumstances in service to their communities through VISTA, up from 53,600 in FY 2008;
- » Emphasize the recruitment of youth from disadvantaged circumstances in AmeriCorps State and National program guidance and in the grant selection process;
- » Promote a service-centered mentoring model that engages the mentor and mentee in service together by giving special consideration to programs using the model in the Summer of Service grant awards and developing a toolkit for service-centered mentoring; and
- » Expand the Martin Luther King, Jr. Day of Service as an opportunity to introduce at-risk youth to service and volunteering.

3  
Student  
Service

# Engaging Students in Communities

Student service and service-learning produces valuable benefits to local communities and enables young people from kindergarten through college to become active, contributing community members. Through thoughtfully organized service and service-learning, students develop an understanding of the importance and impact of service, strengthen their character, improve their citizenship skills, and enhance their academic performance.

College students across the nation are leading the way forward in service. Both on campuses and in surrounding communities, millions of college students are bringing both passion and skills to bear on a wide range of service activities: teaching and mentoring children from disadvantaged circumstances; improving the environment; providing health education and services; and helping their fellow Americans recover from hurricanes and other disasters.

The Corporation is making significant investments to stimulate and support student volunteering and service-learning on college campuses. Research suggests that college experience and substantial volunteering are associated with higher levels of civic engagement. When colleges and universities incorporate service to the community into academic curriculum, the relationship is even stronger.

In FY 2009, the Corporation will work closely with our partners in education, business, and the nonprofit sector to increase the number of college students who volunteer to five million a year by 2010.

To truly build a culture of service and civic responsibility, volunteering and service must be instilled from an early age. Service-learning in the nation's K-12 schools plays a crucial role in teaching all students the skills and habits of service, and sets the stage for college student service. Research shows that service-learning programs strengthen students' civic skills and engagement. The benefits of service-learning may even be greater for at-risk students than their peers with respect to academic performance, civic engagement, and reduction of risky behaviors.

As the nation's largest funder of service-learning, the Corporation is uniquely positioned to put students on a path toward college and prepare them for the 21st century workforce. The Corporation aims to push toward 50 percent of America's schools having service-learning programs by 2010, which will build a larger volunteer resource-base as these children become adults and continue to strengthen their communities over their lifetimes.





## National Performance Measures

Figure 38. Number of college students who volunteer

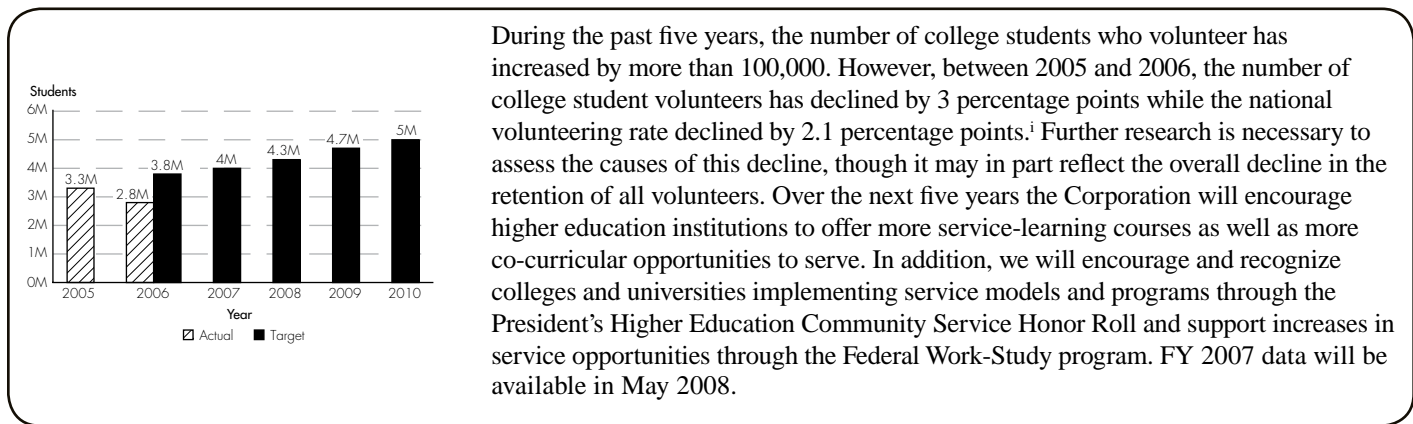


Figure 39. Percentage of Federal Work-Study funds devoted to college students engaged in service

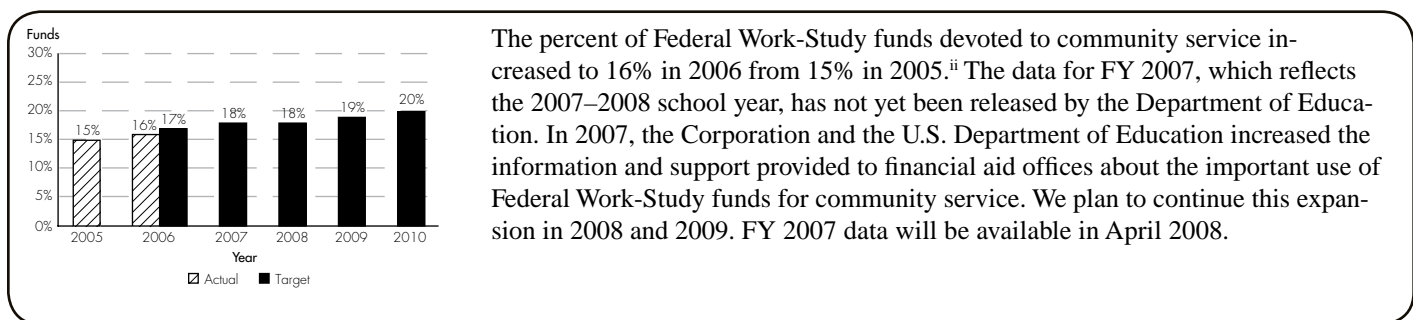
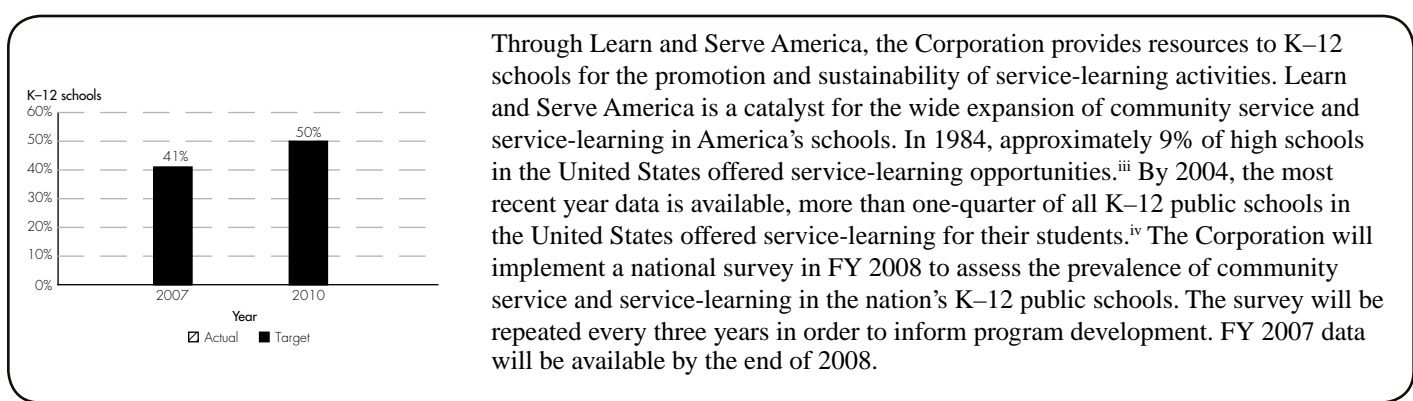


Figure 40. Percentage of K–12 schools that incorporate service-learning into their curricula



<sup>i</sup> Corporation for National and Community Service (2006). *College Students Helping America*. Washington, DC. The data is from the Current Population Survey volunteer supplement in partnership with the U.S. Census Bureau and the Bureau of Labor Statistics.

<sup>ii</sup> This data comes from annual reports from the U.S. Department of Education.

<sup>iii</sup> Newmann, F., & Rutter, R. (1985). A Profile of High School Community Service Programs. *Educational Leadership* 43 (4). 65–71.

<sup>iv</sup> Scales, Peter C. and Eugene C. Roehlkepartian. *Community Service and Service-Learning in U.S. Public Schools, 2004*. Search Institute, Minneapolis, MN. 8.



3  
Student  
Service

## Corporation Performance Measures

Figure 41. Number of higher education institutions matching the Segal AmeriCorps Education Award or providing substantial incentives to volunteers

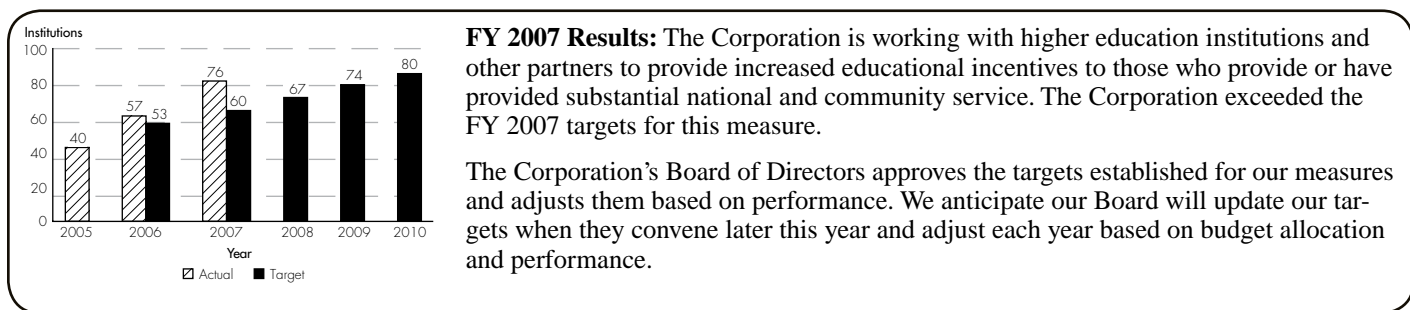


Figure 42. Number of college student volunteers generated through Corporation programs

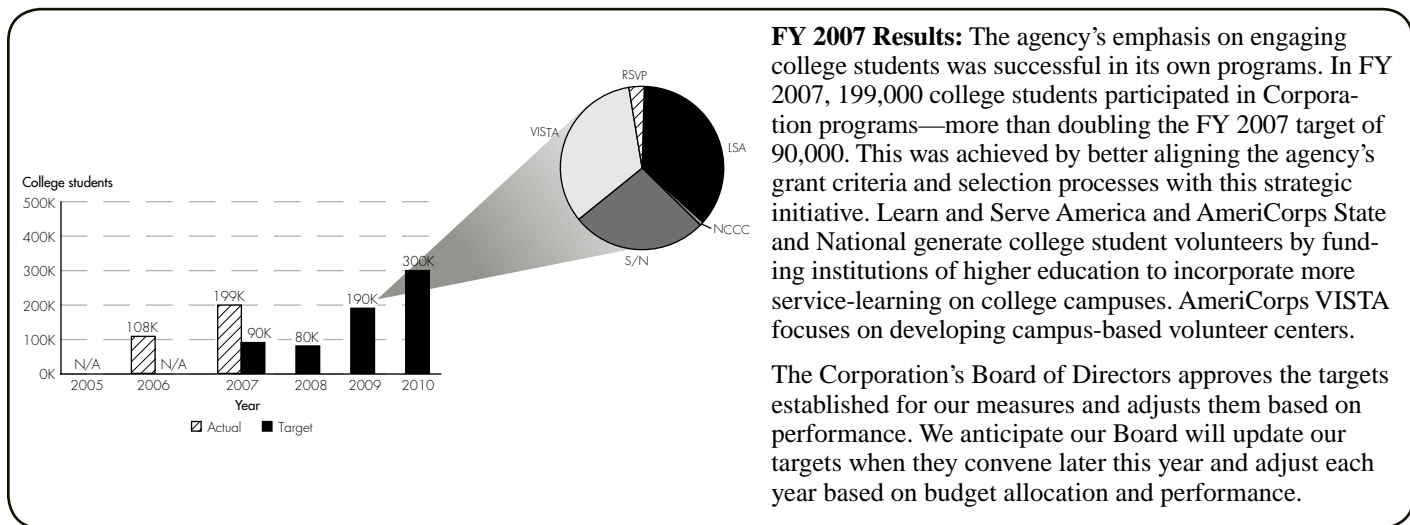
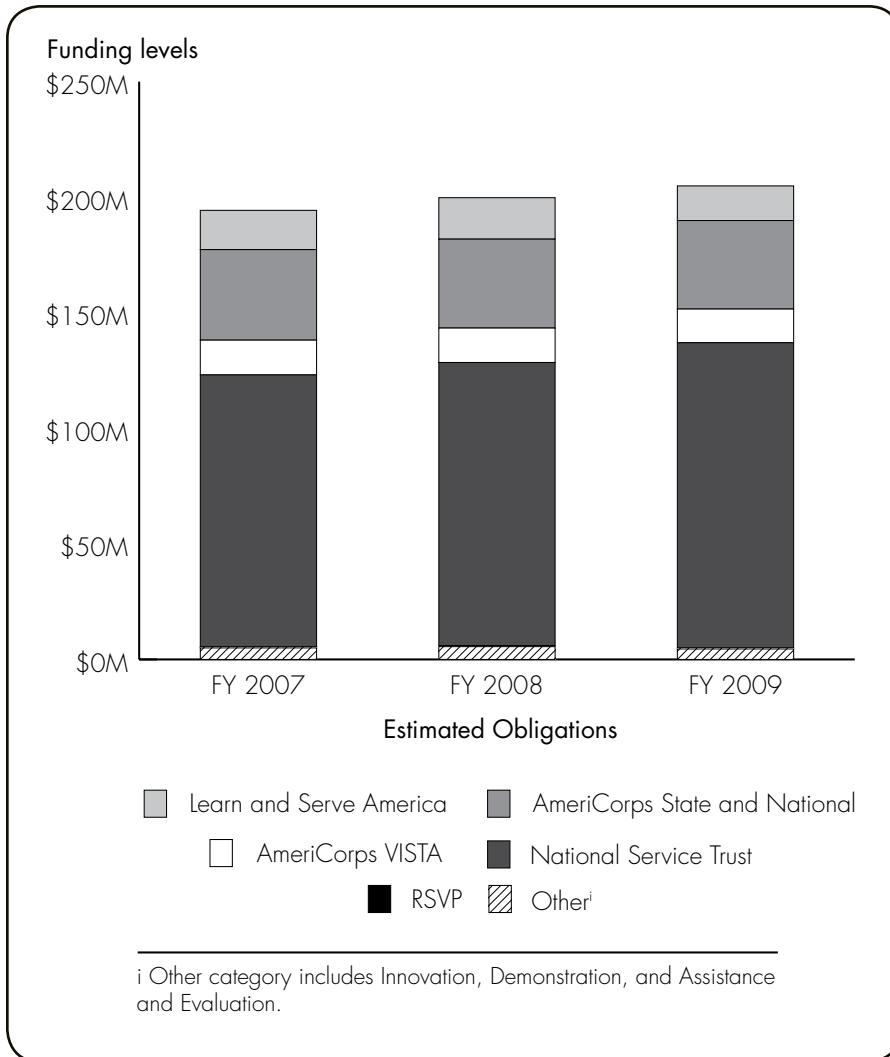


Figure 43. Corporation funding levels for the Students in Service initiative





## Accomplishments

The Corporation recently accomplished the following:

- » Received recognition for Learn and Serve America as one of only fifteen programs world-wide nominated as finalists for the Carl Bertelsmann Prize under the theme of Civic Engagement as an Educational Goal;
- » Earned a “Seal of Excellence” by the National Service-Learning Exchange of the National Youth Leadership Council for Bring Learning to Life, training and technical assistance materials developed by Learn and Serve America;
- » Increased the number of higher education institutions matching the Segal AmeriCorps Education Award in FY 2007 from 57 to 76 institutions;
- » Engaged nearly 1,700 Learn and Serve America grantees and subgrantees that reported the participation of 1.5 million students; 59,959 educators; 27.9 million service hours; and 124,000 community partners in 2006;
- » Launched the President’s Higher Education Community Service Honor Roll along with the Departments of Education and Housing and Urban Development, USA Freedom Corps, and the President’s Council on Service and Civic Participation, which recognized 492 institutions in its inaugural year and received media coverage at local, state, and national levels;
- » Connected students with opportunities to serve low-income communities through 73 VISTA campus-affiliated programs in FY 2007;
- » Organized a higher education outreach campaign for the President’s Volunteer Service Award in conjunction with the President’s Council on Service and Civic Participation, Campus Compact, and the National Association of State Universities and Land Grant Colleges;
- » Collaborated with MTV to integrate the President’s Volunteer Service Award into its new social networking website as the only service award recognized in participant profiles; and
- » Collaborated with Cartoon Network on its Get Animated campaign, making service-learning resources available to approximately nine million children each month, and helping to generate one million volunteer hours in schools.

## FY 2009 Plan of Action

In FY 2009, the Corporation will continue to collaborate with others to further engage students in service and service-learning. The agency will continue to leverage its resources and galvanize the commitment of others to make an impact in the lives of youth and in communities. With an additional \$500,000 in evaluation funds, the agency plans to conduct national research to better understand the impact of Learn and Serve America and service-learning on volunteering and civic engagement among students.

Our goals and strategies include the following:

### *Increase the numbers of college students engaged in community service*

- » Continue to build upon successful models of linking college student leadership to effect community change;
- » Stimulate and reward the service commitment of campuses and higher education associations through recognition of the President's Higher Education Community Service Honor Roll;
- » Continue to encourage college student volunteering in all Corporation programs through grant funding priorities;
- » Create a media outreach campaign through the internet and print media to target college students and raise awareness of community service opportunities;
- » Target competitive Learn and Serve America funds toward the replication and dissemination of those program models and strategies that are both sustainable and demonstrate positive outcomes for youth and their communities. Program innovation will focus in the science, technology, engineering, and math (STEM) disciplines;

- » Continue the high level of commitment AmeriCorps VISTA has to engaging students in service by placing VISTAs on college campuses and connecting students to volunteer opportunities serving low-income communities. In FY 2007, VISTA had 91 projects and 1,261 service years dedicated to this activity and will maintain that level of commitment through FY 2009; and
- » Continue to emphasize AmeriCorps funding to those grantees that focus on engaging students.

### *Increase service-learning in K–12 schools*

- » Coordinate efforts of Corporation programs to offer more opportunities for students to serve, with an emphasis on targeting resources to those communities with the greatest need. In particular, the Learn and Serve America 2009 grant competition will prioritize applications that engage more youth from disadvantaged circumstances in service-learning activities through their schools;
- » Continue collaborating with state education agencies to grow and deepen service-learning in K–12 schools;
- » Increase involvement with youth-serving organizations to enhance service-learning content, materials, and implementation;
- » Collect and disseminate tools and resources through the National Service-Learning Clearinghouse;
- » Continue to fund grantees that strengthen and expand service-learning in schools and youth-serving organizations; and
- » Disseminate findings of a national service-learning prevalence study conducted by the Corporation.

4

Boomer  
Service

## *Harnessing Baby Boomers'*

America is on the verge of an unprecedented demographic revolution, with older members of the 77 million-strong Baby Boomer generation a mere four years away from age 65. Beginning in 2010, the share of the population 65 and over will climb substantially, resulting in profound implications for our society, including our social service delivery systems, our economy, and our Social Security and Medicare systems.

Engaging Baby Boomers as volunteers can be a national strategy to help defray the costs of supporting an aging population as well as to assist nonprofit organizations in executing their missions.

Research tells us that Boomers, as a whole, will not withdraw completely from the workplace in "traditional retirement." Instead, they will seek a balance of varied interests including work, leisure, and civic engagement. They bring the advantage of experience and education, and are motivated to make a difference. But they also bring different aspirations for and expectations from their volunteer experiences than members of prior generations, choosing more flexible, high-impact volunteer activities. If we want to leverage this asset, we must educate and support charitable organizations in offering opportunities that meet Boomers' expectations and capture their skills.

The Corporation seeks to provide Baby Boomers and other older Americans with valuable volunteering opportunities that draw upon their talents, education, and experience. The Corporation's programs are well-positioned to help community organizations attract and

retain Boomers with the kind of flexible, high-impact service that they desire. In FY 2009, the Corporation will give its thousands of nonprofit partners the information and tools they need to make the most of Baby Boomer volunteers and support them with a national campaign to activate Baby Boomers as volunteers in their communities.

A particular focus of the Corporation's Baby Boomer initiative is to increase the number of frail elderly and people with disabilities receiving assistance from the community to live independently. The Corporation's investment in Baby Boomers' service capacity represents an investment in our nation's future that could save society millions of dollars by reducing the need for expensive professional in-home or nursing home care. This investment has an added benefit in that older people who receive assistance report lower rates of depression and better ability to function. Moreover, family and other informal caregivers receive the respite they require in order to continue to play a critical role in supplying the bulk of our nation's long-term care.

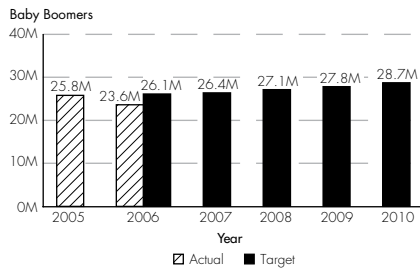
Civic engagement by older Americans has added benefits: those who volunteer are more connected with the community, which contributes to the health of the community. Those who volunteer also remain more active, are healthier, and have a more optimistic outlook than those who are not engaged—which contributes to their individual health and may allow individuals to maintain their independence as they grow older.



# Experience

## National Performance Measures

Figure 44. Number of Baby Boomers who volunteer



On the national level, Baby Boomers volunteered at a rate of 30.4 % (23.6 million people) in FY 2006—3.3% (2.5 million people) short of the 33.7% target set by the Corporation.<sup>i</sup> The percentage of Baby Boomers volunteering declined at a higher rate than the general population of volunteers (2.1%). The shortfall indicates the need for stronger national recruitment and retention efforts by the Corporation and other organizations. A recent report by the Corporation identified volunteer retention as playing an important role in explaining the decline in volunteering among Baby Boomers. Baby Boomers have different preferences for selecting volunteer opportunities than past generations and are more likely to volunteer when in professional management positions or when given challenging assignments that require a significant time commitment. Working with the nonprofit sector to better understand the needs and expectations of Baby Boomer volunteers has become a critical component of the Corporation's strategy to increase the number of Baby Boomer volunteers. FY 2007 data will be available in May 2008.

<sup>i</sup> The data is from the Current Population Survey volunteer supplement in partnership with the U.S. Census Bureau and the Bureau of Labor Statistics.

4  
Boomer  
Service

## Corporation Performance Measures

Figure 45. Number of Baby Boomer volunteers generated through Corporation programs

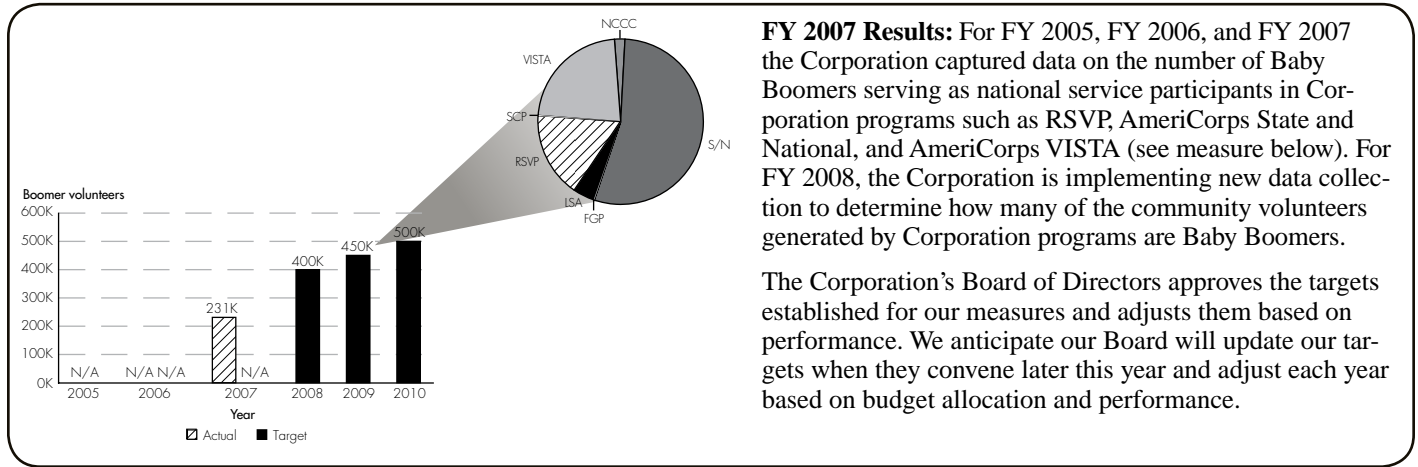


Figure 46. Number of Baby Boomers engaged as participants in Corporation programs

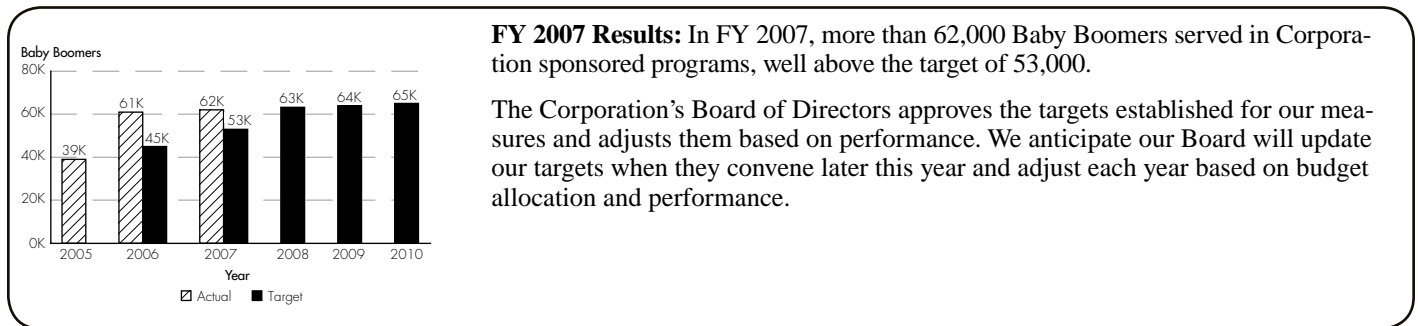


Figure 47. Number of clients who receive independent living services, including direct support and respite for informal caregivers, through Corporation programs

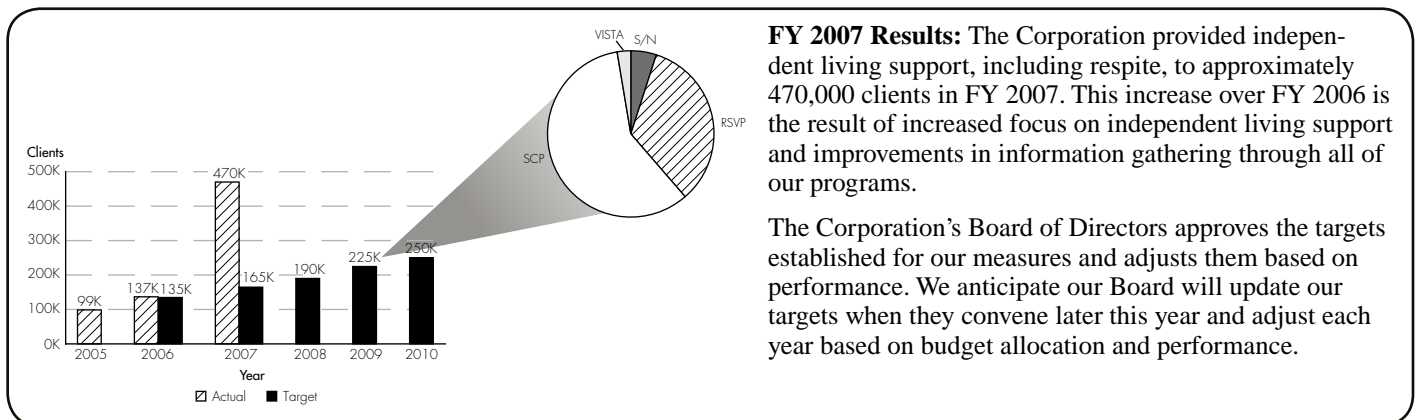
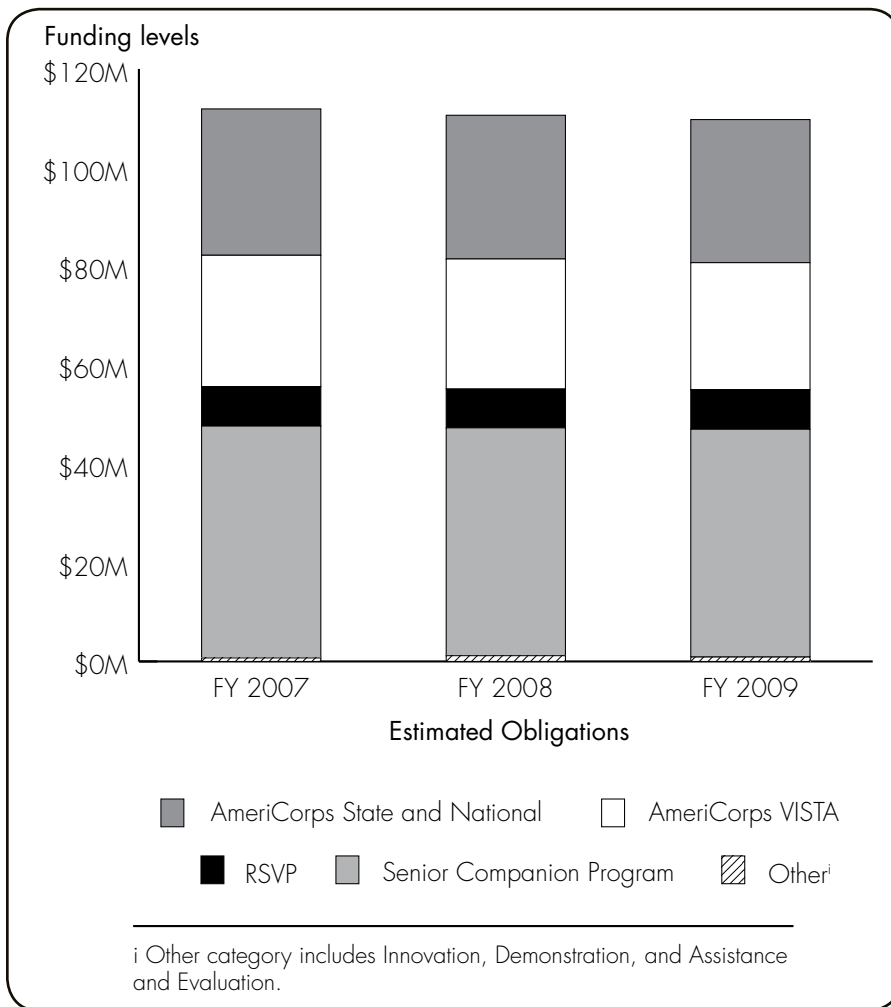




Figure 48. Corporation funding levels for the Baby Boomers initiative





## Accomplishments

The Corporation recently accomplished the following:

- » Provided independent living support, including respite, to approximately 470,000 clients in FY 2007;
- » Awarded \$900,000 through the Skilled Service in the Gulf Initiative to engage more skilled professionals, particularly Baby Boomers, in rebuilding the Gulf Region;
- » Launched a Senior Corps partnership with Volunteer Match in July 2007 to provide a branded Web portal specifically for people ages 55 and over that will record, compile, and report metrics on age 55 and over volunteering for Senior Corps grantees and other Baby Boomer volunteers nationally;
- » Released the following three major reports, which garnered national media coverage, to better inform the nation's efforts to increase Boomer volunteering:
  - *Keeping Boomers Volunteering* gives insight that educates nonprofit organizations and others about factors that affect the retention rate of Baby Boomers. This will help organizations keep volunteer turnover to a minimum so the largest number of boomers will remain engaged in their communities,
  - *RSVP Baby Boomer Report* offers a baseline study of the service activities and satisfaction level of Baby Boomers who serve through the Corporation's RSVP program. This baseline will inform structural and service changes required to engage a larger number of Baby Boomer volunteers through the RSVP program, and
  - *The Health Benefits of Volunteering* demonstrates the relationship between volunteering and improved physical and cognitive health which can be used as a motivational factor to volunteer by health-conscious Baby Boomers. It also supports the causal relationship between volunteering for improved health and longer-term independence
- » Provided training and technical assistance to 804 participants at 29 different training events and developed and produced 16 publications (i.e., toolkits and/or curricula). Training and publications will support the creation of innovative service opportunities and marketing strategies that will appeal to Baby Boomers.

## FY 2009 Plan of Action

The Corporation will continue to serve as a catalyst for increasing the number of Baby Boomers volunteering nationwide by continuing to increase participation in our own programs, and by influencing the wider nonprofit community to provide the high-impact and high-skilled opportunities Baby Boomers seek. Our goals and strategies include the following:

*Increase the overall number and percentage of Baby Boomers volunteering*

- » Expand the national *Get Involved* public awareness and recruitment campaign;
- » Conduct partnership outreach to nonprofits, the private sector, professional associations, and others to help engage Baby Boomers;
- » Conduct national surveys and publish findings to gauge key aspects of Baby Boomer volunteering from the organizational, community and volunteer perspectives;
- » Provide training and technical assistance to support nonprofit organizations and grantees in developing higher-skilled volunteer opportunities that will attract and retain Baby Boomers; and
- » Continue to promote the health benefits of volunteering as a strategy for engaging Baby Boomers.

*Increase the number of Baby Boomer participants in the Corporation's programs*

- » Encourage innovative approaches to Boomer volunteer engagement by awarding RSVP grants competitively;
- » Continue to encourage Baby Boomer participation in all Corporation programs through administrative guidance and grant competition priorities; and
- » Continue to provide technical support to programs to encourage Baby Boomers to volunteer as coordinators of local service-learning programs.

*Increase independent living services for the frail elderly and people with disabilities*

- » Seek opportunities and options for Senior Companion Program grantees to access Medicaid Home and Community-Based Waiver funds to help frail elderly Americans delay or avoid nursing home care.

5  
Disaster  
Relief

# Supporting Disaster Preparedness

Disasters strike throughout the United States each year, bringing massive property destruction and disrupting millions of lives. The hurricanes of 2005 flooded almost 80 percent of New Orleans and washed away many towns along the coast, leaving hundreds of thousands of Americans without homes. Tornadoes swept through Greensburg, Kansas, in 2007, destroying 95 percent of all structures in the community. Widespread wildfires threatened communities across the country last spring and continue to burn in many drought-stricken areas. Flooding is a constant hazard in hundreds of communities throughout the United States. Thousands were displaced in Ohio, Minnesota, and other Midwest communities in summer 2006.

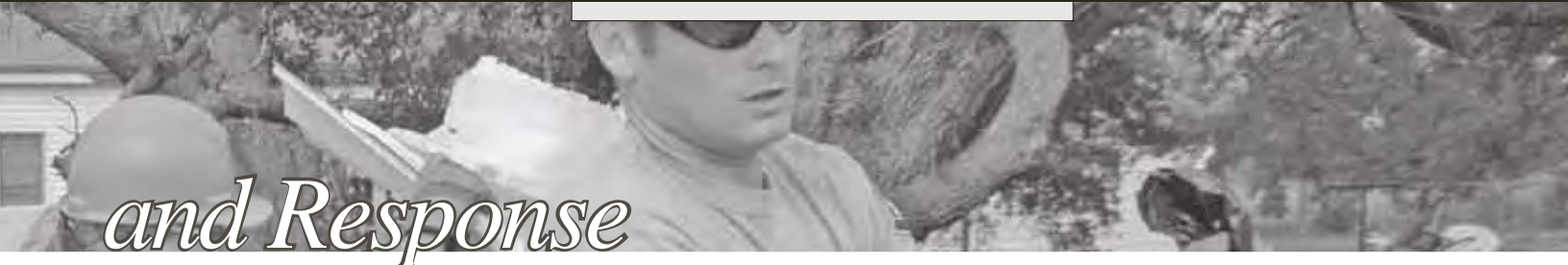
While Corporation programs have always supported disaster preparedness and response efforts, they have played a much broader and more extensive role in recent years. This experience demonstrated that national service participants can fulfill a wide range of preparedness and response roles—management and coordination of volunteers and resources, training and development of coordinated response plans, and providing direct service to affected communities. 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, and 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 leadership to volunteer management and preparedness efforts, in June 2007, the Corporation's Board of Directors designated disaster preparedness and response as an agency strategic initiative. While the initiative is still under development, the intent is to build national, state, and local response capacity to use volunteers 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 on major disasters in partnership with other agencies and organizations;
- » Better align national service and volunteering resources with national, state, and local disaster management policies and plans;
- » Build capacity at the state level 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 NRP responsibilities.

The Corporation seeks to ensure effective community preparedness through coordinated planning and effective response. Our activities focus on needs immediately prior to a disaster through the ongoing support necessary to rebuild affected communities, including their civic, nonprofit, and volunteer infrastructure.



# *and Response*

## National and Corporation Performance Measures

The Corporation identified the following potential performance measures to help gauge its progress in achieving its goals and guide its efforts.

- » Number of community members who receive disaster preparedness assistance from Corporation program participants.

### *National measure*

- » Number of AmeriCorps members who have been certified in disaster preparedness and response. (We additionally would like to measure the number of certified volunteers registered in a national database and are investigating existing databases of the American Red Cross and USA Freedom Corps.)

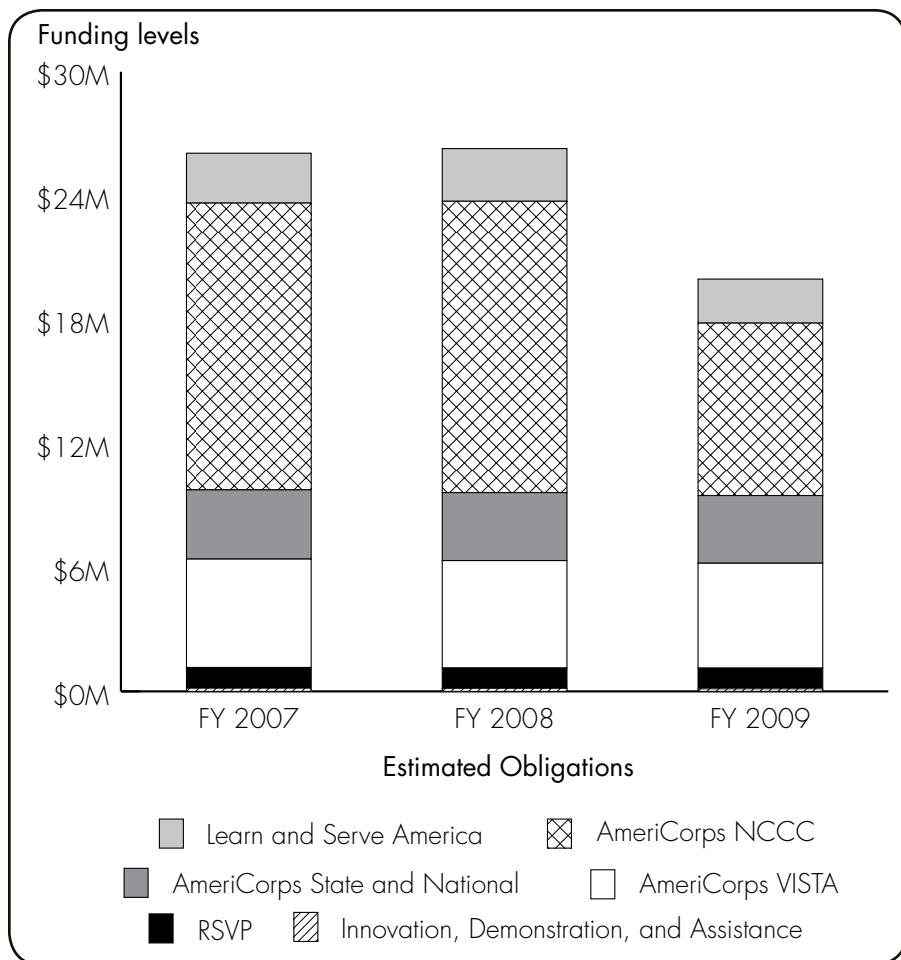
Data collection instruments for these measures are under development and baseline performance data will be collected in FY 2008. In addition to these measures, the Corporation will track its activities and report on its actual response to disasters including data such as the number of service hours contributed and the number of volunteers leveraged.

### *Corporation measures*

- » Number of Corporation program participants who have been certified in disaster-related training;
- » Number of Corporation program participants who are available for deployment in support of local, state, or other disasters; and

5  
Disaster Relief

Figure 49. Corporation funding levels for the Disaster Relief initiative



## Accomplishments

The Corporation recently accomplished the following:

- » Provided more than \$130 million of resources to the Gulf Coast in response to Hurricane Katrina. More than 93,000 national service participants gave more than 3.5 million hours of service and coordinated an additional 262,000 community volunteers. National service participants' activities included
  - Aiding community-based donation distribution facilities,
  - Managing volunteer "camps" to

provide structured opportunities for unaffiliated volunteers,

- Coordinating volunteer activity (e.g., developing and assigning projects; organizing teams; and arranging tools, transportation, and on-site supervision),
- Helping other organizations to coordinate and manage volunteers for specific short-term projects, and
- Establishing and operating shelters, providing meals and social services, clearing debris, assisting special needs resi-



- dents, providing information on housing and other resources, raising funds and mucking, and gutting and building thousands of homes
- » Deployed trained AmeriCorps teams under mission assignments from FEMA to recent major winter ice storms in the Midwest, tornadoes in Florida and Kansas, and flooding in various parts of the country. National service participants' activities included
  - Running the volunteer base camp in tornado-stricken Greensburg, Kansas,
  - Helping set-up operations and command centers for emergency staff in the Midwest, and
  - Operating a volunteer reception center in Florida and establishing a campground to house emergency management officials and volunteers
- » Improved the agency's internal operations and expanded its partnerships to prepare for and respond to disasters. The new Office of Emergency Management (OEM) now coordinates Corporation response activities and maintains an up-to-date, expanded roster of deployable national service resources. A cross-program Disaster Response Team will be sent to future major disaster sites immediately to provide on-the-ground guidance to ensure the response meets local needs;
- » Established procedures to enable grant augmentations and other resources to more quickly meet local needs; and
- » Signed an agreement with National Voluntary Organizations Active in Disaster (VOADs) to expedite cooperation between the Corporation and the group's members, including Catholic Charities, American Red Cross, Volunteers of America, and the Salvation Army.

## FY 2009 Plan of Action

The Corporation will increase the number of volunteers available to respond to disasters by working with other federal, state and local organizations, forming public/private partnerships, and ensuring effective training and technical assistance. Through extensive planning and preparedness activities, the agency will make its efforts more effective. Specifically, the agency will

*Continue to build relationships with local, state, and federal officials*

- » Link state offices and commissions, programs, and state and local emergency response agencies;
- » Support collaborations for disaster preparedness and response at state and local levels through its programs, members, participants, and volunteers, as well as community volunteers;
- » Promote preparedness outcomes for all national service programs; and
- » Encourage states to integrate AmeriCorps teams that have comprehensive disaster services training and the

availability to deploy into their state response plans.

*Expand available resources through public/private partnerships*

- » Engage the corporate and philanthropic sectors to support preparedness and response efforts, including the provision of transportation, housing, equipment, and training.

*Strengthen preparedness and response capabilities of participants and grantees*

- » Ensure adequate disaster training for full-time national service members, Corporation and grantee staff, and communities throughout the country.

*Improve information flow for effective response*

- » Develop processes and procedures for maintaining and updating disaster resource inventories, establish clear and comprehensive agency response plans and responsibilities, implement data collection systems and disaster management procedures that support accountability.





# Sustaining Management Excellence

Our management goal is to create a performance culture focused on achieving the Corporation's mission. Our efforts to accomplish and sustain a high level of performance are concentrated on four areas:

- » Cultivating a culture of performance and accountability;
- » Improving program and project quality;
- » Delivering exemplary customer service; and

- » Building a diverse, energized, and high-performing workforce.

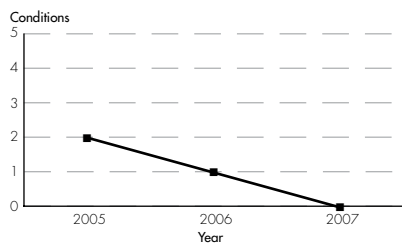
Through our focus on these four areas, the Corporation has already implemented administrative enhancements that have generated significant cost-savings. In FY 2009, the Corporation will continue this momentum and position itself over the long term to use internal cost savings to fund our management priorities.

## Key Performance Measures

Figure 50. Percentage of Corporation-funded grantees meeting or on track to meet program/project performance goals

In FY 2004, the Corporation began requiring its grantees to identify and report on their performance against goals and measures established by the grantee. Since most Corporation grants cover a three-year period, data for the percentage of all Corporation grantees that meet the program/project performance goals will not be available until FY 2007/2008. We will begin the process of reviewing data and plan to report in the next budget cycle.

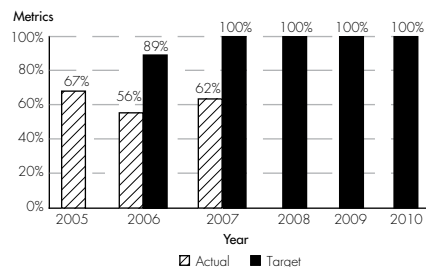
Figure 51. Number of financial statement reportable conditions



In FY 2007, the agency received an unqualified audit opinion for the eighth consecutive year and, for the first time with no significant deficiencies. Among the 26 major federal agencies, only one received comparable audit results. The Corporation anticipates continuing to receive a "clean" audit opinion. The target is zero for all years.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

Figure 52. Percentage of Government-wide financial metrics where the Corporation self-assessed at "Green"



For FY 2007, the 62% "green" achieved by the Corporation exceeded the average achieved by CFO Act agencies by over 20 percentage points. The agency is directly addressing the causes of lower ratings, with emphasis on the Corporation's performance on Accounts Receivable overdue 180 days, and both individual and centrally-billed travel card delinquency rates. The Corporation anticipates making significant strides towards meeting its FY 2008 target.

The Corporation's Board of Directors approves the targets established for our measures and adjusts them based on performance. We anticipate our Board will update our targets when they convene later this year and adjust each year based on budget allocation and performance.

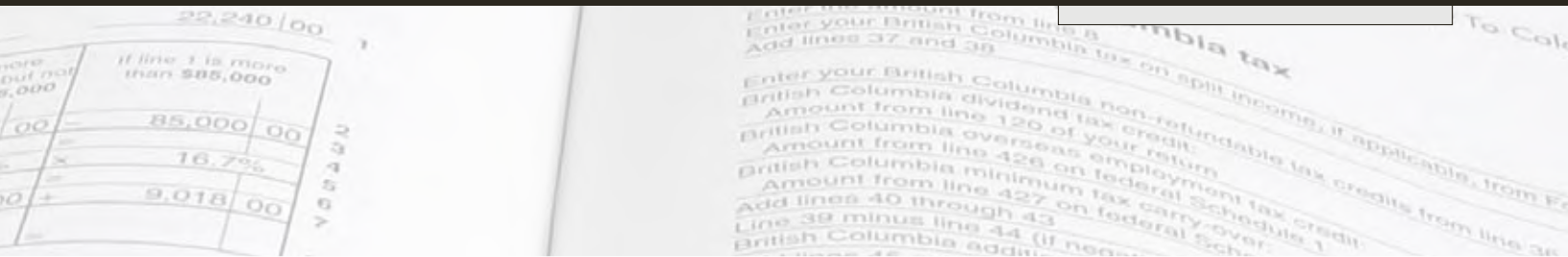


Figure 53. Overall Corporation Customer Satisfaction Index<sup>i</sup>

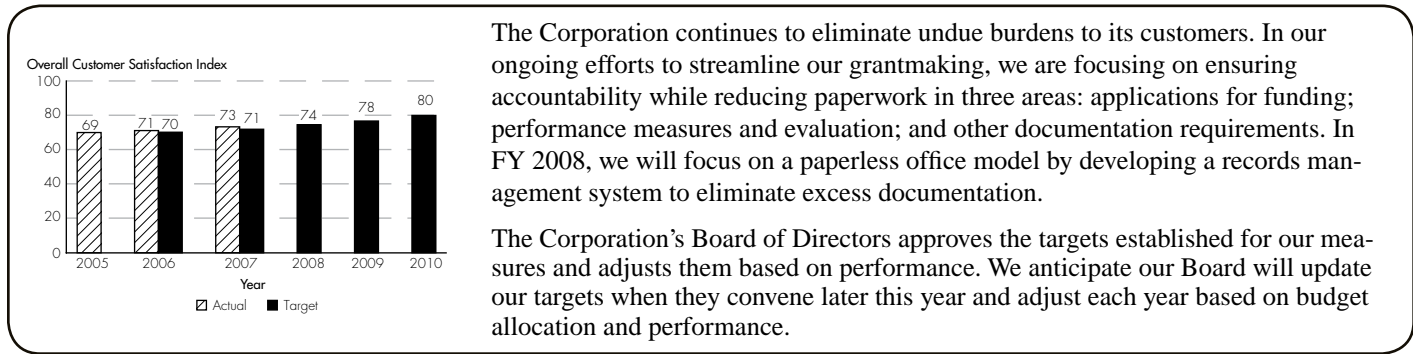


Figure 54. Overall Grantee Technology Satisfaction Index<sup>i</sup>

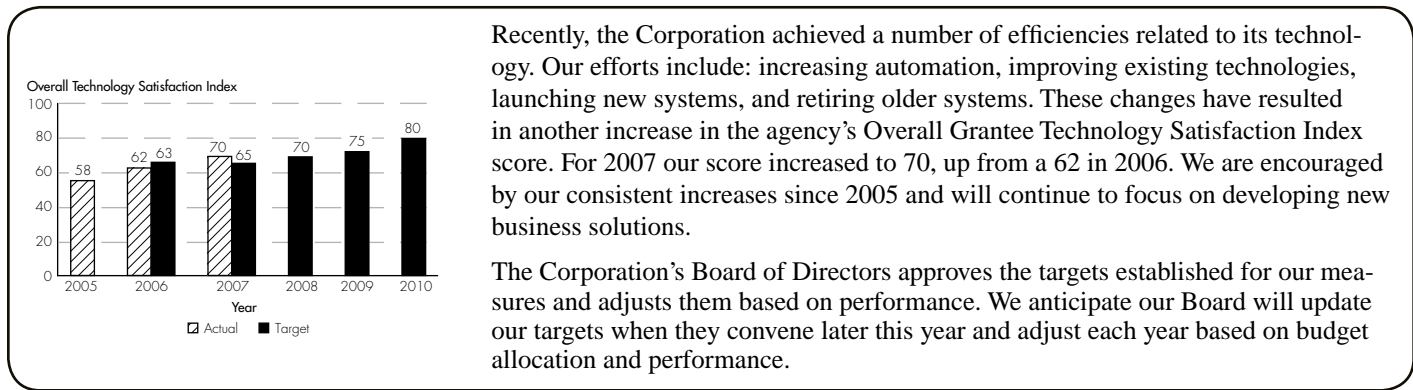
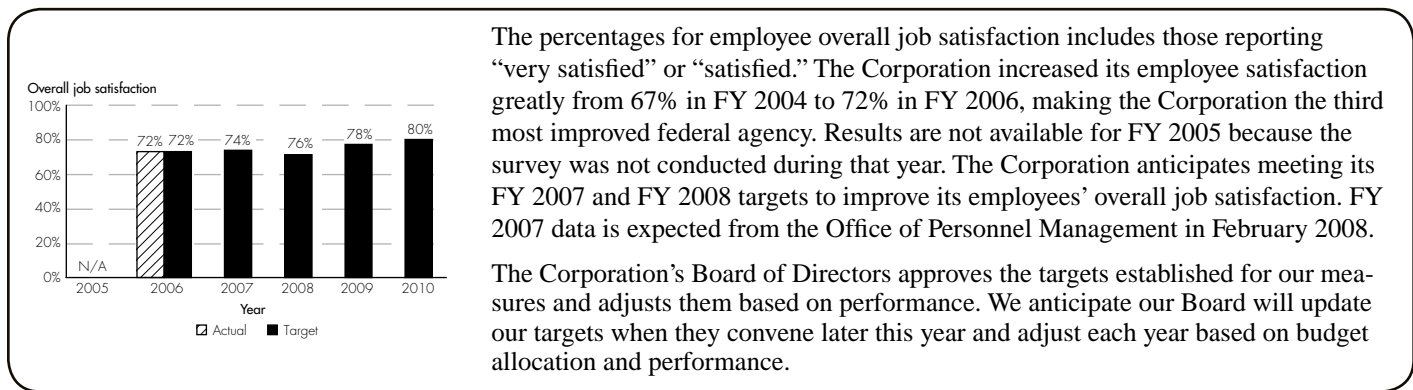


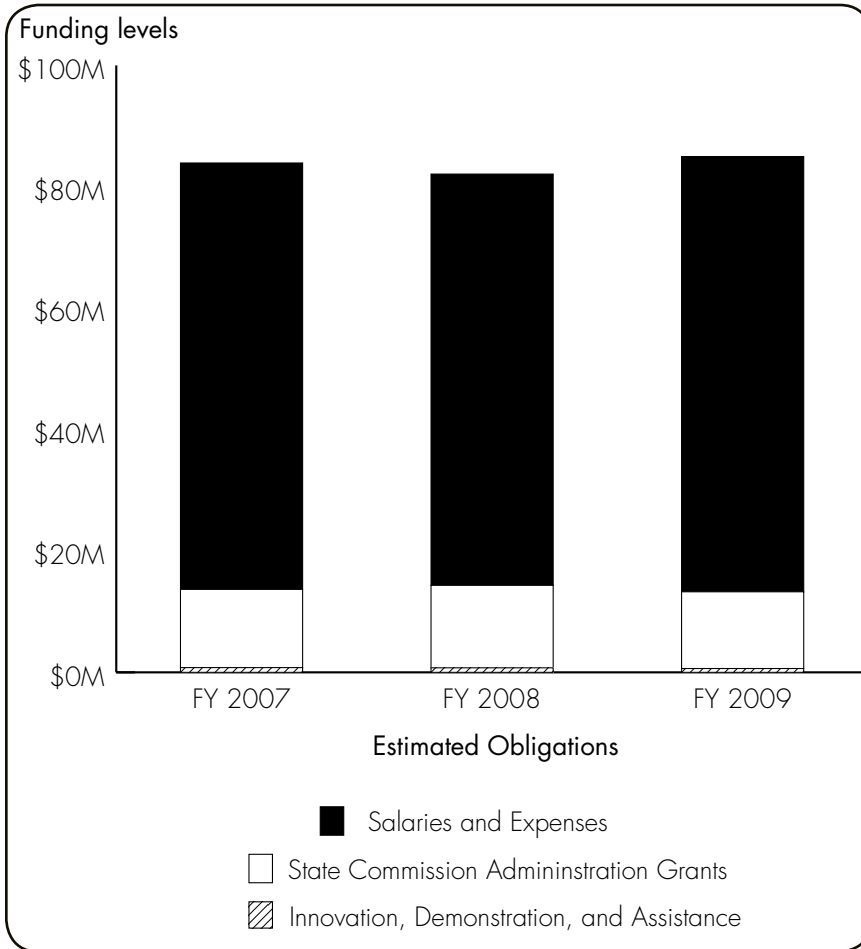
Figure 55. Employee overall job satisfaction



<sup>i</sup> Data from the American Customer Satisfaction Index Annual Survey.



Figure 56. Corporation funding levels for the Management initiative





## FY 2009 Plan of Action

To achieve our management goals, the Corporation has identified the following priority initiatives for FY 2009:

### *Expanding Program and Project Quality*

- » Continue to strengthen operation of the VISTA Member Support Unit, resulting in direct member support provided by state offices being reduced by over 90 percent from levels in FY 2007;
- » Maintain the agency-wide focus on policies and procedures to ensure accountability and proper oversight and monitoring of grant funds and to support quality programs; and
- » Undertake infrastructure enhancements to meet OMB requirements on IPV6.

### *Cultivating a Culture of Performance and Accountability*

- » Implement incremental changes to our planning, budget formulation, and budget execution processes to better tie costs to progress toward the agency's strategic initiatives and to ensure consistency with the government-wide Budget Formulation and Execution Line of Business; and
- » Complete the transition from commercial Generally Accepted Accounting Principles (GAAP) to Federal GAAP by adapting the reports and formats prescribed in OMB Circular A-136 on Form and Content.

### *Delivering Exemplary Customer Service*

- » Continue to move to a paperless office model by developing a record-management system to eliminate excess documentation; and
- » Implement changes resulting from the government-wide Human Resources Line of Business to automate many personnel processes and take advantage of cross-servicing opportunities to reduce per unit costs.

### *Building a Diverse, Energized, and High-Performing Workforce*

- » Improve and expand training on performance evaluation, management and leadership and increase centralized/shared training opportunities in mission critical competencies (e.g., program management); and
- » Continue a multi-year workforce planning study to identify key competencies and succession planning, particularly in our mission critical positions. This assessment will increase the Corporation's ability to continually attract and retain a diverse and energized staff. The Corporation will also improve employee training efforts and advance telecommuting capability.

# Status of Program Assessment Rating Tool (PART)

## Findings and Improvements

Table 38. PART findings and improvements

	AmeriCorps State and National	AmeriCorps NCCC	AmeriCorps VISTA	Learn and Serve America
Program Purpose and Design	80%	40%	80%	100%
Strategic Planning	100%	11%	62%	62%
Program Management	89%	75%	100%	100%
Program Results/Accountability	40%	11%	26%	16%
<b>Total Program</b>	<b>64%</b>	<b>30%</b>	<b>55%</b>	<b>54%</b>

**AmeriCorps State and National**—Re-evaluated in FY 2005, the program’s 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**—Although the PART review found that the program was generally well-managed and addressed a specific existing need, the review also 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.

**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. The Corporation’s FY 2009 request includes \$500,000 to support evaluation of Learn and Serve America’s impact.

# President's Management Agenda (PMA)

As a small independent agency, the Corporation is not required to meet the specific requirements of the President's Management Agenda (PMA) and is not rated against these criteria by OMB. The Corporation chooses to use the PMA as a guide, helping to focus our management resources and improve our administrative efficiency. In FY 2007, the agency assessed its own performance against the PMA and its objectives, as shown below.

In FY 2007, the Corporation continued to make its strongest progress in the PMA initiatives focused on the Strategic Management of Human Capital and Improved Financial Performance. The agency made progress in the other areas but has significant work to do for it to score all "green."

Key highlights of the agency's efforts in 2007 include the following:

- » Moved toward a more strategically aligned workforce by completing the consolidation of field support units, and establishing two new units designed to improve customer service and response to disasters;
- » Refined its internal control assessment to fully meet the requirements of OMB Circular-123;
- » Achieved the agency's first ever "clean" audit opinion with no significant deficiencies or reportable conditions;

- » Improved its scores on the government-wide financial performance indicators from 56 percent to 62 percent;
- » Implemented a paperless time and attendance system;
- » Established the first phase of a Data Warehouse;
- » Launched the new "My AmeriCorps Portal" to provide service for all aspects of the member's lifecycle;
- » Implemented The Performance Measurement database System to provide an inventory of the agency's performance measures, including full documentation;
- » Refined the agency's Strategic Plan to enable improved data collection and focus on Corporation goals;
- » Obtained a PART score of "adequate" for Learn and Serve America; and
- » Continued to strengthen outreach to faith- and community-based organizations, resulting in such organizations receiving 72 percent of overall available program funding.

For more information on the Corporation's ratings and efforts in support of the PMA visit: [http://www.cns.gov/about/role\\_impact/performance.asp](http://www.cns.gov/about/role_impact/performance.asp). For information on the PMA progress government-wide, visit: [http://www.whitehouse.gov/omb/budgetintegration/pma\\_index.html](http://www.whitehouse.gov/omb/budgetintegration/pma_index.html).

Table 39. PMA self-rating summary (FY 2007)

Initiative	Status Rating	Progress Rating
Human Capital	Y	G
Improved Financial Management	G	G
Competitive Sourcing	G	G
Expanded e-Government	R	Y
Budget and Performance Integration	Y	Y
Faith-based and Other Community Organizations	G	G

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**PART 6:**  
**Resource Exhibits**

# SUMMARIES

## Corporation Budget Authority Summary

Table 40. Budget authority summary (dollars in thousands)

Account	FY 2007 Actual	FY 2008 Enacted <sup>i</sup>	FY 2009 Request
National and Community Service Program	\$492,706	—	—
Domestic Volunteer Service Program	313,054 <sup>iii</sup>	—	—
Operating Expenses <sup>ii</sup>	—	782,744	751,453
VISTA Revolving Fund	3,500	—	—
Salaries and Expenses	70,324 <sup>iii</sup>	67,759	71,715
Office of the Inspector General	4,963	5,828	6,512
<b>Totals</b>	<b>\$884,547</b>	<b>\$856,331</b>	<b>\$829,680</b>

<sup>i</sup> Reflects rescission of 1.747% per Division G, Title V, Section 528(a) of P.L. 110-161.

<sup>ii</sup> Reflects consolidation of DVSA and NCSA accounts into a single program account called "Operating Expenses" per P.L. 110-161

<sup>iii</sup> Per Public Law 110-28, \$1.360 million was transferred to Salaries and Expenses.

## Corporation Obligations Summary

Table 41. Obligations summary (dollars in thousands)

Account	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request
National and Community Service Program	\$502,897	\$38,504	—
Domestic Volunteer Service Program	313,001	—	—
Operating Expenses	—	776,467	757,730
VISTA Revolving Fund	3,500	—	—
Salaries and Expenses	70,249	67,759	71,715
Office of the Inspector General	6,185	6,128	6,512
<b>Totals</b>	<b>\$895,832</b>	<b>\$888,858</b>	<b>\$835,957</b>

## Corporation Outlay Summary

Table 42. Outlay summary (dollars in thousands)

Account	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request
National and Community Service Program	\$498,798	\$351,310	\$198,005
Domestic Volunteer Service Program	308,564	170,670	15,902
Operating Expenses	—	241,421	515,971
VISTA Revolving Fund	3,500	—	—
Salaries and Expenses	69,885	63,070	66,746
Office of the Inspector General	5,744	5,390	5,471
<b>Totals</b>	<b>\$886,491</b>	<b>\$831,861</b>	<b>\$802,095</b>

# RESOURCE EXHIBITS

## NCSP Obligations by Object Classification

Table 43. NCSP obligations by object classification (dollars in thousands)

Object Classification	FY 2007 Actual	FY 2008 Enacted	FY 2009 Estimate	Increase/ (Decrease) 2009-2008
Personnel compensation:				
11.1 Permanent positions (FTP)	\$5,394	\$0	\$0	\$0
11.3 Positions other than FTP	603	—	—	—
11.5 Other personnel compensation	225	—	—	—
11.8 Special personal services payments	4,132	—	—	—
11.9 Total, personnel compensation	10,354	—	—	—
13.0 Benefits for former personnel	1,948	—	—	—
12.1 Personnel benefits	28	—	—	—
21.0 Travel and transportation of persons	3,745	375	—	(375)
22.0 Transportation of things	45	5	—	(5)
23.1 Rental payments to GSA	—	—	—	—
23.2 Rental payments to others	1,259	—	—	—
23.3 Communications, utilities, and miscellaneous charges	297	30	—	(30)
24.0 Printing and reproduction	543	54	—	(54)
25.0 Other services	11,335	2,135	—	(2,135)
26.0 Supplies and materials	1,785	179	—	(179)
31.0 Equipment	249	25	—	(25)
41.0 Grants, subsidies and contributions	353,568	35,699	—	(35,699)
42.0 Claims	21	2	—	(2)
93.0 Deposits to the National Service Trust	117,720	—	—	—
<b>Total Obligations</b>	<b>\$502,897</b>	<b>\$38,504</b>	<b>\$0</b>	<b>(\$38,504)</b>

# DVSP Obligations by Object Classification

Table 44. DVSP obligations by object classification (dollars in thousands)

Object Classification	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Increase/ (Decrease) 2009-2008
Personnel compensation:				
11.1 Permanent positions (FTP)	\$220	\$0	\$0	\$0
11.3 Positions other than FTP	10	—	—	—
11.5 Other personnel compensation	4	—	—	—
11.8 Special personal services payments	45,463	—	—	—
11.9 Total, personnel compensation	45,697	—	—	—
12.1 Personnel benefits	1,630	—	—	—
13.0 Benefits for former personnel	—	—	—	—
21.0 Travel and transportation of persons	4,870	—	—	—
22.0 Transportation of things	40	—	—	—
23.1 Rental payments to GSA	—	—	—	—
23.2 Rental payments to others	—	—	—	—
23.3 Communications, utilities, and miscellaneous charges	—	—	—	—
24.0 Printing and reproduction	101	—	—	—
25.0 Other services	16,207	—	—	—
26.0 Supplies and materials	232	—	—	—
31.0 Equipment	—	—	—	—
41.0 Grants, subsidies and contributions	243,473	—	—	—
42.0 Claims	—	—	—	—
93.0 Deposits to the VISTA Revolving Fund	750	—	—	—
<b>Total Obligations</b>	<b>\$313,001</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Operating Expenses Obligations by Object Classification

Table 45. Operating Expenses obligations by object classification (dollars in thousands)

Object Classification	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Increase/ (Decrease) 2009-2008
Personnel compensation:				
11.1 Permanent positions (FTP)	\$0	\$4,173	\$5,571	\$1,398
11.3 Positions other than FTP	—	449	604	155
11.5 Other personnel compensation	—	168	227	59
11.8 Special personal services payments	—	51,332	52,820	1,488
11.9 Total, personnel compensation	—	56,122	59,222	3,100
12.1 Personnel benefits	—	3,379	3,938	559
13.0 Benefits for former personnel	—	20	28	8
21.0 Travel and transportation of persons	—	8,159	7,363	(796)
22.0 Transportation of things	—	80	74	(6)
23.1 Rental payments to GSA	—	-	-	—
23.2 Rental payments to others	—	1,155	1,148	(7)
23.3 Communications, utilities, and miscellaneous charges	—	272	271	(1)
24.0 Printing and reproduction	—	596	577	(19)
25.0 Other services	—	26,118	23,473	(2,645)
26.0 Supplies and materials	—	1,862	1,815	(47)
31.0 Equipment	—	228	227	(1)
41.0 Grants, subsidies and contributions	—	555,918	527,465	(28,453)
42.0 Claims	—	19	19	—
93.0 Deposits to the National Service Trust	—	122,539	132,110	9,571
<b>Total Obligations</b>	<b>\$0</b>	<b>\$776,467</b>	<b>\$757,730</b>	<b>(\$18,737)</b>

# Salaries and Expenses Obligations by Object Classification

Table 46. Salaries and Expenses obligations by object classification (dollars in thousands)

Object Classification	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Increase/ (Decrease) 2009-2008
Personnel compensation:				
11.1 Permanent positions (FTP)	\$34,593	\$35,324	\$36,408	\$1,084
11.3 Positions other than FTP	783	800	825	25
11.5 Other personnel compensation	744	760	783	23
11.8 Special personal services payments	513	524	540	16
11.9 Total, personnel compensation	36,633	37,408	38,556	1,148
12.1 Personnel benefits	9,754	9,961	10,266	305
13.0 Benefits for former personnel	186	190	196	6
21.0 Travel and transportation of persons	1,961	1,535	1,822	287
22.0 Transportation of things	272	213	253	40
23.1 Rental payments to GSA	7,087	7,221	7,290	69
23.2 Rental payments to others	172	135	—	(135)
23.3 Communications, utilities, and miscellaneous charges	1,233	965	1,306	341
24.0 Printing and reproduction	148	116	137	21
25.0 Other services	11,719	9,231	10,958	1,727
26.0 Supplies and materials	1,002	784	931	147
31.0 Equipment	—	—	—	—
41.0 Grants, subsidies, and contributions	60	—	—	—
42.0 Claims	22	—	—	—
43.0 Claims	—	—	—	—
<b>Total Obligations</b>	<b>\$70,249</b>	<b>\$67,759</b>	<b>\$71,715</b>	<b>\$3,956</b>

# Office of Inspector General Obligations by Object Classification

Table 47. OIG obligations by object classification (dollars in thousands)

Object Classification	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Increase/ (Decrease) 2009-2008
Personnel compensation:				
11.1 Permanent positions (FTP)	\$2,357	\$3,016	\$3,273	\$257
11.3 Positions other than FTP	33	—	—	—
11.5 Other personnel compensation	23	143	130	(13)
11.8 Special personal services payments	22	—	—	—
11.9 Total, personnel compensation	2,436	3,159	3,403	244
12.1 Personnel benefits	563	776	837	61
13.0 Benefits for former personnel	—	—	—	—
21.0 Travel and transportation of persons	132	233	212	(21)
22.0 Transportation of things	2	2	2	—
23.1 Rental payments to GSA	322	330	330	—

Table 47. OIG obligations by object classification (dollars in thousands)—continued

Object Classification	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Increase/ (Decrease) 2009-2008
23.2 Rental payments to others	1	3	2	(1)
23.3 Communications, utilities, and miscellaneous charges	48	50	34	(16)
24.0 Printing and reproduction	1	5	3	(2)
25.0 Other services	2,577	1,533	1,658	125
26.0 Supplies and materials	42	31	19	(12)
31.0 Equipment	62	8	12	4
41.0 Grants, subsidies, and contributions	—	—	—	—
42.0 Claims	—	—	—	—
<b>Total Obligations</b>	<b>\$6,185</b>	<b>\$6,128</b>	<b>\$6,512</b>	<b>\$384</b>

## Full-time Equivalent Summary

Table 48. FTE summary

Direct Funded by Appropriation	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request
National and Community Service Program	90	—	—
Domestic Volunteer Service Program	7	—	—
Operating Expenses	—	70	90
Salaries and Expenses	440	457	457
Office of the Inspector General	23	28	29
<b>Total FTE</b>	<b>560</b>	<b>555</b>	<b>576</b>

## Full-time Permanent Summary

Table 49. FTP summary

Direct Funded by Appropriation	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request
National and Community Service Program	96	—	—
Domestic Volunteer Service Program	7	—	—
Operating Expenses	—	72	93
Salaries and Expenses	476	475	475
Office of the Inspector General	29	29	31
<b>Total Corporation</b>	<b>608</b>	<b>576</b>	<b>599</b>



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**PART 7:**  
**Office of Inspector General**

# OFFICE OF INSPECTOR GENERAL

(Inspector General Act of 1978, as amended)

Table 50. Office of Inspector General summary budget estimates (dollars in thousands)

Budget Items	FY 2005 Actual	FY 2006 Actual	FY 2007 Enacted <sup>i</sup>	FY 2008 Enacted <sup>i,ii</sup>	FY 2009 Request	Increase/ Decrease
Audits	\$5,108	\$4,683	\$3,049	\$3,942	\$4,578	\$636
Investigations	844	1,257	1,914	1,886	1,934	48
<b>Total Budget Authority</b>	<b>\$5,952</b>	<b>\$5,940</b>	<b>\$4,963</b>	<b>\$5,828</b>	<b>\$6,512</b>	<b>\$684</b>
Carryover from prior year/recoveries	3,488	2,498	1,522	300	—	
<b>Total Obligations</b>	<b>\$9,440</b>	<b>\$8,438</b>	<b>\$6,485</b>	<b>\$6,128</b>	<b>\$6,512</b>	

<sup>i</sup> FY 2007 and FY 2008 budgets were made without an Inspector General to speak for the OIG.

<sup>ii</sup> It is important to note that the OIG's historic program level has been an average of \$6.9 (taking into account the two-year carryover that occurred) for FYs 2005 and 2006. FY 2007's funding level as shown is an anomaly, reflecting both a reduction in program level funding and a shift caused by a change to single year funding.

## Program Summary and Mission

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 subgrantees. 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.

## FY 2009 Budget Request and Summaries

Audits, Investigations, and Legislative reviews are the primary tools by which the OIG accomplishes its statutory mission. By targeting our audits at high-risk programs and aggressively pursuing an investigative caseload that ranges from allegations of theft and corruption, to childcare and education award fraud, we have identified and/or recovered millions of taxpayer dollars. The OIG can perform such audits and investigations only to the extent that the OIG is provided with sufficient funds. Absent such funds, the OIG is required to reduce the number of audits it can perform and thereby reduce its effectiveness in pursuing and reducing fraud, waste and abuse.

Federal funds granted to the OIG have generally resulted in greater benefit to the U.S.

Treasury than the amounts appropriated for the OIG's use. For example, in FY 2007, despite the reduced funding but reaping in part the results of prior year's funding, the OIG has either caused the return to the government, or started the process toward that end, of an estimated \$9.8 million in taxpayer funds, more than 150 percent greater than the \$6.185 million funding that was expended by us in FY 2007. Our audits for that year questioned \$5.449 million in costs and recommended \$792,000 of funds that could be put to better use. Our investigations recovered \$838,569; identified \$2.3 million in potential recoveries in then pending cases; and, due to our investigative intervention, identified \$418,900 in potentially fraudulent grant costs, which loss was avoided. Each dollar that that

we protect or recover furthers the President's performance and national service objectives.

For FY 2009, we project total fixed costs of \$5.812 million. We request an additional \$700,000 for four random audits of grantees. This request will limit our ability to respond to unplanned and unfunded audit or investigative requests.

The FY 2009 plan also includes four contracted audits, external to the Corporation. This audit plan will conduct audits of grantees and State commissions to discover waste and fraudulent

conduct and serve as a strong deterrent against wrongdoing.

With the assistance of carefully chosen contract auditors, the OIG provides effective, proactive and independent oversight to a federal program that spans all 50 states and U.S. territories, funds almost a billion dollars in grants and subgrants, and supports more than 2.5 million volunteers. Without such audits, no meaningful safeguards to discover, and thereby deter, fraud and abuse would be in place.

## Program Impact/Accomplishments in FY 2007

### Proactive Initiatives

The OIG took a proactive stance in 2007 and undertook numerous initiatives to improve its effectiveness and efficiency and provided the Corporation with timely advisories and information on key issues involving its programs and operations.

After a two-year vacancy, an Inspector General was sworn into office in January 2007. With a focus on assisting the Department of Justice to prosecute as many CNCS-related grant frauds as possible, more CNCS cases have been accepted for federal prosecution than under the prior "dollar amount threshold" policy. Because the Corporation's operations are primarily community service projects involving small dollar amounts, this important change will help deter similar wrongdoing and ensure program dollars reach beneficiaries. Dishonest diversion of funds deprives the beneficiaries and damages the reputation of the program. The knowledge that such defalcations are prosecuted deters similar wrongdoing. This program has successfully resulted in various referrals being accepted for criminal prosecution.

In FY 2007, the OIG investigators uncovered widespread abuse of the Corporation's child care benefit programs for volunteers. As a result, the OIG began developing recommendations to the Corporation to improve its oversight of the programs.

### Review of Legislation and Regulations

The OIG examines existing and proposed legislation, regulations, directives, policy initiatives and other significant matters to assist the Corporation in preventing and detecting fraud, waste, and abuse. Significant FY 2007 reviews include the following:

- » **Criminal Background Checks.** In an effort to bar unsuitable persons from

national service, the OIG worked with Corporation management on strengthening criminal background check requirements for members and volunteers who serve with children and other vulnerable persons. In August 2007, after several iterations of a proposed draft rule which reflected various suggestions by the OIG for improvement, as well as a period for public comment, the Corporation published as final its National Service Criminal History Checks rule. The rule will require that grantees in the AmeriCorps, Senior Companion, and Foster Grandparent programs conduct a criminal history check on all incoming participants and grantee staff in those grant programs. The new rules went into effect November 23, 2007.

- » **Proposed Reauthorization Bill.**

Pursuant to its statutory obligation to make recommendations regarding proposed statutes and regulations, in 2007, the OIG provided its comments to Congress on the reauthorization bill, including its opposition to certain provisions. Examples: we expressed our concerns about spending funds on an impractical summer program for service by children as young as 11; weakening the qualification requirements for volunteers; and adding funds for "small" States, whether or not such States present worthwhile programs to be funded. We also suggested including provisions to deny an education award based on fraudulent service-hour submissions, and restricting circumstances for education award payments to members who do not complete the required number of hours of service to which he/she had committed.

» **AmeriCorps Regulation Revisions.** In November 2007, the Corporation issued for public comment revisions to the current AmeriCorps regulations in several areas. Prior to publication, the OIG reviewed the regulation and shared with the Corporation our concerns as to how the proposed revisions weakened our ability to spot fraud, waste or abuse. In response, the Corporation amended the regulation in several respects. The OIG will continue to monitor this issue as rulemaking proceeds.

## Audit Accomplishments

In FY 2007, the OIG completed 20 audits (many of which had been commenced in, and financed out of, FY 2006 funds), resulting in 188 audit recommendations linked to improving Corporation management and protecting the integrity of Corporation programs, operations, and financial management. The questioned costs identified in the completed audits totaled more than \$5.449 million and identified \$792,000 of funds that could be put to better use.

The OIG audit staff performed audits of Corporation operations, requested and self-initiated discretionary audits of grants (some of which are pursuant to Congressional instruction), and provided investigative support. In addition to audits performed by the OIG staff, the OIG outsourced 17 audits (usually of larger grantees) to commercial firms. These included the mandated audits of the Corporation, as well as 15 audits of grantees. The FY 2007 total cost for out-sourced audits was \$2.2 million, or 34 percent of the OIG's FY 2007 total net budget authority (obligations). The FY 2009 projected total cost for out-sourced audits is \$1.5 million (including approximately \$727,000 for mandated audits of Corporation operations), or 23 percent of the OIG's FY 2009 budget request—about 1/3 less than the FY 2007 figure.

The OIG took a very proactive stance in the audit resolution process with thorough reviews of, and in some cases, disagreements with, Corporation management decisions. This approach resulted in audit savings over the amount of questioned costs the Corporation initially allowed. In addition to the absolute dollars saved, this approach led to changes in grantee training with an emphasis on avoiding similar findings.

## AmeriCorps Grantee Audit Issues

A series of OIG audits of AmeriCorps grantees identified problems with member eligibility and timekeeping that resulted in more than \$700,000 in questioned costs.

Full records of compliance are crucial to determine whether AmeriCorps members are eligible to serve and receive benefits, including living allowances and education awards.

We found numerous instances of missing or incomplete eligibility documents related to U.S. Citizenship or legal residency, criminal background checks for members who serve children and the elderly, final evaluations, and signed member contracts detailing assignments, responsibilities and prohibitions.

In the area of timekeeping, our audits found numerous instances of missing or incomplete member timesheets, timesheet data at variance with service hours reported to the Corporation, credit improperly given for service hours performed prior to enrollment, and excessive service-hour claims, including 24 hours in a single day.

Table 51. Audit comparative statistics

Audit Items	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Number of audit reports issued	19	23	21	40	20
Number of reports required by Congress	4	4	5	5	5
Questioned costs (dollars in thousands)	\$3,585	\$836	\$1,292	\$3,475	\$5,449
Value of recommendations that funds be put to better use (dollars in thousands)	\$119	—	—	\$3,185	\$792

## Investigation Accomplishments

The OIG Investigations Section has increased recoveries, debarment and suspension actions, and indictments in its mission to respond to the challenge of detecting and preventing allegations of waste, fraud and abuse.

In FY 2007, the Investigation Section recovered \$835,569 in Corporation funds and identified \$418,900 in cost avoidance (predictable costs that were not incurred due to OIG investigative intervention). The investigators identified \$2.3 million in potential recoveries in cases pending resolution. The section initiated 62 investigations, increasing the average monthly caseload to 44. The Investigation Section referred 16 cases to the U.S. Department of Justice for prosecution. There have been

sizeable increases in debarments or suspensions of wrongdoers.

In FY 2007, our Washington-based investigators traveled to 17 states and Puerto Rico, conducted hundreds of interviews of suspects and witnesses, collected evidence and testified in federal, state and local courts.

The Section's powers and potential workload were increased in FY 2007 after it was granted federal statutory law enforcement authority. That authority, implemented in FY 2007 following extensive training, enables the Section fully to realize its role as the primary federal law enforcement authority in conducting investigations impacting the Corporation. Investigators are authorized to search for and seize evidence, and arrest suspects.

## Fraud Investigation Recoups \$534,000

A joint effort by the OIG's Audit and Investigative sections uncovered widespread fraud and grant violations by an AmeriCorps program and resulted in the recovery of \$534,000 in misapplied funds and damages from the grantee.

OIG investigators built a strong case against the grantee, which agreed to an out-of-court settlement and had its funding halted by the Corporation.

The OIG found that the grantee falsified timesheets and inflated AmeriCorps members' service hours, certified education awards based on fraudulent member service data, paid living allowances based on fraudulent member service data, and allowed members to serve in activities not covered by its grant.

The \$534,000 penalty represented a doubling of the actual loss to the Government, as mandated for violators of the False Claims Act.

Table 52. Audit comparative statistics

Investigation Items	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Investigative actions opened	42	42	57	58	62
Investigative actions resolved and closed	30	38	53	60	55
Average monthly caseload	26	28	37	38	44
Investigative matters resolved without opening a separate investigative action	42	59	45	75	54
Referrals for prosecution	9	8	20	12	16
Investigative recoveries	\$123,988	\$36,952	\$234,691	\$268,839	\$838,569
Cost avoidance (predictable costs that were not incurred due to OIG investigative intervention)	\$158,038	\$5,106	\$2,363	\$72,587	\$418,900
Administrative or management action taken	23	8	24	20	35

## 2009 Budget Request and Performance Plan

In FY 2009, the OIG will focus on areas intended to enhance the management and overall performance of the Corporation. It will provide information designed to further the Corporation's progress toward achieving its strategic goals and will help the Corporation identify existing vulnerabilities, as well as those that may emerge from changes in its operations or the environment in which it operates.

The OIG's Investigation Section will continue to conduct investigations where it obtains information that suggests misuse of Corporation funds, will give fraud awareness briefings to Corporation employees, volunteers and stakeholders, and participate in projects that strengthen agency operations. It will also work to reduce the amount of wrongdoing, of potentially systematic weaknesses, or vulnerable programs.

The FY 2009 audit plan is designed, to the best of the OIG's ability, given the reduced funds available, to assist the Corporation in meeting its strategic goals, reduce program vulnerabilities, strengthen program integrity in the delivery of benefits to program participants, and increase the efficiency and effectiveness with which the Corporation manages and exercises stewardship of grant funds. The audit plan includes audits, external to the Corporation, which will consist of in-depth examinations of costs charged and compliance with grant terms and conditions.

With the proposed FY 2009 budget, the OIG will be able to perform the congressionally required annual audit of the Corporation's financial statements, the annual FISMA review, a limited scrutiny of selected Corporation grants and operations, and assessments of Corporation efforts to protect the financial integrity of the National Service Trust. Specifi-

cally, the proposed budget will enable the FY 2009 Audit Plan to include the following tasks and initiatives:

- » Issue the agency financial statements audits required by statute and Executive Order (the Corporation Financial Statements Audit and the National Service Trust Fund Schedule of Budgetary Resources and Obligations Audit);
- » Conduct the annual Federal Information Security Management Act (FISMA) review required by statute. Concurrently, it will monitor corrective actions resulting from prior FISMA evaluation to ensure the security of the Corporation's systems and data;
- » Continue its initiative, but necessarily in very minimal numbers, to audit AmeriCorps National Grantees whose grants operate across the country (we are limited to outsourcing four audits on selected grantees by contract auditors);
- » Audit four Senior Corps grants (using in-house audit staff); and
- » Audit Corporation operations to review the Corporation's Annual National Service Trust Report (as mandated by Congress), the effectiveness of AmeriCorps Grant audit resolution, oversight and resolution of OMB A-133 audit reports, use of cooperative agreement instruments versus contracts, contract close-out process, retirement and insurance transfers to OPM, and Improper Payments Reporting (using in-house audit staff).



## Performance Goals and Projected Outcomes

The Office of Inspector General operates independently from the Corporation but, to the extent not inconsistent with its independence, works with the Corporation to achieve what is best for the Corporation's service

programs. The OIG designed its strategic goals to promote economy, efficiency, and effectiveness and to prevent and detect fraud, waste and abuse, and mismanagement in Corporation programs and operations. The general purpose of these goals is to improve the Corporation's ability to meet its responsibilities and achieve its mission.

Table 53. OIG strategic goals and objectives

OIG Goals	Objectives
<p><b>Goal One:</b> Ensure that OIG activities support the Corporation's mission by emphasizing examinations of critical programs and operations.</p>	<p><b>Objective 1.1:</b> Identify and select for review activities that support the Corporation's mission.</p> <p><b>Objective 1.2:</b> Reduce program vulnerabilities and enhance program integrity of Corporation operations and programs.</p> <p><b>Objective 1.3:</b> Increase the efficiency and effectiveness with which the Corporation manages and employs taxpayer-funded assets and resources.</p>
<p><b>Goal Two:</b> Communicate effectively with the Corporation Board of Directors and Corporation senior management and staff, grantees and sub-grantees, the public, Congress, and other parties as appropriate.</p>	<p><b>Objective 2.1:</b> Effectively communicate the OIG mission and results of OIG activities and initiatives.</p> <p><b>Objective 2.2:</b> Maintain effective liaison with Corporation Board Members and Corporation senior management, Congress, and other parties as appropriate to ensure that OIG services meet their needs.</p>
<p><b>Goal Three:</b> Strengthen the OIG's ability and readiness to have maximum impact on the most significant issues facing the Corporation and its programs.</p>	<p><b>Objective 3.1:</b> Develop and implement an OIG Information Management System.</p> <p><b>Objective 3.2:</b> Provide a quality work environment that fosters mutual respect, communication and teamwork.</p> <p><b>Objective 3.3:</b> Maintain a highly capable and diverse staff.</p>

## Projected Outcomes

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

tegitic goals that support our mission. Typical outcomes that may result from the use of these tools are described below.

Table 54. OIG performance indicators

Performance Tool	Projected Outcomes
<b>Audits</b>	<ul style="list-style-type: none"> <li>» Findings and recommendations resulting in improvement of Corporation management, decision-making and grantee oversight (linked to OIG <b>Goals One and Two</b>)</li> <li>» Findings and recommendations resulting in improving the integrity of Corporation programs, operations, and financial management (linked to OIG <b>Goals One and Two</b>)</li> <li>» Resolution of questioned and unsupported costs and recommendations that funds be put to better use, including recovery and re-use of funds (linked to OIG <b>Goals One and Two</b>)</li> <li>» Findings and recommendations resulting in improved program management processes (linked to OIG <b>Goals One and Two</b>)</li> </ul>
<b>Investigations</b>	<ul style="list-style-type: none"> <li>» Successful prosecution of those who steal and/or embezzle federal program money and assets (linked to OIG <b>Goals One and Two</b>)</li> <li>» Recovery of embezzled and stolen federal program money and assets (linked to OIG <b>Goals One and Two</b>)</li> <li>» Suspension and debarment of grantees and individuals whose conduct deprives them of the Corporation's trust (linked to OIG <b>Goals One and Two</b>)</li> <li>» Deterrence through briefings on fraud awareness to enable Corporation staff and grantees to detect and report fraud, waste, and abuse (linked to OIG <b>Goals One and Two</b>)</li> </ul>
<b>Communication, Outreach, and Education</b>	<ul style="list-style-type: none"> <li>» Communication and education briefings to the Corporation's Executive Management Team and Board of Directors (linked to OIG <b>Goal Two</b>)</li> <li>» Communication and education briefings and presentations through participation in Corporation-sponsored training events (linked to OIG <b>Goal Two</b>)</li> <li>» Education and outreach programs targeted at Corporation stakeholders and the public via our web site, quarterly electronic newsletter, and informational brochures (linked to OIG <b>Goal Two</b>)</li> <li>» Professional development continues under an ambitious and wide-ranging staff-training program through external sources such as the Federal Law Enforcement Training Center, IG Auditor Training Institute, IG Criminal Investigator Academy and a number of other vendors (linked to OIG <b>Goal Three</b>)</li> <li>» Professional development also continues through the cost-effective and efficient use of in-house talent, as OIG employees conduct classes for their peers on a range of issues (legal, investigative, audit and report writing) (linked to OIG <b>Goal Three</b>)</li> </ul>

# **PART 8:**

# **Appendices**

# APPENDIX A: APPROPRIATIONS HISTORY

Table 55. Corporation appropriations history from FY 1994–FY 2009 request (dollars in thousands)<sup>i</sup>

Activity	Appropriation (after rescissions)							
	FY 1994 Enacted	FY 1995 Enacted	FY 1996 Enacted	FY 1997 Enacted	FY 1998 Enacted	FY 1999 Enacted	FY 2000 Enacted	FY 2001 Enacted
<b>National and Community Service Act (NCSA)</b>								
National Service Trust	\$98,751	\$115,070	\$56,000	\$59,000	\$70,000	\$70,000	\$70,000	\$69,846
AmeriCorps State & National Grants	155,500	219,000	215,000	215,000	227,000	237,000	233,395	230,492
Innovation, Demonstration, & Assistance	31,900	30,000	29,850	30,000	30,000	28,500	28,500	28,437
Evaluation	4,600	5,500	5,000	5,000	5,000	5,000	5,000	4,989
National Civilian Community Corps	10,000	18,000	18,000	18,000	18,000	18,000	17,892	20,954
Learn and Serve America	40,000	46,000	43,000	43,000	43,000	43,000	43,000	42,905
Program Administration/State Commissions <sup>ii</sup>	24,750	28,723	24,918	25,000	27,000	28,356	27,895	30,932
Partnership Grants	5,000	5,830	5,500	5,500	5,500	5,500	7,471	28,936
AmeriCorps VISTA	—	—	—	—	—	—	—	—
<b>Senior Corps</b>								
RSVP	—	—	—	—	—	—	—	—
Foster Grandparent Program	—	—	—	—	—	—	—	—
Senior Companion Program	—	—	—	—	—	—	—	—
Senior Demonstration Program	—	—	—	—	—	—	—	—
<i>Subtotal, Senior Programs</i>	—	—	—	—	—	—	—	—
<i>Subtotal, Operating Expenses</i>	<u>370,501</u>	<u>468,123</u>	<u>397,268</u>	<u>400,500</u>	<u>425,500</u>	<u>435,356</u>	<u>433,153</u>	<u>457,491</u>
Salaries & Expense Account	—	—	—	—	—	—	—	—
<i>Subtotal, Operating Expenses and S&amp;E</i>	<u>370,501</u>	<u>468,123</u>	<u>397,268</u>	<u>400,500</u>	<u>425,500</u>	<u>435,356</u>	<u>433,153</u>	<u>457,491</u>
Office of the Inspector General	944	2,000	2,000	2,000	3,000	3,000	3,985	4,989
<i>Subtotal, Operating Expenses, S&amp;E, and OIG</i>	<u>371,445</u>	<u>470,123</u>	<u>399,268</u>	<u>402,500</u>	<u>428,500</u>	<u>438,356</u>	<u>437,138</u>	<u>462,480</u>
<b>Domestic Volunteer Service Act (DVSA)</b>								
<b>Volunteers in Service to America</b>								
VISTA	37,715	42,676	41,235	41,235	65,235	73,000	80,574	83,074
VISTA Literacy Corps	5,009	5,024	—	—	—	—	—	—
<i>Subtotal, VISTA</i>	<u>42,724</u>	<u>47,700</u>	<u>41,235</u>	<u>41,235</u>	<u>65,235</u>	<u>73,000</u>	<u>80,574</u>	<u>83,074</u>
Special Volunteer Programs	—	—	—	—	—	—	—	—
<b>Senior Corps</b>								
RSVP	34,388	35,708	34,949	35,708	40,279	43,001	46,117	48,884
Foster Grandparent Program	66,117	67,812	62,237	77,812	87,593	93,256	95,988	98,868
Senior Companion Program	29,773	31,244	31,155	31,244	35,368	36,573	39,219	40,395
Senior Demonstration Program	—	1,000	—	—	—	1,080	1,494	400
<i>Subtotal, Senior Programs</i>	<u>130,278</u>	<u>135,764</u>	<u>128,341</u>	<u>144,764</u>	<u>163,240</u>	<u>173,910</u>	<u>182,818</u>	<u>188,547</u>
Salaries & Expense Account <sup>iii</sup>	31,151	31,160	28,541	27,850	28,129	29,129	31,129	32,229
<i>Subtotal, DVSA</i>	<u>204,153</u>	<u>214,624</u>	<u>198,117</u>	<u>213,849</u>	<u>256,604</u>	<u>276,039</u>	<u>294,521</u>	<u>303,850</u>
VISTA Revolving Fund	—	—	—	—	—	—	—	—
<b>Total, Corporation</b>	<b>\$575,598</b>	<b>\$684,747</b>	<b>\$597,385</b>	<b>\$616,349</b>	<b>\$685,104</b>	<b>\$714,395</b>	<b>\$731,659</b>	<b>\$766,330</b>

<sup>i</sup> Presents past appropriations under the new FY 2008 account structure.

<sup>ii</sup> NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

<sup>iii</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expenses account in FY 2007.

Table 55. Corporation appropriations history from FY 1994–FY 2009 request (dollars in thousands)<sup>j</sup>—continued

Activity	Appropriation (after rescissions)							
	FY 2002 Enacted	FY 2003 Enacted	FY 2004 Enacted	FY 2005 Enacted	FY 2006 Enacted	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Request
<b>National and Community Service Act (NCSA)</b>								
National Service Trust	—	\$99,350	\$129,233	\$142,848	\$138,600	\$117,720	\$122,539	\$132,110
AmeriCorps State & National Grants	240,492	173,863	312,147	287,680	264,825	264,825	256,805	274,185
Innovation, Demonstration, & Assistance	28,488	35,269	11,159	13,227	16,280	29,771 <sup>iii</sup>	18,893	20,460
Evaluation	5,000	2,981	2,982	3,522	3,960	3,960	3,891	4,500
National Civilian Community Corps	24,896	24,838	24,853	25,296	36,730	26,789	23,782	9,836
Learn and Serve America	43,000	42,721	42,746	42,656	37,125	37,125	37,459	32,099
Program Administration/State Commissions <sup>ii</sup>	30,991	32,289	11,929	11,904	12,516	12,516	11,790	12,642
Partnership Grants	29,000	14,901	14,913	14,384	14,850	—	—	—
AmeriCorps VISTA	—	—	—	—	—	—	93,800	91,618
<b>Senior Corps</b>								
RSVP	—	—	—	—	—	—	58,642	59,685
Foster Grandparent Program	—	—	—	—	—	—	108,999	68,174
Senior Companion Program	—	—	—	—	—	—	46,144	46,144
Senior Demonstration Program	—	—	—	—	—	—	—	—
<i>Subtotal, Senior Programs</i>	—	—	—	—	—	—	213,785	174,003
<i>Subtotal, Operating Expenses</i>	401,867	426,212	549,962	541,517	524,886	492,706	782,744	751,453
Salaries & Expense Account	—	—	24,852	25,792	66,083	70,324 <sup>iii</sup>	67,759	71,715
<i>Subtotal, Operating Expenses and S&amp;E</i>	401,867	426,212	574,814	567,309	590,969	563,030	850,503	823,168
Office of the Inspector General	4,994	5,961	6,213	5,952	5,940	4,963	5,828	6,512
<i>Subtotal, Operating Expenses, S&amp;E, and OIG</i>	406,861	432,173	581,027	573,261	596,909	567,993	856,331	829,680
<b>Domestic Volunteer Service Act (DVSA)</b>								
<b>Volunteers in Service to America</b>								
VISTA	85,255	93,674	93,731	94,240	95,464	95,468	—	—
VISTA Literacy Corps	—	—	—	—	—	—	—	—
<i>Subtotal, VISTA</i>	85,255	93,674	93,731	94,240	95,464	95,468	—	—
Special Volunteer Programs	5,000	9,935	9,876	4,960	—	—	—	—
<b>Senior Corps</b>								
RSVP	54,884	58,501	58,156	58,528	59,685	59,685	—	—
Foster Grandparent Program	106,700	110,775	110,121	111,424	110,937	110,937	—	—
Senior Companion Program	44,395	46,260	45,987	45,905	46,964	46,964	—	—
Senior Demonstration Program	400	398	—	—	—	—	—	—
<i>Subtotal, Senior Programs</i>	206,379	215,934	214,264	215,857	217,586	217,586	—	—
Salaries & Expense Account <sup>ii</sup>	32,213	34,346	36,469	38,688	—	—	—	—
<i>Subtotal, DVSA</i>	328,847	353,889	354,340	353,745	313,050	313,054	—	—
VISTA Revolving Fund	—	—	—	—	—	3,500	—	—
<b>Total, Corporation</b>	<b>\$735,708</b>	<b>\$786,062</b>	<b>\$935,367</b>	<b>\$927,006</b>	<b>\$909,959</b>	<b>\$884,547</b>	<b>\$856,331</b>	<b>\$829,680</b>

i Presents past appropriations under the new FY 2008 account structure.

ii NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

iii Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expenses account in FY 2007.

# APPENDIX B: SUMMARY OF CORPORATION PROGRAMS AND REQUESTED FUNDING FOR FY 2009

The following exhibit provides information about Corporation programs and other activities, including page references for where these

programs and activities are discussed within the FY 2009 budget document.

Table 56. Summary of Corporation programs and requested funding for FY 2009

Program/Activity	Description	2009 Request	More Information
<b>Major Programs</b>			
Learn and Serve America	Grants awarded to LEAs (Local Education Agencies), SEAs (State Education Agencies), higher education institutions and community-based organizations that support community service-learning in K-12 classrooms and colleges and university programs.	\$32,099	Page 20
AmeriCorps NCCC	Team-based service performed by youth, 18-24 years of age, serving in campus-based residential programs, supporting community and national-based organizations, tribes, educational institutions, local municipalities, and state and national parks.	\$9,836	Page 26
AmeriCorps State and National	Grant making national service program supporting a service corps of 75,000 AmeriCorps members to assist communities in meeting local needs. Federal funds are heavily leveraged via partnerships with states, local communities, and private organizations.	\$274,185	Page 38
AmeriCorps State Competitive	Corporation-conducted national competitions of grant applications recommended by Governor-appointed State Service Commissions for nonprofit and community-based service programs to meet local needs.	\$108,298	Page 38
AmeriCorps State Formula	Formula grants based on population awarded to State Service Commissions that competitively award to nonprofit and community-based organizations to meet local needs.	\$84,174	Page 38
AmeriCorps National Direct	Competitive grants awarded directly by CNCS to multi-state and national organizations engaged in community-based service.	\$55,000	Page 38
National Service Trust	Provides funds for the Segal AmeriCorps Education Award for eligible participants who complete AmeriCorps service. (Full-time Service Award = \$4,725)	\$132,110	Page 46
AmeriCorps VISTA	Project-based assistance performed by individuals 18 years or older, with a college degree or a minimum of three years of volunteer experience, to help reduce poverty through capacity building.	\$91,618	Page 32
Senior Corps-RSVP	Non-stipended service opportunities for volunteers, 55 years and older, to help improve their lives while delivering a wide range of community services to nonprofits and public agencies.	\$59,685	Page 50
Senior Corps-FGP	Grants awarded to community organizations for stipended service opportunities for volunteers over 60 years of age and with limited income, who support children and youth.	\$68,174	Page 54
Senior Corps-SCP	Grants awarded to community organizations for stipended service opportunities for volunteers over 60 years of age and with limited income, who help homebound and frail elderly live independently.	\$46,144	Page 58

Table 56. Summary of Corporation programs and requested funding for FY 2009—continued

Program/Activity	Description	2009 Request	More Information
Martin Luther King Day Grants	Competitive grants for service projects to honor the legacy of Dr. Martin Luther King, Jr.	\$950	Page 62
Disability Grants	Competitive grants for innovative program models which engage persons with disabilities in service. Funding levels are determined by statutory formula.	\$4,313	Page 63
Service-Learning Clearinghouse	Web-based source for comprehensive downloadable service-learning information and materials (curricula, TTA, research). E-mail and toll-free phone support also available.	\$750	Page 63
Volunteer Infrastructure and Youth Programming	Three-year grant funds to support strengthening our nation's volunteer infrastructure and develop high-quality programming and coalitions that are devoted to improving the lives of America's youth.	\$14,000	Page 64
Investment for Quality and Innovation	Support for the Presidents' Council on Service, President's Volunteer Service Awards, Corporation's Strategic Focus Initiatives, outreach to faith and community-based grantees, and toll-free volunteer hotline.	\$447	Page 64
Evaluation	Annual and long-term evaluation efforts, including longitudinal impact study of AmeriCorps, annual program performance surveys, and research on national volunteerism trends.	\$4,500	Page 66
State Commission Administration Grants	Formula grants to State Service Commissions, matched dollar for dollar with state funds, which support commissions in conducting grant competitions and monitoring sub-grantee performance.	\$12,642	Page 44



# APPENDIX C: GRANTEE MATCH REQUIREMENTS

## At a Glance

### Learn and Serve America

Learn and Serve America grantees' non-federal match requirements (including both cash and in-kind) are as follows:

- » K-12 programs
  - 10 percent of the total cost of the project for the first year;
  - 20 percent of the total cost of the project for the second year;
  - 30 percent of the total cost of the project for the third year; and
  - 50 percent of the total cost of the project for the fourth and all subsequent years.
- » Higher Education Institutions
  - 50 percent of total cost of the project for all years.

### AmeriCorps State and National<sup>1</sup>

For grants made from FY 2008 Appropriations, AmeriCorps State and National grantees must meet the following minimum requirements based on the number of years they have been operating their AmeriCorps program.

Table 57. Minimum grantee requirement

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
24%	24%	24%	26%	30%	34%	38%	42%	46%	50%

Programs in severely economically distressed communities or rural areas may be allowed to follow alternative match requirements, as per the following schedule:

Table 58. Alternative match requirements

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
24%	24%	24%	24%	24%	24%	29%	31%	33%	35%

Programs that can demonstrate an inability to raise either the minimum grantee requirements or the alternative grant requirements, shown above, may apply to the Corporation for a full or partial waiver.

<sup>1</sup> See also 42 USC 12571-12595 and 45 C.F.R. Part 2521. The National Community Service Act has separate statutory matches on the operating and member support portions of AmeriCorps grants. However, Sec 407 of the Administrative Provisions in the Corporation's FY 2008 Appropriation allows for a single match, thereby simplifying the processes and procedures for grantees. AmeriCorps programs receiving cost-reimbursement grants must meet an overall minimum share requirement of 24 percent for the first three years that they receive AmeriCorps funding, and thereafter must meet overall minimum share requirements as provided in 45 C.F.R. 2521.60 and subject to partial waiver consistent with 45 C.F.R. 2521.70.

## AmeriCorps Education Award Program

No match requirement

## AmeriCorps NCCC

No match requirement

## AmeriCorps VISTA

Certain project sponsors (not grantees) share in the project costs with AmeriCorps VISTA by providing VISTA members' subsistence allowance. Cost-sharing among projects is encouraged but not required by AmeriCorps VISTA. Additionally, AmeriCorps VISTA has a limited number of projects receiving operating grants; VISTA does not require a non-federal match from these projects.

## Senior Corps

Senior Corps grantees' non-federal match requirements are as follows:

- » FGP
  - 10 percent of the total cost of the project for all years.
- » SCP
  - 10 percent of the total cost of the project for all years.
- » RSVP
  - 10 percent of the total cost of the project for the first year,
  - 20 percent of the total cost of the project for the second year, and
  - 30 percent of the total cost of the project for the third and subsequent years.

# APPENDIX D: AMERICORPS GRANTS SUPPLEMENTAL INFORMATION

## AmeriCorps Programs Receiving Over \$500,000 in PY 2007

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2007 under the AmeriCorps State, National, and Education Award grant programs. The match levels shown are based on grantee budgets. Organizations that appear more than once are local affiliates of national organizations that are funded through state commissions instead of the national organization. For example, City Year, Inc. is a National Direct grantee supporting City Year programs in several cities (Seattle, WA and Washington, DC). Other City Year affiliates (City Year Boston and City Year Chicago) receive funding through state commissions. In the case of state programs, the

commissions are the grantees, but do not operate any programs directly. Therefore, for state programs we list the subgrantees—the organizations that actually operate the programs. For National Direct and Education Award programs, the grantee organization is listed.

Under the Education Award Program, organizations receive no more than \$600 per full-time member and members who complete their service hours receive an education award. The organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required and the Grantee Share is zero.

Table 59. AmeriCorps programs receiving over \$500,000 in Program Year 2007

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	Percent Grantee Match
National Direct	MA	YouthBuild USA, Inc.	\$4,911,288	\$2,281,027	\$7,192,315	31.7%
State Competitive	WA	WA State Employment Security Department	\$4,665,604	\$3,179,853	\$7,845,457	40.5%
State Competitive	MS	Mississippi Institutions of Higher Learning	\$4,407,903	\$2,390,791	\$6,798,694	35.2%
National Direct	WA	Educational Service District 112	\$3,844,638	\$4,075,000	\$7,919,638	51.5%
National Direct	NY	Teach For America	\$3,506,692	\$3,572,453	\$7,079,145	50.5%
National Direct	MD	National Association of Community Health Centers, Inc.	\$3,237,300	\$2,738,934	\$5,976,234	45.8%
National Direct	MA	City Year, Inc.	\$3,124,999	\$3,204,948	\$6,329,947	50.6%
National Direct	GA	Habitat for Humanity International, Inc.	\$3,041,116	\$5,701,098	\$8,742,214	65.2%
State Competitive	WA	WA State Employment Security Department	\$2,897,400	\$1,515,563	\$4,412,963	34.3%
National Direct	MD	Notre Dame Mission Volunteers Program, Inc.	\$2,844,648	\$2,813,173	\$5,657,821	49.7%
National Direct	WI	Public Allies, Inc.	\$2,822,376	\$4,157,756	\$6,980,132	59.6%
State Competitive	MN	Minnesota Literacy Council	\$2,302,800	\$987,017	\$3,289,817	30.0%
State Competitive	MA	City Year, Inc.	\$2,300,000	\$2,125,777	\$4,425,777	48.0%
State Competitive	MA	City Year, Inc.	\$2,115,956	\$2,370,567	\$4,486,523	52.8%
State Competitive	MA	City Year, Inc.	\$1,984,000	\$1,712,252	\$3,696,252	46.3%
National Direct	NJ	Education Works	\$1,908,899	\$1,908,902	\$3,817,801	50.0%
National Direct	CA	Civic Ventures	\$1,890,000	\$946,723	\$2,836,723	33.4%
National Direct	MA	Jumpstart for Young Children, Inc	\$1,875,807	\$1,063,357	\$2,939,164	36.2%
State Competitive	WA	WA State Department of Ecology	\$1,699,742	\$2,419,047	\$4,118,789	58.7%
National Direct	PA	Greater Pittsburgh Literacy Council	\$1,607,760	\$1,116,790	\$2,724,550	41.0%
State Competitive	GA	Hands on Atlanta, Inc.	\$1,580,958	\$1,704,158	\$3,285,116	51.9%
State Competitive	NY	Harlem Children's Zone	\$1,357,544	\$1,594,535	\$2,952,079	54.0%
State Competitive	CA	California Children and Families Foundation	\$1,352,137	\$2,153,185	\$3,505,322	61.4%
State Competitive	CA	Bay Area Community Resources / BAYAC AmeriCorps	\$1,352,117	\$1,991,084	\$3,343,201	59.6%
State Competitive	MT	Montana Conservation Corps, Inc.	\$1,297,800	\$1,768,456	\$3,066,256	57.7%

Table 59. AmeriCorps programs receiving over \$500,000 in Program Year 2007—continued

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	Percent Grantee Match
National Direct	NY	Local Initiatives Support Corporation	\$1,275,576	\$1,496,634	\$2,772,210	54.0%
National Direct	DC	National Council of La Raza	\$1,241,658	\$617,246	\$1,858,904	33.2%
State Competitive	WV	West Virginia University Research Corp.	\$1,239,840	\$596,574	\$1,836,414	32.5%
State Competitive	NY	Town of West Seneca	\$1,230,943	\$741,012	\$1,971,955	37.6%
National Direct	DC	Points of Light Foundation	\$1,208,033	\$1,069,628	\$2,277,661	47.0%
State Competitive	MD	National Association of Community Health Centers, Inc.	\$1,165,500	\$767,392	\$1,932,892	39.7%
National Direct	MD	University of Maryland Center on Aging	\$1,159,499	\$591,419	\$1,750,918	33.8%
State Formula	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	\$1,152,900	\$670,660	\$1,823,560	36.8%
National Direct	DC	American National Red Cross	\$1,130,578	\$478,050	\$1,608,628	29.7%
State Competitive	CA	Child Abuse Prevention Council, Inc.	\$1,099,376	\$1,701,793	\$2,801,169	60.8%
National Direct	DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$1,095,257	\$1,243,402	\$2,338,659	53.2%
State Competitive	MA	City Year, Inc.	\$1,073,880	\$1,088,449	\$2,162,329	50.3%
State Competitive	MA	City Year, Inc.	\$1,062,500	\$1,073,572	\$2,136,072	50.3%
National Direct	MA	Citizen Schools, Inc.	\$987,453	\$2,011,483	\$2,998,936	67.1%
State Competitive	PA	Keystone SMILES Community Learning Center	\$964,890	\$558,945	\$1,523,835	36.7%
State Competitive	NY	Teach For America	\$957,210	\$495,014	\$1,452,224	34.1%
National Direct	DC	National Association of Service & Conservation Corps	\$951,300	\$959,888	\$1,911,188	50.2%
State Competitive	CA	Napa County Office of Education	\$922,468	\$525,923	\$1,448,391	36.3%
Education Award	NY	Research Foundation of the City University of New York	\$900,000	—	\$900,000	—
State Competitive	ID	Lewis-Clark State College	\$875,173	\$1,367,018	\$2,242,191	61.0%
National Direct	PA	Health Federation of Philadelphia	\$853,510	\$824,682	\$1,678,192	49.1%
State Competitive	MA	Boston Plan for Excellence	\$852,942	\$1,710,340	\$2,563,282	66.7%
State Competitive	CA	Napa County Office of Education	\$849,998	\$497,656	\$1,347,654	36.9%
State Competitive	CA	Jumpstart For Young Children—California	\$842,940	\$606,010	\$1,448,950	41.8%
Education Award	DC	National Association of Service & Conservation Corps	\$840,000	—	\$840,000	0.0%
State Competitive	AR	Southeast Arkansas Education Service Cooperative (SEARK)	\$831,053	\$319,466	\$1,150,519	27.8%
State Competitive	CA	Foundation for California Community Colleges	\$822,832	\$554,533	\$1,377,365	40.3%
State Competitive	DC	Heads Up	\$776,100	\$1,130,218	\$1,906,318	59.3%
Tribal	CA	Hoopa Valley Tribe	\$756,842	\$387,688	\$1,144,530	33.9%
State Formula	MN	Duluth Public Schools	\$755,983	\$490,412	\$1,246,395	39.3%
State Formula	CA	Administrative Office of the Courts	\$753,945	\$564,985	\$1,318,930	42.8%
State Competitive	CA	Shasta County Child Abuse Prevention Council	\$749,883	\$728,228	\$1,478,111	49.3%
State Competitive	TX	CIS of Central Texas	\$744,188	\$496,225	\$1,240,413	40.0%
State Competitive	MA	Jumpstart For Young Children, Inc.	\$729,393	\$463,626	\$1,193,019	38.9%
National Direct	MI	Arab Community Center for Economic and Social Services	\$718,308	\$315,600	\$1,033,908	30.5%

Table 59. AmeriCorps programs receiving over \$500,000 in Program Year 2007—continued

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	Percent Grantee Match
State Competitive	MA	City Year, Inc.	\$717,600	\$625,993	\$1,343,593	46.6%
State Competitive	CA	National City Public Library	\$715,105	\$593,405	\$1,308,510	45.3%
Education Award	CO	Regis University—Colorado Campus Compact	\$708,180	—	\$708,180	—
State Competitive	MI	Michigan State University	\$700,638	\$508,436	\$1,209,074	42.1%
National Direct	KS	Youth Volunteer Corps of America	\$698,784	\$473,350	\$1,172,134	40.4%
State Competitive	NC	UNCG—Office of Research Services	\$694,832	\$770,954	\$1,465,786	52.6%
State Formula	MD	National Association of Community Health Centers, Inc.	\$693,000	\$506,721	\$1,199,721	42.2%
State Competitive	CA	Imperial County Office of Education	\$680,515	\$338,175	\$1,018,690	33.2%
Education Award	MD	Catholic Network of Volunteer Service	\$660,000	—	\$660,000	—
State Formula	MN	Minnesota Literacy Council	\$659,637	\$282,076	\$941,713	30.0%
State Competitive	MA	City Year, Inc.	\$654,500	\$695,804	\$1,350,304	51.5%
State Competitive	GA	HFHI—Mississippi	\$642,916	\$660,038	\$1,302,954	50.7%
State Competitive	MD	Civic Works, Inc.	\$639,430	\$573,323	\$1,212,753	47.3%
State Formula	PA	Allegheny County Department of Human Services	\$636,300	\$276,642	\$912,942	30.3%
State Competitive	NC	East Carolina School of Education—Project Heart	\$632,839	\$642,497	\$1,275,336	50.4%
State Formula	TX	Edcouch-Elsa Independent School District	\$632,820	\$271,207	\$904,027	30.0%
State Formula	FL	Florida Department of Environmental Protection	\$630,030	\$364,468	\$994,498	36.6%
State Competitive	MA	Springfield College	\$630,020	\$325,131	\$955,151	34.0%
State Competitive	WV	AmeriCorps LifeBridge	\$630,000	\$312,202	\$942,202	33.1%
State Competitive	MN	Duluth Area Family YMCA	\$630,000	\$406,348	\$1,036,348	39.2%
State Competitive	HI	Hawaii Department of Land & Natural Resources Division of Forestry and Wildlife	\$629,787	\$347,971	\$977,758	35.6%
State Formula	CA	San Diego State Univ. Foundation	\$617,959	\$1,127,878	\$1,745,837	64.6%
National Direct	DC	National AIDS Fund	\$617,400	\$1,526,823	\$2,144,223	71.2%
State Competitive	CO	Mile High Youth Corps (Year One, Inc.)	\$611,100	\$400,446	\$1,011,546	39.6%
State Competitive	OR	American Red Cross Oregon Trail Chapter	\$609,143	\$368,386	\$977,529	37.7%
State Competitive	CA	Fresno County Economic Opportunities Commission	\$608,600	\$633,850	\$1,242,450	51.0%
State Competitive	WA	Educational Service District 101	\$602,998	\$430,803	\$1,033,801	41.7%
National Direct	CA	University of San Francisco—School of Education	\$600,000	\$300,424	\$900,424	33.4%
State Formula	TX	Central Dallas Ministries	\$597,252	\$305,647	\$902,899	33.9%
State Competitive	CA	Prevent Child Abuse California	\$597,201	\$790,914	\$1,388,115	57.0%
State Competitive	MA	City Year, Inc.	\$580,744	\$746,085	\$1,326,829	56.2%
State Competitive	MN	Minneapolis Public Schools—City of Lakes YouthWorks	\$579,556	\$278,820	\$858,376	32.5%
National Direct	DC	National Association of Service & Conservation Corps	\$573,504	\$540,668	\$1,114,172	48.5%
National Direct	MS	Lower Mississippi Delta Service Corps	\$567,000	\$515,238	\$1,082,238	47.6%
State Competitive	MD	National Association of Community Health Centers, Inc.	\$567,000	\$339,795	\$906,795	37.5%

Table 59. AmeriCorps programs receiving over \$500,000 in Program Year 2007—continued

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	Percent Grantee Match
State Competitive	LA	Louisiana Delta Service Corps	\$566,569	\$461,602	\$1,028,171	44.9%
State Formula	TX	United Way of El Paso County	\$561,731	\$156,123	\$717,854	21.7%
State Competitive	MN	Admission Possible	\$554,400	\$935,172	\$1,489,572	62.8%
State Competitive	WA	Kitsap Community Resources	\$554,384	\$394,534	\$948,918	41.6%
State Formula	NY	Fund for the City of New York (Red Hook)	\$548,962	\$237,008	\$785,970	30.2%
State Formula	CA	Lake County Office of Education	\$541,780	\$499,525	\$1,041,305	48.0%
State Competitive	CA	California Dept. of Corrections & Rehabilitation, Division of Juvenile Justice	\$532,965	\$695,531	\$1,228,496	56.6%
State Competitive	NY	After-School Corporation (The)	\$531,940	\$796,727	\$1,328,667	60.0%
State Formula	CA	Santa Barbara County Education Office	\$531,179	\$798,655	\$1,329,834	60.1%
State Competitive	MA	City Year, Inc.	\$529,338	\$655,275	\$1,184,613	55.3%
State Formula	IL	Rend Lake College	\$529,200	\$230,066	\$759,266	30.3%
State Formula	IL	Northwestern University Settlement Association	\$528,491	\$221,926	\$750,417	29.6%
State Formula	GU	University of Guam	\$527,117	\$279,449	\$806,566	34.6%
State Formula	NY	Phoenix Houses of New York, Inc.	\$523,211	\$204,214	\$727,425	28.1%
State Formula	TX	UT Austin Charles A. Dana Center	\$522,590	\$623,739	\$1,146,329	54.4%
State Formula	VA	Virginia Department of Social Services	\$522,426	\$302,290	\$824,716	36.7%
National Direct	PA	HOPE worldwide	\$521,516	\$239,608	\$761,124	31.5%
State Competitive	CA	Redwood Community Action Agency	\$515,723	\$364,593	\$880,316	41.4%
State Formula	TN	Tennessee's Community Assistance Corp.	\$511,560	\$543,332	\$1,054,892	51.5%
State Competitive	CA	California Conservation Corps Watershed Stewards	\$506,894	\$604,159	\$1,111,053	54.4%
National Direct	MA	TechMission, Inc.	\$504,000	\$218,921	\$722,921	30.3%
State Competitive	MN	CommonBond Communities	\$503,992	\$281,001	\$784,993	35.8%
State Formula	CA	Sports4Kids	\$503,985	\$1,122,791	\$1,626,776	69.0%
State Competitive	MO	Partnership For Youth, Inc.	\$503,249	\$295,088	\$798,337	37.0%
State Competitive	MD	National Association of Community Health Centers, Inc.	\$500,000	\$457,779	\$957,779	47.8%
State Formula	AK	Nine Star Enterprises, Inc.	\$500,000	\$246,505	\$746,505	33.0%
State Formula	ME	Training Resource Center	\$500,000	\$475,409	\$975,409	48.7%

# AmeriCorps Members by Program Type: FY 1995–2009

Table 60. AmeriCorps members by program type: FY 1995–2009

Program	Actual 1995 Awarded	Pct	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct
Education Award Program	N/A		N/A		15,280	31.3	10,508	20.8
National Direct	8,817	30.4	8,239	28.8	6,601	13.5	7,446	14.7
State Formula and Competitive	13,327	46.0	14,625	51.1	19,701	40.4	21,181	41.9
Territories	47	0.2	93	0.3	246	0.5	59	0.1
Tribes	204	0.7	97	0.3	202	0.4	135	0.3
Other State and National	1,162	4.0	586	2.0	1,212	2.5	4,286	8.5
VISTA Ed Awards	2,864	9.9	2,506	8.8	3,150	6.5	4,256	8.4
VISTA Stipends	1,785	6.2	1,548	5.4	1,442	3.0	1,895	3.7
NCCC	782	2.7	926	3.2	964	2.0	820	1.6
<b>Total</b>	<b>28,988</b>		<b>28,620</b>		<b>48,798</b>		<b>50,586</b>	

Program	Actual 1999 Awarded	Pct	Actual 2000 Awarded	Pct	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct
Education Award Program	12,464	22.4	16,436	25.1	20,651	28.4	23,859	34.4
National Direct	7,020	12.6	6,958	10.6	7,287	10.0	7,225	10.4
State Formula and Competitive	22,123	39.7	28,088	42.9	33,278	45.7	29,548	42.7
Territories	215	0.4	252	0.4	128	0.2	142	0.2
Tribes	242	0.4	425	0.6	212	0.3	314	0.5
Other State and National	5,796	10.4	5,387	8.2	2,200	3.0	752	1.1
VISTA Ed Awards	4,653	8.4	4,960	7.6	5,801	8.0	4,270	6.2
VISTA Stipends	1,959	3.5	1,902	2.9	2,128	2.9	1,920	2.8
NCCC	1,195	2.1	994	1.5	1,156	1.6	1,250	1.8
<b>Total</b>	<b>55,667</b>		<b>65,402</b>		<b>72,841</b>		<b>69,280</b>	

Program	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct	Actual 2005 Awarded	Pct	Actual 2006 Awarded	Pct
Education Award Program	6,899	21.6	28,975	38.9	25,024	34.1	23,112	30.0
National Direct	3,517	11.0	9,751	13.1	10,221	14.0	11,332	14.6
Professional Corps	N/A		—	0.0	1,545	2.1	1,331	1.7
State Formula and Competitive	13,740	42.9	28,436	38.2	28,658	39.1	33,605	43.3
Territories	—	—	149	0.2	26	<.01	116	0.1
Tribes	86	0.3	185	0.2	162	0.2	158	0.2
Other State and National	652	2.0	—	—	—	—	—	—
VISTA Ed Awards	3,086	9.6	4,061	5.4	4,475	6.1	4,797	6.2
VISTA Stipends	2,711	8.5	1,782	2.4	1,962	2.7	2,057	2.6
NCCC	1,300	4.1	1,184	1.6	1,147	1.6	1,126	1.5
<b>Total</b>	<b>31,991</b>		<b>74,523</b>		<b>73,220</b>		<b>77,634</b>	



Program	Projected 2007 Awarded	Pct	Projected 2008 Awarded	Pct	Projected 2009 Awarded	Pct
Education Award Program	24,243	32.4	24,820	33.5	26,519	35.4
National Direct	12,554	16.8	11,845	16.0	11,377	15.2
Professional Corps	2,426	3.2	1,926	2.6	2,236	3.0
State Formula and Competitive	26,909	35.9	26,950	36.4	26,436	35.2
Territories	338	0.5	279	0.4	247	0.3
Tribes	146	0.2	336	0.5	165	0.2
Other State and National	—	—	—	—	—	—
VISTA Ed Awards	5,059	6.8	5,004	6.8	5,124	6.8
VISTA Stipends	2,126	2.8	1,726	2.3	1,776	2.4
NCCC	1,057	1.4	1,120	1.5	1,120	1.5
<b>Total</b>	<b>74,858</b>		<b>74,006</b>		<b>75,000</b>	

## Notes for AmeriCorps members by program type: FY 1995–2007

The Program Year (PY) 1995–2006 numbers represent:

- » For AmeriCorps State and National grant programs, actual member slots awarded;
- » For AmeriCorps VISTA, actual members allocated for enrollment in the National Service Trust (VISTA Ed Awards) and members who elected a \$1,200 end of service stipend in lieu of an education award; and
- » For AmeriCorps NCCC, the number of member slots allocated for enrollment.

The data are reported from the Corporation's System for Programs, Agreements, and National Service Participants (SPAN).

The PY 2007–2009 numbers are projected based on activity to date and available or requested resources.

Award figures for the State Formula and State Competitive grant programs were not disaggregated until PY 2000. For comparability's sake, they are aggregated for all years in the table. The award breakouts for 2000–2009 are as follows:

Table 61. Award breakouts for the State Formula and State Competitive grant programs, 2000–2009

	PY 2000	PY 2001	PY 2002	PY 2003	PY 2004	PY 2005	PY 2006	PY 2007	PY 2008	PY 2009
Formula	9,442	12,729	13,159	6,783	12,250	13,712	16,116	12,045	11,449	11,535
Competitive	18,646	20,549	16,389	6,957	16,186	14,946	16,471	14,864	15,501	14,901

# AmeriCorps Members by Service Term: FY 1995–2009

Table 62. AmeriCorps members by service term: FY 1995–2009

Program	Actual 1995 Awarded	Pct	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct	Actual 1999 Awarded	Pct
Full-time	20,307	70.1	19,607	68.5	25,809	52.9	27,401	54.2	27,671	49.7
– Full-time S/N	14,876		14,627		20,253		20,430		19,864	
Part-time	7,984	27.5	8,131	28.4	16,858	34.5	14,588	28.8	15,545	27.9
Reduced Part-time	697	2.4	882	3.1	6,131	12.6	8,597	17.0	12,451	22.4
<b>Total</b>	<b>28,988</b>		<b>28,620</b>		<b>48,798</b>		<b>50,586</b>		<b>55,667</b>	

Program	Actual 2000 Awarded	Pct	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct
Full-time	29,944	45.8	34,450	47.3	33,860	48.9	18,470	57.7	33,359	44.8
– Full-time S/N	22,088		25,365		26,420		11,373		26,332	
Part-time	16,049	24.5	16,413	22.5	14,366	20.7	6,890	21.5	15,262	20.5
Reduced Part-time	19,409	29.7	21,978	30.2	21,054	30.4	6,631	20.7	25,902	34.8
<b>Total</b>	<b>65,402</b>		<b>72,841</b>		<b>69,280</b>		<b>31,991</b>		<b>74,523</b>	

Program	Actual 2005 Awarded	Pct	Actual 2006 Awarded	Pct	Projected 2007 Awarded	Pct	Projected 2008 Awarded	Pct	Projected 2009 Awarded	Pct
Full-time	32,459	44.3	35,203	45.3	34,302	45.4	33,834	44.5	34,030	45.4
– Full-time S/N	24,875		27,223		27,183		26,964		26,992	
Part-time	11,896	16.3	12,839	16.5	11,085	21.1	11,231	20.3	11,662	15.5
Reduced Part-time	28,865	39.4	29,592	38.1	29,471	33.4	28,941	35.2	29,308	39.1
<b>Total</b>	<b>73,220</b>		<b>77,634</b>		<b>74,858</b>		<b>74,006</b>		<b>75,000</b>	

## Notes for AmeriCorps members by service term: FY 1995–2009

Full-time = 1,700 hours, Part-time = 900 hours, Reduced part-time = 300–899 hours (includes reduced half-time, quarter-time, and minimum time slots).

The numbers for Program Years (PY) 1995–2006 represent

- » For AmeriCorps State and National grant programs, actual member slots awarded;
- » For AmeriCorps VISTA, the number of members allocated for enrollment in the National Service Trust (VISTA Ed Awards) and members who elected a \$1,200 end-of-service stipend (VISTA Stipends) in lieu of an education award; and
- » For AmeriCorps NCCC, the number of member slots allocated for enrollment.

The data are reported from the Corporation's System for Programs, Agreements, and National Service Participants (SPAN).

The PY 2007–08 numbers are projected based on activity to date and available or requested resources.

# AmeriCorps State Formula Grant Allocations to Governor-Appointed State Service Commissions: FY 1995–2009

Table 63. AmeriCorps State Formula grant allocations to governor-appointed State Service Commissions: FY 1995–2009<sup>i</sup>

State	FY 2006	FY 2007	FY 2008	FY 2009
Alabama	\$1,226,373	\$1,243,223	\$1,188,397	\$1,231,444
Alaska	500,000	500,000	500,000	500,000
Arizona	1,598,090	1,666,896	1,593,387	1,604,698
Arkansas	747,789	759,843	726,334	750,881
California	9,722,105	9,855,306	9,420,690	9,762,305
Colorado	1,255,263	1,284,946	1,228,280	1,260,453
Connecticut	944,518	947,430	905,648	948,424
Delaware	500,000	500,000	500,000	500,000
District of Columbia	500,000	500,000	500,000	500,000
Florida	4,786,733	4,890,109	4,674,457	4,806,526
Georgia	2,441,165	2,531,287	2,419,658	2,451,259
Hawaii	500,000	500,000	500,000	500,000
Idaho	500,000	500,000	500,000	500,000
Illinois	3,434,250	3,468,774	3,315,802	3,448,451
Indiana	1,687,605	1,706,688	1,631,424	1,694,583
Iowa	798,154	806,126	770,576	801,454
Kansas	738,515	747,192	714,241	741,569
Kentucky	1,122,941	1,136,998	1,086,856	1,127,585
Louisiana	1,217,176	1,159,081	1,107,966	1,222,209
Maine	500,000	500,000	500,000	500,000
Maryland	1,506,901	1,518,059	1,451,113	1,513,132
Massachusetts	1,721,715	1,740,120	1,663,381	1,728,834
Michigan	2,723,228	2,729,082	2,608,731	2,734,488
Minnesota	1,381,086	1,396,785	1,335,187	1,386,797
Mississippi	785,979	786,785	752,088	789,229
Missouri	1,560,694	1,579,418	1,509,767	1,567,147
Montana	500,000	500,000	500,000	500,000
Nebraska	500,000	500,000	500,000	500,000
Nevada	649,754	674,598	644,849	652,441
New Hampshire	500,000	500,000	500,000	500,000
New Jersey	2,345,739	2,358,447	2,254,441	2,355,438
New Mexico	518,872	528,373	505,072	521,017
New York	5,180,858	5,218,901	4,988,749	5,202,281
North Carolina	2,336,407	2,394,115	2,288,535	2,346,068
North Dakota	500,000	500,000	500,000	500,000
Ohio	3,084,639	3,102,767	2,965,935	3,097,394
Oklahoma	954,632	967,543	924,874	958,579
Oregon	979,702	1,000,399	956,282	983,753
Pennsylvania	3,344,447	3,362,983	3,214,677	3,358,276
Puerto Rico	1,052,619	1,061,767	1,014,944	1,056,972

Table 63. AmeriCorps State Formula grant allocations to governor-appointed State Service Commissions: FY 1995–2009<sup>i</sup>—  
continued

State	FY 2006	FY 2007	FY 2008	FY 2009
Rhode Island	500,000	500,000	500,000	500,000
South Carolina	1,144,919	1,168,132	1,116,618	1,149,653
South Dakota	208,781	211,371	202,049	217,478
Tennessee	1,604,458	1,632,426	1,560,437	1,611,092
Texas	6,150,950	6,354,689	6,074,449	6,176,383
Utah	664,493	689,340	658,940	667,241
Vermont	500,000	500,000	500,000	500,000
Virginia	2,036,184	2,066,046	1,974,934	2,044,603
Washington	1,691,852	1,728,930	1,652,685	1,698,848
West Virginia	500,000	500,000	500,000	509,226
Wisconsin	1,489,630	1,502,050	1,435,810	1,495,789
Wyoming	500,000	500,000	500,000	500,000

<sup>i</sup> By statute, AmeriCorps State and National formula grants to states equal 1/3 of total program grant funds.

## APPENDIX E: ALTERNATIVE FEDERAL COST PER UNIT

### Alternative Federal Cost Per Unit

Table 64. Alternative federal cost per unit (dollars in thousands)

Program	Direct Program Costs	Indirect Administration	Education Award	State Commission	Federal Full Cost	Member Service Years (MSYs)	Federal Unit Cost
AmeriCorps NCCC	\$9,836	\$1,213	\$3,387	N/A	\$14,435	1,120	\$12.89
AmeriCorps State and National	\$274,185	\$33,801	\$115,569	\$12,642	\$436,196	39,758	\$10.97
AmeriCorps VISTA	\$91,618	\$11,294	\$13,154	N/A	\$116,067	6,126	\$18.95

# APPENDIX F: LEARN AND SERVE AMERICA GRANTS SUPPLEMENTAL INFORMATION

Information included in this appendix is provided in response to Congressional requests for information or is considered of particular interest to members of Congress.

# Learn and Serve America Grant Allocations by State: FY 1997-2009

Table 65. Learn and Serve America grant allocations by state: FY 1997-2009<sup>iii</sup>

State	97	98	99	00	01	02	03	04	05	06	07	08	09	08-09
	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Difference <sup>ii</sup>
Alabama	\$336,333	\$332,340	\$332,256	\$327,251	\$323,980	\$317,367	\$309,825	\$301,774	\$299,360	\$302,858	\$302,858	\$302,858	\$302,858	\$0
Alaska	49,644	52,322	53,460	53,501	54,277	50,817	53,292	51,523	51,111	44,574	44,574	\$43,472	\$37,252	(\$6,220)
Arizona	307,508	319,066	338,518	337,608	348,622	336,718	343,341	360,680	357,794	334,581	\$334,581	\$359,644	\$308,183	(\$51,461)
Arkansas	203,478	203,117	203,561	201,103	200,043	194,508	190,181	185,522	184,038	173,169	\$173,169	\$173,169	\$173,169	—
California	2,244,532	2,376,368	2,406,197	2,527,377	2,556,017	2,513,745	2,593,052	2,658,192	2,636,926	2,266,227	\$2,266,227	\$2,188,985	\$1,875,764	(\$313,221)
Colorado	240,782	246,245	248,770	247,234	247,601	240,462	241,677	245,438	243,475	217,605	\$217,605	\$219,690	\$188,255	(\$31,435)
Connecticut	193,541	211,230	211,212	208,061	213,465	205,110	215,584	220,697	218,931	182,395	\$182,395	\$179,885	\$177,073	(\$2,812)
Delaware	48,741	50,423	51,314	51,535	54,217	51,375	51,375	50,601	50,196	43,786	\$43,786	\$45,971	\$42,869	(\$3,102)
District of Columbia	43,275	44,831	44,714	47,918	47,301	48,263	45,839	49,515	49,119	49,442	\$49,442	\$49,442	\$49,442	—
Florida	885,323	957,074	967,508	998,297	997,705	968,114	964,777	948,276	940,690	831,082	\$831,082	\$835,484	\$715,935	(\$119,549)
Georgia	518,566	552,759	558,453	570,506	569,869	565,167	582,431	593,068	588,323	528,933	\$528,933	\$552,368	\$473,330	(\$79,038)
Hawaii	71,265	71,701	71,438	69,838	67,899	66,525	70,558	68,429	67,882	63,656	\$63,656	\$58,599	\$57,146	(\$1,453)
Idaho	84,235	83,381	83,593	82,792	82,002	80,222	81,723	84,718	84,040	71,576	\$71,576	\$72,539	\$64,621	(\$7,918)
Illinois	911,678	909,264	915,273	896,926	887,237	860,723	864,363	851,561	844,749	745,042	\$745,042	\$770,254	\$745,042	(\$25,212)
Indiana	379,850	384,134	384,091	380,639	374,027	367,396	371,012	362,362	359,463	311,884	\$311,884	\$346,358	\$311,884	(\$34,474)
Iowa	186,760	185,434	186,169	181,634	176,442	172,109	168,901	154,978	153,738	156,657	\$156,657	\$156,657	\$156,657	—
Kansas	181,436	180,880	181,077	178,588	176,120	170,918	170,549	171,638	170,265	137,673	\$137,673	\$142,507	\$137,673	(\$4,834)
Kentucky	322,357	320,328	319,432	314,655	308,616	298,732	288,968	266,909	264,774	263,165	\$263,165	\$263,165	\$263,165	—
Louisiana	451,923	448,175	442,918	430,081	426,307	411,963	394,003	370,770	367,803	343,353	\$343,353	\$343,353	\$343,353	—
Maine	84,845	87,428	87,373	87,007	86,328	84,332	81,723	82,204	81,546	82,345	\$82,345	\$82,345	\$82,345	—
Maryland	310,341	326,546	325,196	325,484	325,764	318,527	334,061	318,820	316,270	277,891	\$277,891	\$283,765	\$277,891	(\$5,874)
Massachusetts	384,329	407,944	412,150	409,759	415,408	395,962	417,637	430,141	426,699	350,527	\$350,527	\$350,527	\$350,527	—
Michigan	815,563	830,080	827,981	815,395	819,062	777,474	765,719	733,519	727,650	623,217	\$623,217	\$623,217	\$623,217	—
Minnesota	308,368	313,668	314,100	308,526	303,799	293,551	294,219	283,878	281,607	238,038	\$238,038	\$238,038	\$238,038	—
Mississippi	289,341	285,506	285,756	277,997	273,935	266,499	254,711	239,532	237,616	247,714	\$247,714	\$247,714	\$247,714	—
Missouri	370,476	383,735	386,102	385,923	382,857	369,037	362,408	364,963	362,043	302,439	\$302,439	\$308,000	\$301,294	(\$6,706)
Montana	72,463	71,315	70,963	69,174	68,600	66,306	65,380	64,561	64,045	52,772	\$52,772	\$50,814	\$50,814	—
Nebraska	107,630	113,621	113,812	111,324	107,515	105,315	102,875	102,306	101,488	92,976	\$92,976	\$92,976	\$92,976	—
Nevada	83,119	90,818	94,648	97,440	99,459	98,692	105,650	119,407	118,452	109,269	\$109,269	\$122,203	\$104,717	(\$17,486)

Table 65. Learn and Serve America grant allocations by state: FY 1997–2009<sup>i</sup>—continued

State	97	98	99	00	01	02	03	04	05	06	07	08	09	08–09
	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Allotment	Difference <sup>ii</sup>
New Hampshire	67,987	69,479	70,169	69,372	71,619	67,309	68,205	68,485	67,937	58,751	\$58,751	\$58,274	\$54,602	(\$3,672)
New Jersey	485,998	509,521	512,231	518,305	522,644	507,101	532,510	539,684	535,366	483,503	\$483,503	\$483,503	\$483,503	—
New Mexico	156,946	160,006	160,186	161,729	159,586	155,495	149,922	152,743	151,521	130,340	\$130,340	\$127,237	\$112,432	(\$14,805)
New York	1,528,149	1,582,806	1,590,051	1,618,163	1,606,121	1,579,536	1,602,743	1,601,355	1,588,544	1,391,342	\$1,391,342	\$1,391,342	\$1,391,342	—
North Carolina	452,228	463,122	469,440	476,213	477,372	462,156	466,400	498,828	494,837	429,713	\$429,713	\$447,931	\$401,530	(\$46,401)
North Dakota	50,400	50,860	50,573	49,946	50,130	47,306	47,306	45,439	45,075	41,738	\$41,738	\$41,738	\$41,738	—
Ohio	856,727	843,892	844,131	824,742	815,559	785,203	758,308	746,983	741,007	651,801	\$651,801	\$651,801	\$651,801	—
Oklahoma	250,158	252,802	252,592	257,941	255,640	246,407	240,624	231,080	229,232	197,487	\$197,487	\$191,283	\$184,539	(\$6,744)
Oregon	217,453	217,934	218,006	214,786	211,036	205,989	208,314	219,491	217,735	187,701	\$187,701	\$185,567	\$160,012	(\$25,555)
Pennsylvania	876,643	890,794	889,578	871,562	867,101	834,987	816,911	783,864	777,593	757,888	\$757,888	\$757,888	\$757,888	—
Puerto Rico	533,248	535,471	536,641	519,379	516,081	483,127	458,531	473,728	469,938	472,924	\$472,924	\$472,924	\$472,924	—
Rhode Island	64,878	69,287	69,177	68,494	67,964	66,206	67,022	70,931	70,363	61,402	\$61,402	\$62,788	\$58,410	(\$4,378)
South Carolina	270,835	269,044	272,555	273,822	271,909	268,618	268,217	267,076	264,939	238,788	\$238,788	\$246,355	\$238,788	(\$7,567)
South Dakota	58,659	58,205	57,164	56,352	55,330	53,389	53,220	51,892	51,477	49,798	\$49,798	\$49,798	\$49,798	—
Tennessee	364,665	371,927	372,818	369,745	370,531	359,993	350,655	347,487	344,707	319,704	\$319,704	\$319,704	\$319,704	—
Texas	1,596,811	1,654,192	1,674,756	1,687,844	1,686,964	1,648,266	1,602,169	1,676,593	1,663,181	1,476,796	\$1,476,796	\$1,505,289	\$1,289,897	(\$215,391)
Utah	147,628	147,158	147,325	145,569	144,680	138,849	137,683	132,532	131,472	117,784	\$117,784	\$128,497	\$110,110	(\$18,387)
Vermont	44,623	46,213	47,191	45,531	44,611	44,040	42,716	42,392	42,052	37,436	\$37,436	\$37,436	\$37,436	—
Virginia	379,090	393,922	396,405	396,706	396,157	391,874	401,692	402,591	399,370	358,270	\$358,270	\$355,406	\$343,084	(\$12,322)
Washington	354,691	364,729	367,889	363,010	360,354	348,377	347,914	349,704	346,907	304,272	\$304,272	\$310,735	\$266,272	(\$44,463)
West Virginia	163,675	165,034	163,914	158,342	157,191	149,419	142,724	135,022	133,942	127,041	\$127,041	\$127,041	\$127,041	—
Wisconsin	389,035	389,605	390,552	382,157	367,073	362,331	352,110	327,743	325,121	283,246	\$283,246	\$294,140	\$283,246	(\$10,894)
Wyoming	44,499	44,051	43,814	42,669	42,466	40,688	40,865	40,970	40,642	33,894	\$33,894	\$32,359	\$28,122	(\$4,237)

<sup>i</sup> Learn and Serve's authorizing statute directs that state formula funding allocations are to be based on state scholage population and Department of Education Title One grant funding levels. The authorizing statute also specifies that all state allocations must be no less than the 1993 allocated amount. For more information see SEC. 112. [42 U.S.C. 12524] Grants and Allotments.

<sup>ii</sup> The 09 Allocations are estimated based on the President's Budget Request for FY09 that includes \$32.099 million for Learn and Serve America.

<sup>iii</sup> See also SEC. 112. [42 U.S.C. 12524] No state shall receive, under paragraph (2), an allotment that is less than the allotment such State received for fiscal year 1993 under section 12522(b) of this title, as in effect on the day before September 21, 1993.



# APPENDIX G: SUMMARY OF PROGRAM BENEFITS FOR PARTICIPANTS

Table 66. Summary of program benefits for participants

Program	Eligibility	Stipend	Term of Service	Healthcare	Childcare	Segal AmeriCorp Education Award
Ameri-Corps State and National	In general, an AmeriCorps State and National member must: (1) Be at least 17 years old at the commencement of service, or have been an out-of-school youth 16 years of age at the commencement of service, participating in a youth corps program; (2) Have a high-school diploma or its equivalent; or agree to obtain a high-school diploma or its equivalent prior to using the education award; and, (3) Be a citizen, national, or lawful permanent resident alien of the United States.	Minimum living allowance of \$11,400 for full-time members in Program Year 2007. A living allowance is not required for less than full-time members.	An AmeriCorps member serves full-time (1700 hours in 9–12 months) or part-time (up to 900 hours in up to 2 years).	Full-time members must receive health care benefits. Less than full-time members may not receive health care with CNCS funds.	Only full-time members are eligible to receive. Rate established by state Child Care Development Grant (CCDG).	Yes.
Ameri-Corps NCCC	An AmeriCorps NCCC member: (1) Is between the ages of 18 and 24 years old; and, (2) Must be a citizen, national, or lawful permanent resident alien of the United States.	Yes. The Living Allowance (\$400/month for 10 months), lodging and meals.	An Ameri-Corps NCCC member serves full-time in a team-based residential program for 10 months.	Yes. CNCS administered health plan.	Yes. Maximum \$400 per month per child.	Yes.
Ameri-Corps VISTA	An AmeriCorps VISTA member must: (1) Be at least 18 years old; and (2) Be a citizen, national, or lawful permanent resident alien of the United States.	Yes. Living Allowance: In FY08 range is projected to be \$833/month to \$1088/month (based on regional cost of living and tied to the poverty rate).	Full time for one year.	Yes. Corporation administered health plan.	Yes. Maximum \$400 per month per child.	Yes or may select an end of service stipend accrued at the rate of \$100/month.
Senior Corps	<ol style="list-style-type: none"> <li>1. RSVP</li> <li>2. Foster Grandparent Program</li> <li>3. Senior Companion Program</li> </ol> Senior Corps programs use the term “volunteer” to describe a participant enrolled in a Senior Corps program and supported by the grant award.					
RSVP	To be an RSVP volunteer, an individual must: (1) Be 55 years of age or older; (2) Agree to serve without compensation; (3) Reside in or nearby the community served by RSVP.	No.	Open enrollment—no set schedule. Can serve as few or as many as the volunteer chooses (must serve four hours a week).	No.	No.	No.

Table 66. Summary of program benefits for participants—continued

Program	Eligibility	Stipend	Term of Service	Healthcare	Childcare	Segal AmeriCorp Education Award
Foster Grandparent Program	To be a Foster Grandparent an individual must: (1) Be 60 years of age or older; (2) Be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself/herself or the children served; (3) In order to receive a stipend, must have an income that is within the income eligibility guidelines (within 125% of poverty).	Yes, if income guidelines are met (125% of poverty), then receive \$2.65/hour tax-free.	Open enrollment—Service schedules between 15 and 40 hours per week.	No. (Note: Each Foster Grandparent receives a physical examination annually with the cost covered by the project/grantee).	No.	No.
Senior Companion Program	To be a Senior Companion, an individual must: (1) Be 60 years of age or older; (2) Be determined by a physical examination to be capable, with or without reasonable accommodation, of serving adults with special needs without detriment to either himself/herself or the adults served; (3) In order to receive a stipend, have an income that is within the income eligibility guidelines (within 125% poverty).	Yes, if income guidelines are met (125% of poverty), then receive \$2.65/hour tax-free.	Open enrollment—Service schedules between 15 and 40 hours per week.	No. (Note: Each Senior Companion receives a physical examination annually with the cost covered by the project/grantee).	No.	No.
Learn and Serve America	School-based program participants are students enrolled in an elementary or secondary school. Community-based program participants are school-age youth between the ages of 5 and 17, and individuals defined as children with disabilities under the Individuals with Disability Education Act (20 USC 1401, et seq.). Higher education program participants are students, faculty, administration or staff of the institution or residents of the community.	No.	Not applicable.	No.	No.	No.

# APPENDIX H: ACRONYMS

**ACSI**

American Customer Satisfaction Index

**AmeriCorps NCCC**

AmeriCorps National Civilian  
Community Corps

**AmeriCorps VISTA**

AmeriCorps Volunteers in Service to  
America

**CEO**

Chief Executive Officer

**CFO**

Chief Financial Officer

**CERT**

Community Emergency Response Teams

**CIRCLE**

Center for Information and Research on Civic  
Learning and Engagement

**CNCS**

Corporation for National and Community  
Service

**DVSA**

Domestic Volunteer Service Act

**EAP**

Education Award Program

**EPICS**

Engineering Projects in Community Service

**FASB**

Financial Accounting Standards Board

**FEMA**

Federal Emergency Management Agency

**FISMA**

Federal Information Security Management Act

**FGP**

Foster Grandparent Program

**FTE**

Full-Time Equivalent

**FTP**

Full-Time Position

**FY**

Fiscal Year

**GAAP**

Generally Accepted Accounting Principles

**GAO**

Government Accounting Office

**GARP**

Grants Application Review Process

**GSA**

General Services Administration

**HHS**

Department of Health and Human Services

**IT**

Information Technology

**MLK**

Martin Luther King, Jr.

**MSY**

Member Service Year

**NCCC**

*See AmeriCorps NCCC*

**NCSA**

National and Community Services Act

**NCSP**

National and Community Service Program

**NRP**

National Response Plan

**OEM**

Office of Emergency Management

**OIG**

Office of Inspector General

**OMB**

Office of Management and Budget

**OPM**

Office of Personnel Management

**PART**

Program Assessment Rating Tool

**PMA**

President's Management Agenda

**POLF**

Points of Light Foundation

**PPO**

Participating Provider Organization

**PY**

Program Year

**RFP**

Request for proposal

**S&E**

Salaries and Expenses

**SCP**

Senior Companion Program

**SEA**

State Education Agency

**STEM**

Science, technology, engineering, and math  
(*disciplines*)

**VISTA**

*See AmeriCorps VISTA*

**VMSU**

VISTA Member Support Unit

**VOADs**

Voluntary Organizations Active in Disaster

**WBRS**

Web Based Reporting System

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