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Getting Things Done for America: The Case for Reauthorization

CORPORATION

FOR NATIONAL



SERVICE

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September 19, 2000

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford 
Subject: Reauthorization of National Service

Good news on our front – your front. Look at the attached letter from 49 governors (all but Owens of Colorado) strongly urging reauthorization of the Corporation and AmeriCorps. Both Bushes signed.

Governor Racicot, our newest Corporation Board Member, drafted the letter and talked to many governors personally. He talked to Senator Lott last night. Lott said he would try to get the bill through the Senate by unanimous consent if Tom Daschle would work with him and deliver the Democrats. (I enclose Racicot's just-published Knight Ridder article too.)

Senator Daschle just told me he would do everything he could to help get it through, without extraneous amendments. Senator Kennedy tells me he will press hard and we will succeed in the Senate. Jeffords and staff are in strong support. As you know McCain is now a strong supporter, and in the House John Kasich is helping Chris Shays.

This afternoon your White House team convened a group of non-profit organization leaders supporting AmeriCorps (and supported by AmeriCorps), along with representatives of the governors' state National Service Commissions.

Karen Tramontano was excellent, as she has been throughout. She reported that reauthorization was high on your priorities and that the Congressional Leaders' staffs have been so informed.

We were also delighted to hear that John Podesta was or would be talking to Daschle to urge that this be a matter of common ground for which they would put aside other issues and help get this through. Shirley Sagawa presided and made very helpful pitches.

The House will be harder, but the pressures on Republicans not to be found in opposition to their presidential candidate and their governors should be strong.

Your role in persuading and putting on the pressure will, as you know, be crucial with Dennis Hastert especially – as your role has been the creative and driving force from the beginning.



AmeriCorps Works

Knight-Ridder Op-Ed

Marc Racicot

Governor of Montana

September 5, 2000

As a conservative governor from a western state, I had some doubts when AmeriCorps was launched in 1994. Would young people answer this call to service? What would they accomplish? Even worse, would AmeriCorps become a bureaucratic, expensive, Washington-run program?

Six years and 200,000 volunteers later, these questions have been answered. AmeriCorps works. It is cost-effective, and achieves results all Americans want – safer streets, better schools, and healthier children. At the same time, by teaching young people to serve their country, AmeriCorps is rekindling a sense of patriotism and civic duty that our country sorely needs.

I am not the only governor who thinks this way. This month, 46 Governors will send a letter urging Congress to extend AmeriCorps for five years. Republican and Democrat, liberal and conservative, America's Governors agree that AmeriCorps is, in actuality, a success and they want more of this force for good in the future.

Why is there such overwhelming support? One reason is AmeriCorps' hard-hitting results. Here in Montana, volunteers are battling forest fires, tutoring at-risk students, helping crime victims, and restoring parks and forests. Last year, they served more than 50,000 Montana children and families.

Nationally, the results are notably impressive: in five years members have tutored four million children, recruited 2.5 million volunteers, and helped build thousands of homes. This service is cost-effective. Independent studies have found that for every dollar invested, AmeriCorps returns \$1.66 or more in direct benefits.

AmeriCorps has been successful precisely because it is not a top-down Washington program. In fact, it is one of the most far-reaching experiments in local control government has ever supported. Most AmeriCorps grants are decided by states, and volunteers serve with nonprofit and faith-based groups including the Red Cross, Habitat for Humanity, and the YMCA. This double devolution of decision-making puts states in the driver's seat and helps nonprofits accomplish more and equips them to recruit additional volunteers.

September 19, 2000

The Honorable Trent Lott
Majority Leader
United States Senate
S-230, The Capitol
Washington, D.C. 20510

The Honorable Thomas A. Daschle
Minority Leader
United States Senate
S-221, The Capitol
Washington, D.C. 20510

The Honorable J. Dennis Hastert
Speaker
U.S. House of Representatives
H-232, The Capitol
Washington, D.C. 20515

The Honorable Richard A. Gephardt
Minority Leader
U.S. House of Representatives
H-204, The Capitol
Washington, D.C. 20515

Dear Senator Lott, Senator Daschle, Speaker Hastert, and Rep. Gephardt:

As Governors, we have long been involved in and concerned with volunteer efforts in our respective states. We have seen the progress of young people inspired by older students, the importance of trained hands helping after a disaster, and the pride of a senior sharing his or her time with a child in need of mentoring.

For these reasons and many more we write in support of reauthorizing and extending AmeriCorps and other national service and volunteer programs administered by the Corporation for National Service.

Governors have built an outstanding state-federal partnership in operating national service programs. Governor-appointed state commissions that direct financial resources and membership within states are successfully administering AmeriCorps.

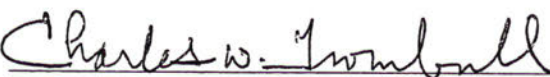
As Governors, we recognize the value of national service as a tool in meeting important needs in our states. We have seen national service at work in our states. We do not want to lose this force for good in our communities, states, and country.

We fully support the National and Community Service Amendments Act of 2000 and strongly urge Congress to pass this legislation.

Sincerely,



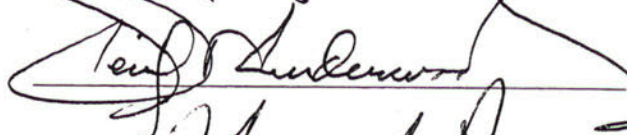














Paul E. Patten

Pat N. Mend

Gray Davis

Adaro Rosello

Frank O'Bannon

Joseph Rogers

Rich Langitt

Don Singmaster

Chas. T. Witt

Leah Oland

Tom Reige

Edmenger NO

May E. Patahi

Jane Lee Hall

Benjamin J. Cayetano

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Chas. T.

John G. Rowland

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Tomie Hargrove

James Jennings

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Phil Carnahan

Tommy Keades

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Alan Dargatzian

Bill Jones

Bob Bush

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CORPORATION
FOR NATIONAL
★ SERVICE

TO: Thurgood Marshall, Jr., Karen Tramontano, Barbara Chow,
Shirley Sagawa, Thomas Kalil, Ann O'Leary

CC: Anne Bovaird

FROM: John Gomperts

RE: Senator Lott's Digital Divide Press Release

DATE: September 26, 2000

As you know, last week the President announced \$9 million in AmeriCorps grants to assist in bridging the digital divide. Attached is the press release from Senator Lott announcing the grants in Mississippi.

He mentions the Corporation for National Service and AmeriCorps several times. This is a huge step in the reauthorization process.

If there are any questions, please call Melody at 606-5000 ext. 191. Many thanks.



TRENT LOTT

UNITED STATES SENATOR



MISSISSIPPI

Immediate Release

Wednesday, September 20, 2000

Contact: Lee Youngblood - 202/224-4216

Marie Moore - 202/224-4239

\$1 Million of Federal Technology Funds Approved for State of Mississippi

Washington -- Federal technology funding totaling more than \$1 million has been approved by the corporation for National and Community Service for use at 100 school and community sites throughout Mississippi, said U.S. Senator Trent Lott today.

The funds are being administered through the Mississippi Commission for Volunteer Service, and the program will be used to provide personnel for 100 "Power Up" stations in the state. "Power Up" is a public/private partnership established to give under-served youth greater access to technology, specifically computers. Power Up will be providing equipment for this unique program while the federal funding will support personnel and technical assistance which will help bridge Mississippi's 'digital divide.'

"I had the opportunity to visit a Power UP site in California several months ago," Senator Lott said. "I was very impressed with this program, and I am confident Power Up will help Mississippi's educators close the troubling 'digital divide' which threatens to leave technologically under-served communities and our school children in those communities behind."

Juanita Sims Doty, of Jackson, now serves on the Corporation for National and Community Service Board of Directors following her nomination by Senator Lott and approval by the President and U.S. Senate last year. Other national benefactors and partners include: America On Line, Sun Microsystems, YMCA, Boys and Girls Clubs, Power Bar Incorporated, Family Education Network and the US Department of Education.

- MORE -

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TRENT LOTT

UNITED STATES SENATOR



MISSISSIPPI

TECHNOLOGY

— ADD ONE

"These efforts to bridge the digital divide by the Corporation for National and Community Service Board are commendable," Senator Lott continued. "I know Mrs. Doty and this board will continue working on behalf of young people throughout Mississippi who have the will and ability to succeed, but who currently lack some of the tools."

Specifically, the program will provide computers in the schools through funding provided from the aforementioned partners/benefactors, and the labs will be staffed by AmeriCorps Vista workers. Nationally the Corporation for National and Community Service will use approximately \$12.5 million to award grants of this type to eligible organizations in support of efforts that will help overcome technology barriers currently separating Americans. Mississippi's share of this funding totals \$1,051,101 and will be administered by Mississippi's Office of the Attorney General and the Mississippi Department of Education. The sites are being determined at the state level.

In the sites, a targeted 80 percent of the faculty and staff will demonstrate greater computer proficiency, and AmeriCorps members will tutor at risk K-12th grade students. Also, AmeriCorps members will provide after-school tutoring and computer instruction to 5,000 students on weekday afternoons and some weekends. Members may also contact up to 2,000 families in the local communities during school hours and weekends to encourage them to become more computer savvy. An on-line mentoring program will also be developed. Partner sites include 25 community-based organizations including eight Big Brothers Big Sisters regional locations and Boys and Girls Clubs throughout the state.

REASONS TO REAUTHORIZE THE CORPORATION FOR NATIONAL SERVICE AND AMERICORPS

- By reauthorizing the Corporation for National Service, Congress will recognize the contributions of more than a million Americans engaged in service to their country through the programs created by Congress and administered by the Corporation for National Service.
- For three decades the **senior service** programs – Foster Grandparents, Senior Companions, and the Retired and Senior Volunteer Program (RSVP) – have been broadly supported in Congress and around the country.
- Since the 1990 National Service Act signed by President Bush, the **service-learning** programs of elementary and secondary schools, colleges and universities, and community organizations have won wide praise. These programs challenge young people to improve their studies, develop problem-solving skills, and learn the habits of good citizenship while improving their communities.
- In the last five years, **AmeriCorps** (now including the 35-year old VISTA program) has been proving itself. More than 150,000 AmeriCorps members have served their nation patriotically on the home front since the program was created. At this time of special concern about the future of our youth, it's essential that as many as possible be called upon to do something more challenging and rewarding than many of them have yet known – dedicated and sustained service to their fellow citizens.
- Building Strong Partnerships: AmeriCorps is administered in a nonpartisan spirit and works closely with the Points of Light Foundation, established by President Bush, and with America's Promise – the campaign for children and youth, launched at the 1997 Philadelphia Summit of all the Presidents and led by General Colin Powell. Recently, Powell told the National Governors' Association:

“I have now had two years of experience with AmeriCorps, and they are doing a great job... They are given a stipend for their work, but what they do in terms of leveraging other individuals to volunteer is really incredible. So it is a tremendous investment in young people, a tremendous investment in the future, and I am a strong supporter of AmeriCorps. I think they have demonstrated their worth, they have paid their dues, and they are worthy of the support I hope they will get from the Congress.”
- Employing a Devolved Structure: Most people don't know how AmeriCorps operates or how it's administered. They assume that a top-down Washington bureaucracy runs the program and deploys AmeriCorps members around the country. The opposite is true. AmeriCorps is one of the most successful experiments in state and local control the government has ever supported. In fact, the bulk of AmeriCorps funding is in the hands of our nation's governors, whose state commissions on National and Community Service make grants to local non-profits. Those non-profits recruit and select the participants and run the programs. AmeriCorps provides people power to help these organizations meet community needs in education, housing, health care, environmental protection and disaster relief.

- Producing Net Benefits: The largest independent study to date concludes that AmeriCorps creates \$1.66 in benefits for every dollar spent. The service of AmeriCorps members strengthens communities and builds job-readiness skills among participants, the study found.
- Supporting the Nation's Volunteer Tradition: Critics have asked why we should pay people to spur volunteering in this nation, which has a proud tradition of volunteer service. Millard Fuller, the founder and leader of Habitat for Humanity, provides one very practical answer. Initially concerned about involving Habitat with a federal program, Fuller now has secured more than 600 full-time AmeriCorps members and is requesting even more because the kind of dedicated full-time service that AmeriCorps members provide to recruit, organize and make maximum use of traditional unpaid part-time volunteers helps Habitat. AmeriCorps members thus multiply the number of houses that can be built for low-income families. Full-time volunteers, unless they are retired with assured income or are very rich, require at least the minimum living allowance provided AmeriCorps members. The full-time service of Peace Corps Volunteers overseas or of AmeriCorps members on the home front – let alone the service of the individuals in the volunteer armed forces – would not be possible without provision for living expenses.
- Generating Additional Volunteers: Reports and studies show that AmeriCorps members generate unstipended volunteers in large numbers – an estimated average of 12 additional volunteers per AmeriCorps member. That is part of the “value added” that AmeriCorps provides the civic sector.
- Working with Faith Communities: AmeriCorps has made a major commitment to faith-based institutions. Approximately 15 percent of AmeriCorps' 40,000 current members serve in faith-based institutions, and the number is growing.
- Keeping Costs Down: In keeping with a bipartisan agreement reached several years ago, AmeriCorps has successfully reduced its per-member costs by approximately \$1,000 each year for three years running, to less than \$15,000 per-member this year.
- Gaining New Supporters: Already, some former critics, such as Representative John Kasich and Senator John McCain, have announced that they have changed their minds about AmeriCorps. “I was wrong about AmeriCorps,” McCain says. “I was extremely skeptical at first...But I've got to say that, over all, the program's been a success. And it was a failure on my part not to recognize that earlier.”

Members of Congress now have an opportunity to separate policy from partisanship and to reach a bipartisan consensus on the renewal of the Corporation for National Service and its programs.

For more information, please contact the Corporation for National Service at (202) 606-5000, ext. 235



NEWS RELEASE

Office of the Governor
Marc Racicot, Governor of Montana

For Immediate Release
September 20, 2000

Contact: Beverly Barnes 202-338-8700
Anastasia Burton 406-444-5523

49 Governors Urge Congress To Extend AmeriCorps

(Helena, Mont.) - In an extraordinary show of bipartisan support, 49 of the nation's governors, including George W. Bush and Jeb Bush, today sent a letter urging Congress to renew AmeriCorps and other national service programs before this congressional session ends.

"The nation's governors have spoken and their message is clear: continue national service," said Governor Marc Racicot (R-MT), who led the bipartisan effort. "It is rare for governors to unite so completely around a single issue, and I hope Congress will listen to the nation's governors and act quickly to extend this successful investment in our country's future."

The letter urges passage of the National and Community Service Amendments Act, introduced in the Senate (S. 2764) by Edward Kennedy (D-MA) and James Jeffords (R-VT), and passed by the Senate HELP Committee on July 21. Rep. Christopher Shays (R-CT) introduced a companion bill in the House (H.R. 4740), which now has 100 co-sponsors. The bill, which is a White House priority, would reauthorize the Corporation for National Service and extend AmeriCorps and other national service programs administered by the Corporation for the next five years.

Governors from 49 states, Puerto Rico, Guam and the Virgin Islands each individually signed the letter of support, saying: "We have seen the progress of young people inspired by older students, the importance of trained hands helping after a disaster, and the pride of a senior sharing his or her time with a child in need of mentoring.... As Governors, we recognize the value of national service as a tool in meeting important needs in our states. We do not want to lose this force for good in our communities, states, and country."

Since AmeriCorps' inception in 1994, bipartisan support for the program has grown considerably. Many former critics of AmeriCorps are now supporters—including Sen. John McCain (R-AZ) and Rep. John Kasich (R-OH). Colin Powell recently expressed his hope for reauthorization, saying, "I'm confident that it will be reauthorized. I have been speaking very strongly in favor of it. I've become a great, great fan of the Corporation for National Service."

In addition to AmeriCorps, the Corporation for National Service oversees the National Senior Service Corps, which engages 500,000 older Americans in service, and Learn and Serve America, which supports service-learning efforts that teach citizenship and academic skills to more than one million students.

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September 19, 2000

The Honorable Trent Lott
Majority Leader
United States Senate
S-230, The Capitol
Washington, D.C. 20510

The Honorable Thomas A. Daschle
Minority Leader
United States Senate
S-221, The Capitol
Washington, D.C. 20510

The Honorable J. Dennis Hastert
Speaker
U.S. House of Representatives
H-232, The Capitol
Washington, D.C. 20515

The Honorable Richard A. Gephardt
Minority Leader
U.S. House of Representatives
H-204, The Capitol
Washington, D.C. 20515

Dear Senator Lott, Senator Daschle, Speaker Hastert, and Rep. Gephardt:

As Governors, we have long been involved in and concerned with volunteer efforts in our respective states. We have seen the progress of young people inspired by older students, the importance of trained hands helping after a disaster, and the pride of a senior sharing his or her time with a child in need of mentoring.

For these reasons and many more we write in support of reauthorizing and extending AmeriCorps and other national service and volunteer programs administered by the Corporation for National Service.

Governors have built an outstanding state-federal partnership in operating national service programs. Governor-appointed state commissions that direct financial resources and membership within states are successfully administering AmeriCorps.

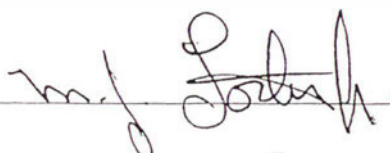
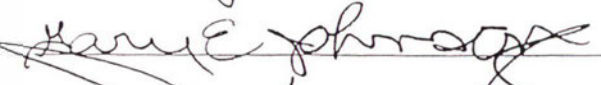
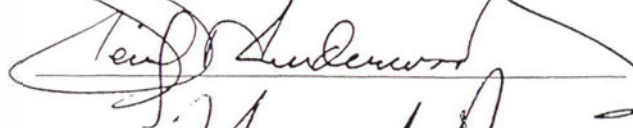
As Governors, we recognize the value of national service as a tool in meeting important needs in our states. We have seen national service at work in our states. We do not want to lose this force for good in our communities, states, and country.

We fully support the National and Community Service Amendments Act of 2000 and strongly urge Congress to pass this legislation.

Sincerely,



Charles W. Tomlinson





Howard Dean

Paul E. Patton
P. N. Hand

Gray Davis

Deano Rosello

Frank O'Bannon

Joseph Rogers

Sirk Knight

Don Inquest

Art T. White

Laila Oland

Tom Ridge

Edmundo ND

Guy E. Patani

Jane Lee Hall

Benjamin J. Cayetano

Samy Quinn

Chris

John G. Rowland

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Tomie M. Gore

James Leung

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Mike &

Thomas R. Kaye

William F. Baker

Angie Paul Allen

Bob Telt

Mike Hunkabee

John Engle

Jesse Ventura

Roger Barnes

Jet Burr

Deanne Shaker

Angus S. King, Jr.

George H. Ryan

Tammy Locke

John A. Kight

Phil Carnahan

Tommy Kordes

James S. Salmon

Alan D. Dugelman

Bill Jones

Bob Bush

Donna L. Linn

NATIONAL SERVICE LEGISLATION HAS SUPPORTED MILLIONS OF AMERICANS IN PROVIDING SERVICE TO THEIR COMMUNITIES AND BENEFITED TENS OF THOUSANDS OF OUR NATION'S NONPROFIT ORGANIZATIONS

Millions of Americans have had the opportunity to serve their communities under the national service legislation.

- More than 200,000 individuals have enrolled and served in AmeriCorps, including this year's class. With the budget being approved by the Congress, more than 250,000 individuals will have served since the program's inception in 1994.
- This year alone there are 50,000 opportunities available for individuals who want to serve in AmeriCorps.
- More than 100,000 AmeriCorps members earned more than \$445 million to attend college or pay off education loans.
- In the Nation's elementary schools, middle schools, high schools, and colleges and universities, more than 1.2 million students are supported through service-learning programs supported by the Learn and Serve America program.
- More than 470,000 Retired and Senior Volunteers, 28,000 Foster Grandparents, and 15,000 Senior Companions provide service to their communities under the National Senior Service Corps.

Tens of thousands of our Nation's nonprofit organizations have benefited from the services provided by members and participants in national service programs.

- Retired and Senior Volunteers serve in 67,000 separate organizations – including schools, hospitals, libraries, and day care centers.
- Foster Grandparents serve in about 10,000 different organizations, including hospitals, Head Start programs, and schools.
- Federal service-learning funds support programs in thousands of elementary and secondary schools and hundreds of colleges and universities each year.
- In just one program year, AmeriCorps members helped generate over 300,000 community volunteers to provide services through nonprofit organizations.

AmeriCorps Accomplishments

Since AmeriCorps was launched in 1994, nearly 200,000 Americans have served on the front lines in hard-pressed neighborhoods – tutoring in schools, responding to natural disasters, helping to make our streets safer, building homes and more. AmeriCorps members serve in urban neighborhoods, rural towns, Indian reservations and national parks, and in every state in America. They come from all walks of life, but they have one thing in common – a mission to get things done and a track record of hard-hitting results. The following accomplishments are a small sample of how AmeriCorps is improving communities.

Improving Childhood Literacy

More than half of all AmeriCorps members are improving the lives of children and youth by teaching, tutoring, mentoring, running after-school programs, and helping children get safely to school. Ever since 1996, when the President and Congress raised concerns that 40 percent of America's fourth-graders were below grade level in reading, AmeriCorps members has been at the forefront helping children learn to read. Nationwide, AmeriCorps members and the volunteers they recruit provide tutoring to more than 100,000 children in first through third grades.

- In the Washington Reading Corps, more than 300 AmeriCorps members are helping boost the reading scores of struggling elementary students in low-performing schools. In addition to their direct tutoring, AmeriCorps members recruited more than 7,000 volunteers who have tutored 20,000 students in 153 schools. The results? Reading levels are up and discipline problems are down. After the first year, the average proportion of fourth-graders that met the state standard rose 11 percent in Reading Corps schools compared with 6 percent in schools statewide. In many schools, reading scores went up by 100 percent or more.
- In one year, AmeriCorps members at the Reading One-to-One AmeriCorps in Dallas provided 50,000 hours of tutoring to more than 1,100 elementary students. First-graders who received tutoring saw their reading skills increase an average of a six-month grade level over the level of non-tutored students.
- In Alabama, 12 AmeriCorps members recruited and placed more than 1,300 volunteer tutors in schools across the state. These volunteers worked with kindergarten through third-graders to ensure that they had a solid foundation of reading. Seventy percent of the students tutored showed significant improvement in their basic understanding and comprehension of reading.
- In Oregon's Project SMART (Start Making A Reader Today), 73 AmeriCorps*VISTA members recruited more than 8,500 community volunteers last year. With AmeriCorps' help, SMART currently serves 167 schools in 14 counties, reaching 8,535 children.

Preventing School Dropouts

- In Cleveland's West Side, AmeriCorps members serving with the West Side Ecumenical Ministry teach and mentor middle school students in after-school programs, many located in churches. Although the Cleveland Public Schools' annual dropout rate is over 30 percent, not one of the 390 students who participated in ministry's tutoring and/or homework clubs dropped out of school.
- In Bridgeport Conn., AmeriCorps members with ASPIRA tutor and mentor students at Harding High School. Their service contributed significantly to the Harding's dropout decreasing from 16 percent to 6 percent --with the Latino dropout rate falling from 21.8 percent to 7.3 percent.

Helping Communities Rebuild After Disasters

- From tornadoes and forest fires to floods and hurricanes, AmeriCorps members have responded to natural disasters in more than 30 states in the past five years. With special training in disaster relief, AmeriCorps members fight fires, run emergency shelters, help law enforcement, provide food and shelter, assess and repair damage, and help families and communities rebuild. "It is a big help to disaster victims to work with motivated, self-sufficient young AmeriCorps members," said Federal Emergency Management Agency Director James Lee Witt, who was so impressed with AmeriCorps that he set up a program providing for national service to be on call to respond to disaster whenever it strikes.
- After Hurricane Georges left trail of destruction across the Puerto Rico and the southern United States, nearly 700 AmeriCorps members were right on the scene, working with the Red Cross to run emergency shelters, remove downed trees, and help families repair and rebuild. At the same time, 100 more AmeriCorps members were in central Texas, helping helped families recover homes damaged by flooding.
- From November 1998 to March 1999, two AmeriCorps*National Civilian Community Corps teams helped the residents of Grand Forks, North Dakota continue in the long-term recovery from the devastating April 1997 flood and fire. The 26 members helped restore 10 homes by rebuilding basements, hanging drywall, and painting woodwork. The AmeriCorps*NCCC has provided nearly two years of continuous support for the residents of Grand Forks.
- After an ice storm destroyed the Manna Food Kitchen in Bangor, Maine, AmeriCorps members rebuilt it from the ground up, allowing the kitchen to reopen quickly and provide 80,000 meals to families across central Maine last year.

Building Homes and Meeting Other Human Needs

- More than 600 AmeriCorps members serve with local chapters of Habitat for Humanity, where they build homes and recruit, train and supervise volunteers. More than 1,372 Habitat homes have been built as the direct result just of the AmeriCorps national direct program, and more than 177,000 Habitat volunteers have been supervised by AmeriCorps members.
- Fifteen AmeriCorps members provided outreach service to over 3,500 homeless veterans in Houston. Over half of those veterans were referred into programs for services.
- Members of Carelink AmeriCorps provide home-based health care services to 200 elderly, disabled adults in rural west Georgia. Ninety-five percent of the clients experienced improvement in their quality of life during the year. Days of hospitalization and emergency room visits decreased in half, generating savings of \$370,000 based on average hospitalization and emergency room costs.

Making Streets Safer

- In Buffalo, 10 AmeriCorps Rangers escorted 1,300 workers and visitors in high crime public areas, responded to first aid calls, reported suspicious activity incidents. According to Buffalo Police statistics, while the AmeriCorps Rangers are on duty, crime has decreased by 48 percent in the areas they patrol.
- In the Substance Abuse Initiative of Greater Cleveland, AmeriCorps members trained public housing residents in crime prevention, resulting in over 130 drug dealers reported to the police with many arrests and drug house closings.
- In New Hampshire, AmeriCorps members serve as court advocates or prosecutor advocates for victims of domestic and sexual violence. Members assist victims as they move through the court system and link them to additional services as needed. During the first three years of this program, a total of 18,000 clients were served by AmeriCorps members. Many clients credit the support of AmeriCorps members with helping them through the complexities of the legal system. Crisis centers throughout the state report that without AmeriCorps members, they would not be able to meet the demand for advocate services.
- AmeriCorps members have trained more than 3,200 Indianapolis fourth-graders in non-violent conflict resolution, a priority of the Indianapolis Public Schools.

Bridging the Digital Divide

- In partnership with IBM and United Way, AmeriCorps*VISTA members are helping nonprofits in nine cities use computer technology to improve services to low-income communities. In Detroit, 40 Detroit nonprofits received technical training and new computers from IBM, and VISTAs generated \$200,000 worth of recycled computer equipment for one nonprofit.

- In Atlanta, 12 Project FIRST AmeriCorps members provided 1,300 hours of computer training to 200 Atlanta Public School teachers, provided another 600 hours of computer training 2,500 students, set-up computer labs at 12 schools, and refurbished IBM computers donated by IBM to 27 parents who successfully completed the training.

Protecting the Environment

- In Baltimore, nine AmeriCorps members reduced lead poisoning risks in 60 homes by stabilizing deteriorating paint, fixing building components, and removing lead dust. Through their efforts, 75 children now live in homes with reduced lead-poisoning risks. In addition, the members reached more than 2,200 individuals and 125 community-based organizations through an education campaign targeting Baltimore neighborhoods at highest risk for lead poisoning
- Last year, AmeriCorps members with the Michigan Groundwater Stewardship completed 12,300 groundwater assessments and created groundwater stewardship teams in 38 counties. They identified local needs, coordinated water protection efforts, and involved local residents. In total, they reached out to more than 900 farmers, 7,500 homeowners, and 12,500 students, and distributed resource directories to 20,000 families.
- Members of Montana Conservation Corps serve on crews throughout the state meeting critical needs in preserving Montana's natural resources. Over 350 projects were completed last year, including the improvement of 260 miles of trail and 36 parks, and the restoration of more than 70 miles of rivers and streams.

Mobilizing Volunteers

- AmeriCorps*VISTA members at Hands on Atlanta have expanded volunteer opportunities throughout the state, organizing 2,200 service projects and recruiting more than 15,000 volunteers. Their leadership in the corporate volunteerism program led to 7,050 volunteers completing well over 300 service projects and donating 36,800 hours of service. Members also enabled the Volunteer Services Department to increase the number of service projects completed last year by over 103 percent, the number of volunteer hours donated by 101 percent, and the number of volunteers participating by 126 percent.
- Last year, 44 Volunteer Maryland AmeriCorps members recruited 3,100 volunteers who provided 70,000 hours of service in projects ranging from environmental restoration, mentoring, GED instruction, assisting victims of domestic violence, and providing safe spaces for adolescent programs.

NATIONAL SERVICE WORKS: INDEPENDENT EVALUATIONS HAVE PROVEN IT

In 1999, an independent evaluation examining AmeriCorps since its beginning in 1994 documented that it strengthened local organizations and communities, and had a major positive impact on the lives of AmeriCorps members.

- The study was done by Aguirre International.
- With respect to the impact of AmeriCorps on building communities, the study showed:
 - AmeriCorps serves in the neediest communities in the country.
 - Over 9 million people benefited from AmeriCorps services.
 - Some 1.9 million students were tutored, mentored, enrolled in after-school programs or received other services while 75,000 young children received care, instruction, or immunization. In addition, 75,000 families were helped and 25,000 parents trained.
- Benefits extend to the AmeriCorps members themselves – the young people who have committed a year to serving others.
 - Service in AmeriCorps instilled in them a lifelong commitment to the ethic of service.
 - All members, and particularly those from disadvantaged backgrounds, gained in skills necessary to succeed in the world of work.
 - And to date members have earned more than \$445 million to further their education or to pay off student loans.
- I would like a copy of this study inserted into the record.

That is only one of many studies. A study conducted by University of Chicago-trained economists, and validated by the General Accounting Office, found that AmeriCorps programs returned between \$1.60-\$2.60 for every dollar spent. Still another independent study found that AmeriCorps programs produced, on average, a return of \$1.66 for every dollar invested.

And this year we have even more evidence that AmeriCorps works -- the program is proving effective in helping children learn to read.

- Nationwide, more than 100,000 children in grades 1-3 are receiving tutoring services from AmeriCorps State and National programs.
- Preliminary findings from a nationwide Abt Associates Inc. study, to be finalized and released this fall, show that tutored students at grade levels one through three improved their reading performance from pretest to posttest more than the gain expected for the typical child at their grade level. Reading comprehension and reading skills started out below grade-level; by year-end, students closed the gap and were reading at or near the grade-level expectation.

And the evaluations show that not only AmeriCorps is having positive impact. Programs supported by this legislation in our nation's schools and colleges, known as service-learning, are having similar results.

- A summary of this research, prepared by a leading education expert and that appeared in Phi Delta Kappan this past May, documents that:
 - Service-learning has a positive effect on the personal development of public school youths.
 - Students who participate in service-learning are less likely to engage in "risk" behaviors.
 - Service-learning helps develop students' sense of civic and social responsibility and their citizenship skills.
 - Service-learning helps students acquire academic skills and knowledge.
 - Students who participate in service-learning are more engaged in their studies and more motivated to learn.
- I'd like a copy of this article inserted into the record as well.

There is also very positive evaluation data about the service being performed by our nation's seniors under this legislation.

- In a 1999 study of the Corporation for National Service's Seniors for Schools pilot program, principals and teachers indicated the following: 90% reported an increased positive attitude in students toward reading; 85% reported improved self-esteem among students; 84% reported increased self-confidence in reading; 82% reported increased reading skills; and 79% reported general academic improvement. Of the teachers reporting in that same study, 79% reported improved student attitudes, 60% reported improved overall student performance levels; and 58% reported an increased number of students keeping up with the class.
- An impact study of the Foster Grandparent Program on Head Start concluded from intensive observations in six classrooms that "the majority of Foster

Grandparents engage in a wide variety of activities and interactions that are associated with positive developmental outcomes for children in four areas: (1) emotional well-being, (2) social and behavior skills development; (3) language development; and (4) cognitive development.”

- And a 1999 University of Michigan study was among the first to establish that people live longer because they volunteer, rather than that people volunteer because they're healthier and hence more likely to live longer.

These evaluation data could fill several bookshelves. They are proof that national service works. And they justify our reauthorizing national service legislation this year.

What People Are Saying About AmeriCorps

Forty-nine of the nation's governors, joined by three territorial governors, on September 19, 2000 urged the Congressional leadership to reauthorize AmeriCorps and the Corporation for National Service. *"We have seen the progress of young people inspired by older students, the importance of trained hands helping after a disaster, and the pride of a senior sharing his or her time with a child in need of mentoring. We do not want to lose this force for good in our communities, states, and country.... As Governors, we recognize the value of national service as a tool in meeting important needs in our states."*

General Colin Powell, at the National Governors' Association meeting August 9, 1999, said: *"I have now had two years of experience with AmeriCorps and they are doing a great job... it is a tremendous investment in young people, a tremendous investment in the future, and I am a strong supporter of AmeriCorps. I think they have demonstrated their worth, they have paid their dues and they are worthy of the support I hope they will get from Congress."*

Senator John McCain (R-AZ), told *New Yorker* reporter Joe Klein: *"I was wrong about AmeriCorps. I was extremely skeptical at first, mostly because I didn't trust the authors. But I've got to say that, overall, the program's been a success. And it was a failure on my part not to recognize that earlier."*

Senator Dan Coats (R-IN) explained in a June 21, 2000 opinion piece in *The Hill* why he has changed his mind about AmeriCorps after having voted against it in the Senate: *"Instead of distorting the mission of the civic sector, AmeriCorps has proved to be a source of new power and energy for nonprofit organizations across the country.... AmeriCorps members, through their idealism, enthusiasm and can-do spirit, have multiplied the impact of organizations like Big Brothers Big Sisters and Habitat [for Humanity], and hundreds of other organizations large and small."*

Senator Kit Bond (R-MO), Chairman of the Senate Appropriations Committee that funds AmeriCorps, said this on the Senate floor while fighting an amendment to cut AmeriCorps: *"The battle over whether we ought to have an AmeriCorps program or not is over. It has been decided...It is funded. It is in place in communities in my state and across the nation. There are people who are providing valuable services. There is strong support."* The AmeriCorps cut failed by 61-38, with 16 Republicans voting to preserve funding.

Rep. John Kasich (R-OH). A February 21, 1999, *Columbus Dispatch* article headlined "Kasich changes tune about AmeriCorps" reported that: *"During a campaign stop for his presidential bid, Kasich revealed that he has changed his mind about the federal program. The House Budget Committee Chairman said he has been transformed in recent months from a foe to a fan. 'I have seen them (AmeriCorps members) do some amazing things in Harlem...I would like to spend some time trying to refocus pieces of it and trying to make it more of a public/private situation, but I don't think I would cast a vote anymore that would eliminate it...they've done some really great work, and I'm impressed with them.'"*

Governor Marc Racicot (R-MT) wrote in a September 8, 2000 column in the *Missoulian*: *"As a conservative governor from a western state, I had some doubts when AmeriCorps was launched in 1994.... Six years and 200,000 volunteers later, these questions have been answered. AmeriCorps works. It is cost-effective, and achieves results all Americans want - safer streets, better schools, and*

healthier children. At the same time, by teaching young people to serve their country, AmeriCorps is rekindling a sense of patriotism and civic duty that our country sorely needs."

Senator Gordon Smith (R-OR) expressed his support for AmeriCorps at the dedication of the Oregon Gardens wetland on November 13, 1999. The *Appeal Tribune* in Silverton, Oregon reported that "Sen. Gordon Smith told a crowd that he stands with President Clinton in support of funding with the AmeriCorps program."

Governor George W. Bush (R-TX) when asked directly whether he would support AmeriCorps said: *"Here's the question: Does it work? If it's helped to change people's lives, then I support it."* Governor Bush has been very supportive of local AmeriCorps programs in Texas. On September 19, 2000, Governor Bush joined 48 of the nation's governors asking Congress to reauthorize AmeriCorps and the Corporation for National Service.

Elizabeth Dole has supported AmeriCorps since she saw members working side by side on disaster relief efforts with volunteers of the American Red Cross. As President of the Red Cross she wrote to Congress in support of AmeriCorps.

What Newspapers Are Saying About AmeriCorps

THANKS, AMERICORPS

Successful Volunteer program is big in the Valley

“One of the quiet successes of the Clinton administration—and one with perhaps the biggest change in fortunes—has got to be AmeriCorps....The program has enjoyed success and approval all over the country, helping tens of thousands of volunteers earn college tuition and loan forgiveness while inculcating the virtues of public service.... National service—whether it comes in the military, Peace Corps or along other avenues—is a vital component of citizenship. Successful programs such as AmeriCorps should be expanded and emulated.”

-- *Sacramento Bee, August 15, 2000*

AMERICORPS AS HOSTAGE

“With a slew of corporate backers, including Compaq Computers, the outfitter Timberland, Yahoo! and Cisco Systems, City Year epitomizes what a public-private partnership can be. It is inspiring a new generation of social entrepreneurs trained to think creatively about community problems. It embodies Republican presidential candidate George Bush’s compassionate conservatism. A coalition of senators is proposing to authorize AmeriCorps for five years, a move that would free it from a yearly hostage-taking. The measure deserves support from both houses of Congress. Both Bush and Vice President Al Gore could push that along by signaling that AmeriCorps and City Year will have a home in the next administration, whoever wins in November.”

-- *San Jose Mercury News, June 16, 2000*

VOLUNTEERS

Renew acts that keep AmeriCorps Working

“AmeriCorps provides double service: Giving communities the people power they need to improve, and giving productive jobs to young folks who may not yet know where their futures lie. In April, bipartisan legislation will be introduced to reauthorize the national service programs. Congressional leaders should put it high on the agenda, and both houses should be quick to pass it. You can’t get more common ground than putting young energy into grass-roots work that benefits the community....Programs like AmeriCorps give young people the chance to serve not only their country, but their local communities, touching people and neighborhoods they know. And this government effort stays out of the way of the good work that gets done.”

-- *Detroit Free Press, April 2, 2000*

AMERICORPS LIVES

“AmeriCorps, President Clinton’s national service program, has survived the budget warfare in Washington. An appropriations measure already signed by Mr. Clinton earmarks \$438.5 million for the valuable five-year-old program—roughly the same amount as last year.... Disappointingly, however, Congress ignored a White House request for additional funding that would have allowed AmeriCorps to significantly expand its present complement of about 40,000 members....Congress undervalues the accomplishments of AmeriCorps’s mostly young volunteers and the hard-working agencies that sponsor them. Next year’s debate should focus on spreading the program’s spirit of service instead of trying to kill it.”

-- *New York Times, November 12, 1999*

AMERICORPS WORTH SAVING

"Throughout our history, our nation has lauded the idea of service to others. We consider service to fellow citizens, to our institutions, or to our country itself to be an honor worth applauding. So how come the U.S. House of Representatives figured it should eliminate funding for AmeriCorps, the domestic version of the Peace Corps? National service is important as a principle and in practice. And it is exactly such service that AmeriCorps fosters. Elimination of this program's funding was a mistake."

-- *The Blade, Toledo, Ohio, October 28, 1999*

THANKS DESERVED

"Imagine a want-ad that seeks workers to solve deep-seated social problems with their boundless energy and bold new ideas. The kicker: candidates must accomplish these miracles on a poverty wage. The amazing thing is that people are not only applying for this job, they are being turned away. That's because serving as an AmeriCorps*VISTA worker offers a hefty bonus: deep personal fulfillment. In the past 10 years VISTA workers have accomplished an enormous amount of good in the Burlington area and across the state....They have worked to reduce homelessness and illiteracy, and increase job skills and neighborhood safety. The program has also encouraged individuals to participate in that under-used forum, democracy."

-- *Burlington Free Press, October 5, 1999*

AMERICORPS: PRESERVE A PROGRAM THAT WORKS

"AmeriCorps has proved its worth over and over again in cities and towns across the United States....In St. Louis, AmeriCorps workers are helping make homes lead-safe through the city Health Department's ClearCorps program. They are also rehabilitating homes and commercial storefronts in the historic Soulard neighborhood. A recent independent study of AmeriCorps concluded that it is a cost-effective investment that returns \$1.66 in services for every dollar spent. Not many programs can make such a claim....Funding for AmeriCorps is an investment in our present and our future. It would be shortsighted to pull the plug on a program that does so much for so many with so little."

-- *St. Louis Post Dispatch, October 4, 1999*

AN ANTIDOTE TO DISCONNECTION

"Disaffection with government has reached record levels, especially among younger Americans: 64 percent of those 18 to 34 years old said they felt completely 'disconnected' from the government. Such detachment threatens the whole idea of democracy. That's why it's ironic that many in Washington want to kill a program that has brought young Americans closer to their government. AmeriCorps, a sort of domestic Peace Corps, pays the minimum wage to participants who agree to spend a year working with nonprofit ventures, that, for example, help children learn to read....AmeriCorps has encouraged hundreds of thousands of young Americans to become doers and dreamers, not slackers or cynics. For all of these reasons, AmeriCorps should be valued."

-- *Los Angeles Times, September 20, 1999*

CORPS CONSTITUENCY

"AmeriCorps is like the GI Bill: It rewards public service with educational opportunity. Some 40,000 volunteers, including more than 400 in Kentucky, are giving a year's service to nonprofit groups such as the Boys and Girls Clubs, the American Red Cross and faith-based groups. They're tutoring, mentoring, and building homes for the poor. AmeriCorps isn't one of those top-down federal initiatives...it's a real collaboration with the states....That explains why it is so popular with governors of both parties....If it can survive, AmeriCorps may well become another Head Start, which eventually won over its enemies—so much so that it's hard to recall that it ever had enemies."

-- *The Journal Courier, Louisville, Kentucky, October 3, 1998*

NO MORE GAMES

"If you seek evidence that Washington has changed for the better—and who doesn't?—you might consider the Corporation for National Service. It is a success story that shows the effectiveness of setting a goal at the national level—encouraging volunteerism—but implementing it locally. Though AmeriCorps began as a Democratic initiative, its structure is all Republican: decentralized and competitive."

-- *Concord Monitor, Concord, New Hampshire, July 22, 1998*

RETURN ON THE DOLLAR

"Imagine a program that puts thousands of young Americans in service projects every year. They tutor kids, rehab homes, clean up neighborhoods and recruit other volunteers. Hardly a government deal, it sounds like something Ronald Reagan might have dreamed up. Actually, the germ of the idea was George Bush's, and Bill Clinton embellished it: AmeriCorps....Like the Peace Corps, AmeriCorps is one of the best investments around. Congress ought to ensure its future by passing a five-year authorization bill, and by giving it the money for 1999 to expand."

-- *Philadelphia Inquirer, June 19, 1998*

SUPPORT NATIONAL SERVICE

"AmeriCorps has blurred partisan battle lines and now enjoys significant conservative support. And why not? It always has featured the conservative virtue of fiscal efficiency: With a little government stimulation and direction, thousands of volunteers are effectively mobilized to perform good and necessary work."

-- *Salt Lake Tribune, April 26, 1998*

THE FEW, THE PROUD

"Our national security depends on the assurance of opportunity to compete fairly for American ideals and dreams. That must include access to education, health care, freedom from fear of random violence. AmeriCorps helps secure those ideals and bridge the gaps to those dreams for the economically disadvantaged. Congress should recognize the value of those needs and affirm the President's reauthorization bill."

-- *The Oregonian, Portland, Oregon, January 14, 1998*

What Governors Are Saying About National Service

“We write in support of legislation to reauthorize and extend the AmeriCorps and other national service and volunteer programs administered by the Corporation for National Service. Over the past four years, the nation’s Governors have forged an outstanding state-federal partnership in operating national service programs. AmeriCorps has been successfully administered primarily by Governor-appointed state commissions that direct resources and membership within states. As Governors, we recognize the value of national service as a tool in addressing needs in our states. From tutoring students to responding to floods to assisting local police to cleaning streams and building parks, we have seen national service at work in our states. We do not want to lose this force for good in our communities.”

From June 23, 1998 letter to Senate and House leadership signed by Governors Marc Racicot (MT), Roy Romer (CO), Tom Carper (DE), Jeanne Shaheen (NH), Lawton Chiles (FL), James B. Hunt, Jr. (NC), Philip Batt (ID), Angus S. King, Jr. (ME), Pedro Rosello (PR), Howard Dean (VT), Parris Glendening (MD), Gary Locke (WA) and Mel Carnahan (MO)

“New England states have profited from the power and promise of citizen service and traditional volunteers through the efforts of 90,000 New Englanders who serve our states each day through AmeriCorps, Learn and Serve America, and the National Senior Service Corps programs of the Corporation for National Service. AmeriCorps members and Senior Corps volunteers have improved education achievement, enhances our environment, made our neighborhoods safer, and addressed other human needs. The students in Learn and Serve America have been afforded the opportunity to serve their communities and reflect on the meaning of service.”

From February 28, 1998 resolution adopted by New England Governors’ Conference, approved by Governors Jeanne Shaheen (D-NH), John G. Rowland (R-CT), Angus S. King Jr. (I-ME), Paul Celluci (R-MA), Lincoln Almond (R-RI), and Howard Dean (D-VT)

REPUBLICAN GOVERNORS

Arkansas Governor Mike Huckabee:

“We know well the good works of AmeriCorps in Arkansas. The majority of our programs are school-based; addressing needs for tutoring, mentoring, and truancy prevention. We are very grateful for the nine AmeriCorps Promise Fellows awarded to our state, and are eagerly anticipating their contribution to our overall effort. We only wish there could have been more!”

Colorado Governor Bill Owens proclamation on AmeriCorps Fifth Anniversary:

“AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills.”

Connecticut Governor John G. Rowland proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Florida Governor Jeb Bush:

"As we enter the 21st century, we must awaken the powerful resources that lie within our communities. Solutions to the problems we face can be found when families, neighborhoods, and communities come together. A strong commitment to service can build a stronger community and a brighter tomorrow. Florida has a long and proud history of community service. Thousands of young lives are turned around each year by mentors and tutors. Volunteers care for our elderly, keep our environment clean and protect the frailest and weakest among us. This report shows the Florida Commission on Community Service is working to strengthen our communities through volunteerism and community service. Now is the time for Floridians of all ages to become actively involved in service to their community."

Idaho Governor Dirk Kempthorne proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Kansas Governor Bill Graves:

"On behalf of the State of Kansas, it is a great honor to express my appreciation in the recognition of the AmeriCorps members who took the challenge for a season of service. Your many sacrifices and your service to our great nation will not be forgotten."

Massachusetts Governor Paul Cellucci:

"I congratulate all of you on your commitment to your state and to your communities. Each and every one of you is proof that the individual is more powerful than any government. You are making a difference in the lives of many citizens – young and old. I know it will be an experience that you will never, ever, forget."

Michigan Governor John Engler:

"There is no finer calling than to serve our communities. As a vital part of a healthy community, community service not only helps meet the needs of our citizens today, it puts in place a solid foundation for the future. National Service leverages resources and empowers Michigan citizens to tackle critical social issues in their backyards and throughout the country."

"AmeriCorps captures the promise found in all citizens, young and old, who see problems in their communities and work together to solve them. You have come together, as have others in communities across the country, in the true spirit of service. Today, we celebrate the beginning of AmeriCorps and reaffirm traditions that we hold so dearly in Michigan -- community, volunteerism, and service to others."

Montana Governor Marc Racicot:

"AmeriCorps offers a creative, effective, and non-bureaucratic means of addressing the unmet education, human, public safety, and environmental needs of our state -- and our country. Last year alone, our locally run AmeriCorps programs generated nearly 51,000 hours of service to Montana communities. Their service directly benefits 50,000 children and families in Montana, and indirectly almost one-third of our state population."

Nevada Governor Kenny Guinn proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

New Jersey Governor Christine Todd Whitman proclamation on AmeriCorps Fifth Anniversary

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

New Mexico Governor Gary E. Johnson proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Ohio Governor Bob Taft:

"More than 3,000 Ohioans have served with AmeriCorps since 1994... AmeriCorps members have served more than three million hours and have assisted 300,000 Ohio residents by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment and promoting citizenship."

"As Governor of the State of Ohio, my major educational priority is to help improve the reading skills of Ohio's youngest students... The utilization of AmeriCorps resources is an integral part of the statewide plan for the successful implementation of OhioReads and in helping us reach our goal of having all of Ohio's children reading at grade level in order to pass the fourth grade reading proficiency test."

Oklahoma Governor Frank Keating proclamation on AmeriCorps Fifth Anniversary

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Pennsylvania Governor Tom Ridge proclamation on AmeriCorps Fifth Anniversary:

"For centuries, citizens have risen above their individual potential to create a better life for themselves and for those around them. AmeriCorps embodies this spirit of community striving to enhance opportunity, hope and the lessons of civic duty for individuals, families and communities throughout our nation. For the past five years, AmeriCorps has been a vital resource for young Americans who volunteer their time and efforts to improving communities throughout the nation."

Rhode Island Governor Lincoln Almond:

"Growing out of federal legislation initiated in the Bush Administration, today's national service programs are a truly non-partisan effort that has had a demonstrable effect on the quality of life in Rhode Island. We are proud of our AmeriCorps programs--City Year, Children's Crusade and Community Partnership--and their committed members of all ages who are working every day in community service programs to assist their fellow citizens."

South Dakota Governor William Janklow proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Utah Governor Michael Leavitt at AmeriCorps Fifth Anniversary celebration:

"For five years, AmeriCorps members have shown the power of service, particularly the power of service by young people. As they help solve some of the biggest challenges of that this nation has they will emerge and are emerging as the leaders of this nation."

Virginia Governor James S. Gilmore proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

West Virginia Governor Cecil Underwood proclamation on AmeriCorps Fifth Anniversary

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Wisconsin Governor Tommy G. Thompson:

"The work you do is truly outstanding and is certainly deserving of celebration... Operation Fresh Start AmeriCorps provides young people with the opportunity to learn a skill and earn an education. It is an organization that explicitly demonstrates the Wisconsin ideals of hard work and self-sufficiency... Operation Fresh Start has so impressed me that I proposed to create a statewide program similar to the one here in Madison."

DEMOCRATIC GOVERNORS

Alabama Governor Don Siegelman proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Alaska Governor Tony Knowles:

"On behalf of all Alaskans, I congratulate the Corporation for National Service on the fifth anniversary of AmeriCorps. What an outstanding job they are doing! Alaska has been fortunate to be able to participate and share in reaping the wonderful benefits the three programs – AmeriCorps, Learn and Serve America, and the National Senior Service Corps – have provided to thousands of Americans. We look forward to a continuing successful partnership with the Corporation for National Service."

California Governor Gray Davis:

"Since the first day of my administration I have called upon Californians to find a way to give back to their community. AmeriCorps and the California Conservation Corps are shining examples of volunteerism at its finest. I thank the members of these organizations for their selfless contributions and urge all Californians to take the time to give back to their respective communities, whether through their church, synagogue, school or other community organization."

Delaware Governor Thomas R. Carper:

"Not only does AmeriCorps strengthen individuals, it sews neighborhoods and schools together with the common thread of service and social responsibility. Here in the First State, that translates into healthier babies, reduced crime, mentoring and tutoring efforts which are increasing student success, adult education and literacy programs to build self-sufficiency, and leadership development which will help future generations to convert the service ethic into local action."

Georgia Governor Roy E. Barnes:

"Georgia has over 900 young men and women participating in AmeriCorps programs across our state, instilling values of responsibility and a service ethic while preparing for the future by improving their job-readiness, communication, interpersonal and problem-solving skills. Georgia's AmeriCorps members tutor in schools, respond to natural disasters, help make our streets safer, build homes, and immunize children."

Indiana Governor Frank L. O'Bannon:

"AmeriCorps gives people the opportunity to serve their communities. From tutoring students to teaching conflict resolution, from helping the homeless to aiding the homebound elderly, Hoosiers have the chance to improve themselves by serving others."

We are proud of our programs supported by the Corporation for National Service, particularly the AmeriCorps programs. We now have over 700 members in our community-based programs "getting things done" and building stronger communities. AmeriCorps members teach conflict resolution to every fourth grade student in the Indianapolis Public School system.

"AmeriCorps members have been a tremendous asset to the State of Indiana. They have worked tirelessly in such areas as victims' assistance, English-as-a-second-language programs, tutoring and mentoring, environmental clean-up, and assisting the homeless. Indiana would be a different place if not for AmeriCorps. My hat is off to every member that has served us well."

Iowa Governor Thomas J. Vilsack:

"The spirit of volunteer service runs deep in Iowa. AmeriCorps is helping keep that spirit strong today. For five years, AmeriCorps has helped build stronger Iowa communities through service. And our Governor's AmeriCorps After-School program is one of the newest and best volunteer contributions to Iowa schools. This initiative will provide much needed learning opportunities for our at-risk children - including many who are not engaged in extra-curricular activities. AmeriCorps is an integral part of our efforts to ensure safe communities in our state, and make Iowa a better place in which to live, work, and raise a family."

Kentucky Governor Paul Patton proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Maryland Governor Parris Glendening proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Missouri Governor Mel Carnahan proclamation on AmeriCorps Fifth Anniversary

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

New Hampshire Governor Jeanne Shaheen

"After only three years of operation, AmeriCorps and Learn and Serve America have demonstrably improved the quality of life for the citizens of New Hampshire. The National Senior Service Corps continues to exemplify the strong spirit of volunteerism that is so much a part of New Hampshire."

North Carolina Governor James Hunt

"AmeriCorps members tackle all kinds of problems throughout our state. They serve as tutors and mentors to young people. They feed the hungry and build homes for those who need places to live. They help senior citizens, the disabled, and others with special needs. They protect our environment and keep our people safe from crime, drugs and violence. They make a real difference in our communities and I am grateful to them for their service."

"AmeriCorps programs are having a tremendous impact on communities across our state because they provide service at the local level, where real change can happen. Our AmeriCorps members are tutoring children, creating new after-school enrichment programs, teaching adults to read, caring for the elderly, constructing affordable housing and working in day care centers. They have brought volunteers who would not otherwise be involved to work in AmeriCorps programs. The success of AmeriCorps in North Carolina has relied on the input and commitment of citizens who have worked together at the local level to create programs that address our state's most pressing needs. Community organizations, schools, civic groups, volunteers, government agencies and business leaders are involved in developing solutions that really work. Citizens and elected officials across the political spectrum have shown support for national service as an ideal way to get things done in the state."

Oregon Governor John Kitzhaber

"VISTA Volunteers coordinate projects which provide invaluable services to our most needy residents. An example of their contribution is the Family Empowerment Project, in which VISTA coordinators recruit and train mentors to work with high-risk families, helping them overcome serious neglect issues. These dedicated individuals make a real difference in people's lives. VISTA embodies the true Oregon spirit of volunteerism."

South Carolina Governor Jim Hodges proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

Vermont Governor Howard Dean:

"In communities around Vermont AmeriCorps members are working to enhance the quality of life for Vermont citizens - they are helping to provide the basic needs for some. It is always a pleasure to see that distinctive AmeriCorps logo as I travel the state because it reminds me that people of all ages are committed to service in a quiet and effective way."

Vermont Governor Howard Dean:

"Service by AmeriCorps members has resulted in a range of positive changes. Our AmeriCorps members have shown over and over that their service can serve as a catalyst to bring other community members in. I believe it is this collaboration of AmeriCorps members with public and private sector citizens of the community that makes these programs special. In addition, Vermont's Learn and Serve programs, Senior Corps programs, and VISTA programs are also making a difference."

Washington Governor Gary Locke proclamation on AmeriCorps Fifth Anniversary:

"AmeriCorps members serve their communities by improving education, protecting public safety, building and restoring housing, improving health care, safeguarding the environment, providing disaster relief and promoting citizenship. AmeriCorps helps instill the values of responsibility and an ethic of service while effectively preparing young Americans for the future by improving their job-readiness, communication, and problem-solving skills."

INDEPENDENTS

Maine Governor Angus S. King:

"Maine has a strong commitment to community service and is benefiting from the accomplishments of all the National Service programs. A VISTA is helping develop key aspects of the agenda of Maine's Children's Cabinet. The AmeriCorps*Blaine House Service Corps, funded under a Governors' Innovative Grant for which my office applied, has been a strong example of how restorative justice efforts can engage juveniles in service. At the same time, these Members have contributed many hours to upgrading the capacities of homeless shelters, senior housing, and other key services in Bangor. I was present when students enrolled in Learn & Serve America finished a special project to mark and protect habitat for the black tern in Belgrade. And, most recently I was pleased to present certificates of recognition to the National Civilian Community Corps which completed a month of difficult trail building in our state."

FORMER REPUBLICAN GOVERNORS

Former Alabama Governor Fob James:

"We in Alabama are proud of our partnership with the Corporation for National Service. Alabama's volunteers are among the most committed and dedicated you will find anywhere in the country. In fact, I have said before that I have not felt so good about anything since taking office as I have when reading about the work and accomplishments of Alabama's AmeriCorps service heroes."

Former California Governor Pete Wilson:

"AmeriCorps USA, California's new national service program, is another significant part of the state's service movement. In California alone there are over 2500 AmeriCorps members, engaged in service, who will be doing a wide range of work, from reducing juvenile crime, and providing service participants valuable skills and experience to encouraging adult and youth role models to mentor and tutor students at risk of dropping out of school or academic failure and encouraging preventive approaches to meeting unmet human needs."

Former Illinois Governor Jim Edgar:

"The new national service effort -- AmeriCorps -- has only existed a short time, but we believe it can be a valued partner with communities and volunteers working to meet local needs in Chicago and across Illinois. It, along with another Corporation for National Service initiative -- Learn and Serve America -is a needed and potentially valuable member of our community service network . . . Our Commission on Community Service will do all it can to make sure the Corporation for National Service programs are effective as they continue to work to enhance the structure of service throughout Illinois. We welcome your participation and leadership as all Americans are challenged to take an active role in strengthening their communities from the grass roots upward."

Former Mississippi Governor Kirk Fordice:

"As you know from your firsthand volunteerism, service-learning offers the opportunity for today's young people and tomorrow's leaders to learn, while addressing local needs. Your hands-on experiences reinforce what you are learning in the classroom, promoting civic responsibility and showing that citizens working together are a powerful force."

Former Massachusetts Governor William Weld:

"Now that we have a Republican Congress that is finally serious about getting America's house in order. I have only one word of caution, AmeriCorps. This is the baby that should not be thrown out with the bathwater. AmeriCorps Members will help us build a better tomorrow -- one of the most intelligent uses of taxpayers dollars ever."

Former New Hampshire Governor Stephen Merrill:

"The national service program has been a great success in the State of New Hampshire and I anticipate it will continue to be in the future. The growth and prosperity of the AmeriCorps program in New Hampshire is directly related to the outstanding commitment of our volunteers, as well as our State Commission on National Service. These motivated individuals make AmeriCorps work for New Hampshire and I am pleased to be a partner in this process."

Former Ohio Governor George Voinovich:

"Serving one's country, state, or community is a very precious act. The giving of one's time, energy, and talent to benefit others should not be underestimated or undervalued. Your commitment to participate in national service is no different, especially as your service will benefit thousands of Ohioans. Through your experience, not only will you help our communities to strengthen and grow--you will do the same. As you fight neighborhood crime, teach a child to read, or assist a senior citizen in need--indeed, together, we can make a difference."

Former South Carolina Governor David M. Beasley:

"I am pleased to express my appreciation for the wonderful accomplishments of AmeriCorps members in South Carolina. I understand that our state has one of the largest AmeriCorps programs in the nation. I am impressed with their efforts and the dedication which they demonstrate in community service."

FORMER DEMOCRATIC GOVERNORS:

Former Colorado Governor Roy Romer:

"The Corporation for National Service was conceived as a new way for the federal government to conduct business. AmeriCorps reflects this objective, providing every motivated individual an opportunity to serve his or her community.

Former Florida Governor Lawton Chiles:

"Helping our neighbors build strong families and communities is essential for a healthy Florida. Service-oriented organizations like AmeriCorps and its volunteers are helping to strengthen the fabric of our society. I applaud AmeriCorps' tremendous efforts and its dedication to serving the needs of our citizens in the Sunshine State."

Former Washington Governor Mike Lowry:

"I continue to be extremely pleased with the way our State Commission for National and Community Service has been able to support and expand AmeriCorps projects . . . I also believe we are off to an excellent start in this new federal-state partnership where local decision making can have an impact. The President is to be commended for providing the vision for National Service which permits Governors through the State Commission the ability to design programs which address critical state needs."

PUBLIC/PRIVATE COLLABORATIONS

The Corporation for National Service has developed countless collaborations with organizations from the private sector to support the work of AmeriCorps, Learn and Serve America and the National Senior Service Corps. The following is a brief sample of how corporations support national service. Each one of these collaborations represents scores of similar partnerships that have been developed at the state and local level.

America Online, The Case Foundation, Sun Microsystems and Gateway Computers

America Online, the Case Foundation, Sun Microsystems and Gateway Computers have joined with PowerUP, a national nonprofit organization, and AmeriCorps to help bridge the digital divide. In-kind product donations and cash funds have been contributed to support the development of PowerUP Centers run by AmeriCorps*VISTA members to provide technology training to children and adults across the country. There are currently 30 sites operating in 23 states, with plans to expand to 250 sites within the next year.

3Com Corporation

3Com, a leading network technology provider, is working with the Corporation for National Service to bridge the digital divide through its Urban Challenge Grants. 3Com, in collaboration with the US Conference of Mayors, is awarding a total of \$2 million to twenty cities to connect communities and provide access to educational, health care and other city resources. Urban Challenge cities will receive a team of three AmeriCorps*VISTA members to support their technology programs.

Best Buy Company Inc.

Best Buy, the largest volume specialty retailer of consumer electronics and appliances, has joined with the Corporation for National Service to expand the Martin Luther King, Jr. Day of Service Initiative. In 2000, Best Buy provided \$100,000, allowing the Corporation to provide 37 additional grants to local organizations providing service opportunities. Best Buy also engaged its stores to provide marketing support by displaying MLK Day of Service posters in all stores nationwide to encourage citizens to participate in the service day events. In addition, Best Buy placed a "call to service" in its Sunday advertisement circular prior to the Monday holiday.

Coca-Cola Scholars Foundation

The Coca-Cola Scholars Foundation has teamed with the Corporation for National Service and the Department of Service-Learning to support the President's Student Service Challenge. During 2000, Coca-Cola is providing the private sector match for approximately 400 President's Student Service Scholarships.

Eli Lilly

The Eli Lilly Center for Women's Health, a global research-based corporation has aligned with the National Senior Service Corps to support the 2000 Senior Service Corps Conference and provide program and training expertise to benefit women's health.

General Electric

Since 1995, the General Electric Fund has invested close to \$1 million in more than 40 matching grants to community projects in a unique collaboration with the Corporation for National Service and United Way of America. Local GE and United Way leaders select programs for funding through which the concentrated service of AmeriCorps members and their community volunteer partners can generate results. Because of GE's investment, AmeriCorps members and other community volunteers have provided health care and meals for homeless families; renovated housing for low-income residents; taught substance abuse prevention classes to at-risk students; and built new bridges between community and law enforcement officials.

General Mills

Sunrise Organic Cereal, a product of General Mills, is featuring three AmeriCorps members on the back of every Sunrise cereal box sold between June 2000 and June 2001. An estimated 5 million boxes of Sunrise will reach consumers with profiles of AmeriCorps members and information on how to join. Based on consumer response, General Mills will contribute up to \$100,000 to the Corporation for National Service for support of AmeriCorps members working in national parks and organic gardening.

The IBM Company

Since 1994, IBM has had an innovative partnership with AmeriCorps to benefit schools and communities in areas where IBM has company operations. In Project FIRST, AmeriCorps members work with retired IBM employees to train teachers, integrate technology into classrooms, recycle equipment and develop technology plans. IBM provides \$150,000 in computer donations and more than \$100,000 in training and technical support each year. In addition, IBM launched Teaming for TECHNOlogy in 1997 to help small, grassroots community organizations build technology capacity. With support from IBM and the United Way of America, 65 AmeriCorps*VISTA members are helping nonprofits assess their technology needs-including hardware and software - to ensure quality service to disadvantaged communities and their residents.

Nantucket Nectars, Inc.

Nantucket Nectars, a popular juice-beverage sold in 40 states, is working with the Corporation for National Service to help recruit members and promote the AmeriCorps program. Tom Scott, co-founder, has created a cross-country bicycle ride to raise awareness for national service and AmeriCorps. In addition, a portion of the money raised from this charity ride will be used to support programs with AmeriCorps members.

Yahoo!

In April 2000, Yahoo! announced a \$1 million commitment to recruit AmeriCorps members through AmeriCorps web banner ads. Yahoo! is also providing a direct link to the AmeriCorps website on the Yahoo! Careers page. In addition, Yahoo! is providing Camp Yahoo! technology training tools to any Corporation for National Service program that requests the training.

Corporate Investment in Local AmeriCorps Programs:

In addition to these national partnerships, local programs with AmeriCorps members are supported by hundreds of local and national corporate donations of cash and in-kind services. Here are just a few examples:

4anything.com	AT&T Foundation
A.H. Belo Corporation	ATX telecommunications
Acme Concrete	Austin Industries
Adobe Systems, Inc	Austin Installation
Advanta Corporation	Autostaff, Inc.
Advest New Century Capital	Avalos, Angelina & Vincent
Aetna	B.T. Alex Brown, Inc.
Affiliated Computer Services	Bain Capital
Aguirre, Inc	Ballard Spahr Andrew & Ingersoll
AgWeb.com	Bank Boston
Airborne Express	Bank of America
Akin, Gump, Strauss, Hauer & Feld LLP	Bank of America Texas
Albert Eistein Healthcare Network	Bank of Oklahoma
Albert Haller Foundation	Bank of Texas
Alco	Bank One Corporation
Aldred Living Trust	Bank United (Washington Mutual)
Allegheny Lutheran Social Ministries	BankAmerica Foundation
Allied Resource Corporation	Baptist General Convention of Texas
Allied Signal	Barrett Foundation Fund
Allstate Foundation	Basis Funding Inc.
Allstate Insurance Company	Bayer Corp.
Alltel Corporation	Baylor Health Care System
Alpha Kappa Alpha Sorority	Beal Bank
Alta Management, LLC	Beck Group
Altrusa Club North Dallas Foundation	Behnke Foundation
Amarillo ISD	Bell Helicopter
Amazon.Com	Bell South
AMD	Belmondo, Inc
American Express	Belonging
American Express Foundation	Bemel Industries Inc
American Mail Systems	Benjamin Booth Company
Amerimer Enterprises	Bennet & Judy Weinstock Interiors
Ameritech	Benson Hlavaty Paret
Ameritrust Texas N.A.	Best Buy Foundation
Amoco Foundation	BFI
AMR/American Airlines Foundation	Billingsley Company
Andersen Consulting, LLP	Bill's Fund
Andrews Independence Project	Biogen, Inc.
Anheuser-Busch	Bjornson Design
Aon Consulting	Blackstar Inc.
Apple Computer	Blank Rome Comisky & McCauley
Applied Materials	Blanks Color Imaging
Arc of Dallas	Bluestone Consulting Group
ARCO Foundation	Boeing
Arthur Anderson	Bonfield
Aspect Telecommunications	Boston Consulting
Associated General Contractors	Brady Center
Associates First Capital Corp.	Brandywine Realty Trust
Astro Advertising	Breakaway Solutions
AT&T	Bright & Bright LLP

Broadreach Consulting
 Brown Fund
 Bryan Adams High School
 BTrade.com
 Buchana Ingersoll Professional Corporation
 Business Control Systems
 California Community Foundation
 California Federal Bank
 Calvert K. Collins Family Foundation
 Cambridge Technology Partners
 Capital Cities, ABC
 Capital Management Group
 Capital One
 Capital One Services, Inc.
 Caprock Communication
 Casa de Amigos
 Case Foundation
 Catholic Charities
 Catholic Social Service
 CDI Corp.
 Celebrity Sports Productions
 Cellular One
 Center for Independent Living
 Centex Corporation
 CEO Resources, Inc.
 Cephalon, Inc.
 CH2M Hill
 Chesebrough-Pond
 Chicago Bulls
 Children First
 Children's Center
 Chrysler
 Chubb Corporation
 Circuit City Foundation
 Cisco Systems
 CitiCorp Foundation
 Citigroup/Travelers
 Citizen's Bank
 City of Arkansas City
 City of Austin
 City of Dallas EHS
 City of Dallas Parks Dept
 City of Grand Prairie
 City of Lawrence Alcohol Tax Fund
 Clarion Bathware
 Clarion Rotary Club
 CMS Corporation
 CMW Financial
 Cnetocor, Inc.
 Collier's International
 Columbia Paint & Coatings
 Columbus Realty Trust
 Comcast Spectacor
 Comerica Bank
 Comerica Bank - Texas
 Commerce Bank

Commodore Homes
 Communities Foundation
 Community Action Network
 Community Council
 Community Design Collaborative
 Community Development Housing Organization
 Community Foundation of New Haven
 Community Foundation of Southeastern CT
 Community Foundation Silicon Valley
 Compaq Computer Corporation
 Compass Bank
 CompuCom Systems
 Computer Tech
 Comstock Foundation
 Connolly Epstein Chicco Goxman Englemeyer & Ewing
 Conrail
 Continental Airlines
 Coretech Consulting Group
 Cowley County Community College
 Cozen & O'Conno
 Credit Suisse First Boston
 Crescent Real Estate
 Cross Atlantic Capital Partners
 Crowley Carter Foundation
 CSPH Domino's Pizza
 CT Business and Industry Association
 CT Light and Power
 CVS
 Dain Rauscher Foundation
 Daishowa America
 Dallas Area Rapid Transit
 Dallas Can Academy
 Dallas Cardiovascular Institute
 Dallas Foundation
 Dallas Independent School District
 Dallas Reads
 Dallas Semiconductor Corporation
 Dal-Mac Investments
 DataBase, Inc.
 Day & Zimmerman, Inc.
 Days Inn Central
 Dayton Foundation
 DCCCD
 Dechert Price & Rhoads
 Deloitte & Touche
 Delsys Pharmaceutical Corp.
 Department of the Treasury
 Destination Dynamics, Int'l.
 Devcon
 Devon Consulting
 Devon Hill Ventures, Inc.
 DeVry Institute
 Diccicco Battista Communications
 Dilworth Paxson Kalish & Kauffman
 Dilworth Paxson, LLP

Diversified Search, Inc.
 Do Something Foundation
 Doctors Hospital
 Dodge City Community College
 Dodge City Unified School District
 Dollar General Corporation, Inc.
 Domus, Inc.
 Dr. Pepper/Seven-Up Co.
 Dr. Scholl Foundation
 Drinker Biddle & Reath
 Duane Morris & Heckscher
 Duke Energy
 Dynamic Reprographics
 E.D. Storefront
 East Dallas Weed & Seed
 Eastern Technology Council
 Eastern Technology Fund
 Echoing Green Foundation
 EDS
 Elks Lodge
 Emcare, Inc.
 Employment News
 Enertech Capital Partners
 Englemeyer & Ewing
 Enterprise Foundation
 Epic Healthcare Group
 Eppler, Guerin & Turner
 ERM Group, Inc.
 Ernst & Young LLP
 ETC
 e-Vend.net Corp
 Ewing Marion Kaufmann Foundation
 Exxon Mobil Corporation
 Family Services of Philadelphia
 Fannie Mae
 Fannie Mae Foundation
 Federal Insurance Company
 Federal Reserve Bank
 Felten
 Fidelity Investments
 Fields-Stewart-Dolliver
 FINA Oil and Chemical Co
 Finney County Extension Office
 First Southwest Company
 First Texas Bank
 First Union Bank
 First Union Regional Foundation
 FirstBank
 Firsttrust Bank
 Fitch Fund
 Fleet Bank
 Foley's
 For All Kids Foundation
 Ford Foundation
 Ford Motor Company
 Forest City Enterprise

Forest Properties
 Foret, Omer & Stella
 Fort Hays State University
 Fox Rothschild O'Brien & Frankel
 Fred & Ann Margolin Foundation
 Fujitsu Network Communications
 Fulbright & Jaworski
 Garden City Community College
 Garden City Fire Department
 Garden City Police Department
 Gardere & Wynne
 Garfield Group
 Gemstone
 General Electric
 General Fund
 General Mills
 General Reinsurance
 Genzyme Corporation
 GH Bass
 Girl Scout Troop (local in Kansas)
 GK Associates
 Gladwynne Partners, LLC
 Glastron, Inc.
 Glenn Heights Fire Dept.
 Global Financial Press
 Gloria Gates Memorial Foundation
 Goldman, Sachs & Co.
 Goldsmith Foundation
 Goodwill Industries
 Gr. Houston Community Foundation
 Grand Rapids Foundation
 Graustein Foundation
 Green Crow Timber
 Greenhill School
 GSCapital/Pro Cap, Inc.
 GTE
 GTE Foundation
 Guaranty Federal Bank
 Hale and Dorr
 Hall Family Foundation
 Hallmark
 Hangley Aronchick Segal & Pudlin
 Harcourt General
 Harold Simmons Foundation
 Harris Consulting Inc.
 Hartford Foundation for Public Giving
 Harvest Book Company
 Hasbro
 Hays High School
 Hays Jaycees
 Hays Rotary
 Healthsource
 Healthy Habit Therapy
 HEB Grocery Company
 HEB Pantry Foods
 Heidrick & Struggles

Heinz Foundation
Hellmuth Obata & Kassabaum
Herman Miller/Spectrum
Hewlett-Packard
HILCO Electric Coop
Hill & Wilkinson
Hillcrest Foundation
Hitachi
Hitachi Semiconductor
HNTB Corporation
Hoblitzelle Foundation
Hoechst Celanese
Hollywood Casino Corporation
Holy Family
Home Depot
Home Interior & Gifts
Honda of America, Mfg.
HoopsTV.com
Hotel Crescent Court
Houston Chronicle
Houston Endowment, Inc.
Houston Independent School District
Howard Fischer Associates International
Howard, Lawson & Co.
Hoyle Morris & Kerr
HWG Capital, Inc.
I Have A Dream Foundation
Iberian Tile Imports
IBM
IDC
IMCO
iMedium
Imprimis
Industrial Properties Corporation
iNet Venture Partners
Innersource
Innovation Factory
Insignia/ESG, Inc.
Intel
Inter Digital Communications, Inc.
International Business College
Internet Capital Group
Interstate Concrete
Investor Broadcast Network
Irving Youth Council
IT Profiler
J.P. Morgan
Jack & Jill, Inc - Dallas Chapter
Jackson Walker, LLP
James Irvine Foundation
JC Penney
Jenkins & Gilchrist PC
Jewish Federation
JF Lipshy Family Fund
JM & Company
John L. Wortham & Son

Johnson & Johnson
Jubilee Center
Junior League of Dallas
Just For Feet
K&A Business Association
K/P Foundation
Kansas Arts Commission
Kansas Bureau of Investigation
Kansas Communities that Care
Kansas Department of Wildlife and Parks
Kansas Unified School District 457
Kansas Unified School District 489
KATRON, Inc.
Kauffman Family Foundation
KBS Systems, LLC
Kelly Services
Kempner Foundation
Kennedy McKee & Co., C.P.A.
KERA
Keybank
Keys for Networking
Kimball HS
Knight Foundation
Kohn Swift & Graf, PC
KPMG, LLP
Kroger Company
Laday Company
Lady B Productions
League of Women for Community Action
Leslie Mayer Associates
Levy Fund
Liberty Mutual
Liberty Venture Partners
Lightner Sams Foundation
Linoleum and Carpet City
Litvin, Blumberg Matusow & Young
Locke Purnell Rain Harrell
Lockheed Martin
Lomas Financial Group
Loral Vought Systems
Lovers Lane United Methodist Church
Lubert-Adler/LLR Management
M.D. Anderson Foundation
MacArthur Foundation
Mahoney Construction, Co.
Main Bank
Main Line Life
Manpower International
MarketMembers.com, Inc.
Maroon Nation Production
Martinez Youth Club
Mater Dei Institute
Mayor's Adopt-A-Block
MBNA
McDermott Foundation
McGowan Family

MCI WorldCom
 McNeil Family
 McNight Steel & Tube
 Meadows Foundation
 MEDCO Construction
 Media Networks, Inc.
 Medical Environment Dev Corp
 Medical Matrix
 Medina Foundation
 MEGA Systems, Inc.
 Mellon Bank
 Mellon Financial Corp
 Merrill Corporation
 Merrill Lynch
 MESA, Inc.
 MetLife
 Micro E.E.S., Inc.
 Microsoft Corporation
 Minyard Founders Found
 MIPS
 MLW Association
 Mobile
 Monitor Company
 Montgomery McCracken Walker & Rhoads, LLP
 Morgan Lewis & Bockus
 Morgan Stanley Dean Witter
 Mountain View College
 Munchies Vending
 Munroe Creative Partners
 Murray Realtors
 Music Matters, Inc.
 mVest Technology Solutions
 MyT HVAC
 National City Bank
 National Endowment of the Arts
 National Tree Trust
 NationsBank Corporation
 Naviant Technology Solutions
 NCH Corporation
 Neiman Marcus
 Neose Technologies
 NetReach, Inc.
 Netscape
 Network Technologies Group
 Neuronyx
 Newman's Own
 Next Generation Network
 NICB
 Northern California Grantmakers
 Northrop Grumman
 NorWest
 NWJ Management
 Oak Cliff YMCA
 Oaks Bank & Trust
 Occidental Chemical
 Omicron Consulting

On Call Nursing Services
 On-Target Supplies & Logistics
 PacifiCare Foundation
 Packard Foundation
 Packard Press, Inc.
 PaineWebber, Inc.
 Park Cities Rotary Club
 Parkland Health & Hospital
 Parkvale Bank
 Paul Newman
 PECA Adelphia
 Pennsylvania Merchant Group
 Peoples Bank
 Pepper Hamilton & Scheetz
 Personal Data Systems, Inc.
 Pervasive Software
 Pew Charitable Trust
 Pfizer
 Philadelphia Bar Association
 Philadelphia Credit Union
 Philadelphia Foundation
 Philadelphia Inquirer and Daily News
 Philadelphia United Way
 Phoenix Corps
 Phoenix House
 Phoenix Management Services
 Pierce Goodwin Alexander Linville
 Pillowtex Corporation
 Pinelaw Park
 Pioneer Natural Resources
 Piper Jaffary Foundation
 Pizza Hut of America, Inc.
 Planalytics, Inc.
 Please Touch Museum
 PMG, Inc.
 PNC Bank
 PNI Distribution
 Polaroid
 Port Angeles Rotary
 Port Richmond Business Association
 Port Richmond Industrial Development Enterprise
 Potter's House
 Prentiss Foundation
 Presbyterian Healthcare System
 Prestonwood Elementary PTA
 Price Waterhouse Coopers
 Priddy Foundation
 Prima Facie, Inc.
 Prime Pay Greater Philadelphia, Inc.
 Principal Financial
 Pro Line International
 Project Assistants, Inc.
 Project JAMZ
 Pro-Line Corporation
 ProMetrics Consulting, Inc.
 Prudential Foundation

Prudential Fox & Roach	Sears
Prudential Insurance	Seattle Foundation
Public Strategies Inc.	Sebastian Society
Public/Private Ventures	Seguin ISD
Publicis/Bloom	Sentinel Security
QED, Inc.	Sequanota Lutheran Conference Center
Quaker Chemical Corporation	SER Jobs for Progress
Quantum	Sewell Automotive Companies
QuestOne Decision Sciences	SGAP
Radian Guaranty	SGI
RAF Industries	SH Cowell Foundation
Rainbow Days	Shared Medical Systems
Reading One To One/UT Dallas	Sharp Foundation
RealTime Medica	Shell Oil
Red Cross	Shell Oil Company Foundation
Redman Foundation	Siemens
Reebok	Sigma Pi Phi
Regional Youth Service Corps Investment Fund	Silicon Graphics
Reliant Energy	Simeus Foundation
Renaissance Cultural Center	Sintaks, Inc.
Research & Dev Inst.	Sirach Capital management
RGL Capital	Skillful Learning Center
Rhea Lumber Company	Smart & Associates, LLP
Ricchetti Ceramic Inc	Smoky Hill Foundation
Richmond Corridor Association	Snohomish County Rotary
Rix-n-Dix Plumbing	Sobrato Family Foundation
RJK Medical Associates, LTD	Solender/Hall, Inc.
Robert W. Baird Company	Sony Corporation of America
Robert Wood Foundation	Southwest Securities, Inc
Rogers O'Brien Construction	Southwestern Bell
Ronald McDonald Charities	Southwestern Bell Corp/ SNET
Rosewood Foundation	Spirit of Texas
RPM	Spokane Community Housing Association
Rudine Memorial Fund	Sports Radio 610WIP
Rudman Partnership	Spring Branch Independent School District
Safeco	Spring Valley Association
Safeguard International Fund LP	Sprint
Safeguard Scientifics, Inc.	SSR & Associates, Inc
Saint Rita Church	St Edwards University
Saks Fifth Avenue	St. Francis College
Salvation Army	St. Vincent College
Salveson Stetson Group	Starwood Hotels
San Antonio Federal Credit Union	Staubach Foundation
San José Mercury News	Stewart Electric
Sanchez Computer Associates	Stover Fund
Sandra Crenshaw Campaign	Stradley Ronon Strategic Advisors International
Santa Clara Office of Education	Strauss Foundation
Satterberg Foundation	Strauss Foundation Trust
Saunders, Lubinski & White	Streetball Partners Int'l, Inc.
Savemore Building Supply	Stuart Fund
SBC Foundation	Summit Bank
Schnader Harrison Segal & Lewis	Sunoco
SCP Private Equity Partners	Swain Travel
SCT	Swain's Family Foundation
Seaborne Challenge Corps	Swiss Ave State Bank
Seal, Inc	Sylvan Learning Systems

Synopsys
 T. Williams Consulting, Inc.
 T1 Ventures
 TalentPoint
 TD Industries
 TDS
 Technitrol, Inc.
 Teleport Communications
 Temple Inland Foundation
 Texaco
 Texas Benefit Planning
 Texas Commerce Bank
 Texas Dept. of Housing & Comm. Affairs
 Texas Education Agency
 Texas Health Choice
 Texas Industries
 Texas Instruments
 Texas Parks and Wildlife
 The Brodsky Foundation
 The Brown Foundation, Inc.
 The Children's Museum of Houston
 The Farb Fund
 The Fischer Foundation
 The Fondren Foundation
 The Gap
 The Gillette Company
 The Goodman Corporation
 The Graham Company
 The Greater Harrisburg Foundation
 The Henley Family Foundation
 The Hewlett Foundation
 The Holocaust Museum of Houston
 The Home Depot
 The Hunt Corporation
 The Jacob and Terese Hershey Foundation
 The Lillian Kaiser Lewis Foundation
 The Main Line Trust Company
 The Nasdaq Stock Market
 The Packard Foundation
 The PennTower Hotel
 The Philadelphia Eagles
 The Powell Foundation
 The Prudential
 The Salners Family Foundation
 The Samuels Foundation
 The Standing Stone Group
 The STAR Group
 The Staubach Company
 The Tierney Group
 The Wharton School
 Thompson & Knight Foundation
 Timberland
 Time Warner
 Toews Corporation
 Tom Thumb
 Total Management/OLIN ITC

Traffic.com, Inc.
 Trammel Crow Company
 Trammell Crow Interests
 Travis County Texas
 Tressler Lutheran Services
 Tri County, Inc.
 Trull Foundation
 TSCPA/Ft Worth Chapter
 Tube City, Inc.
 Turner Construction Company
 Turner Corporation
 TXU Electric & Gas
 Tyco International
 U.S. Trust Company
 Ultrasonix
 United Aluminum
 United Illuminating
 United Messaging
 United Methodist Health Ministries
 United Parcel Service
 United Technologies Corp.
 United Way
 United Way of Dodge City
 United Way of Douglas County
 United Way of King County
 United Way of Snohomish County
 United Way of Yakima County
 University of North Texas
 Univision KUVN
 Uptown Car Wash
 US Airways
 US Interactive, Inc.
 UTA
 VA North Texas
 Vega Power Resources
 Vermeil Enterprises, Inc.
 VerticalNet, Inc.
 Verus Corporation
 Vislign
 Voice dba Pride
 Volunteer Center of Dallas
 Vought Aircraft Company
 VPI Glass
 W. K. Kellogg
 W. K. Kellogg Foundation
 Walmart
 Wawa, Inc.
 Weber Investment Corp.
 Webster Bank
 Weinstein Spira & Company, P.C.
 Wells Fargo Foundation
 Wesley Rankin Ctr.
 WGBH
 White Block
 Wichita Unified School District #259
 William M. Mercer, Inc.

William Penn Foundation
Williams Communications Solutions
Willis Corroon Corporation
Wilmington Trust
Winston School PTA
Wizards of the Coast
Wolf Block Schorr and Solis-Cohen
Wolf's Camping Resort and Restaurant

Worksource
Yakima Rotary Foundation
YES Foundation
YMCA of Gr. Houston Area
Zale Foundation
ZB Venture

* information on local and national support provided
from the Commissions on Service from the states of
Connecticut, Kansas, Pennsylvania, Texas and
Washington and from City Year in Boston, MA.

FINANCIAL MANAGEMENT IMPROVEMENTS

The Corporation has made financial management a top priority. This focus on operational improvements has yielded good results. The Corporation has put in place a top flight management team, invested in and implemented state-of-the-art systems, engaged the bipartisan Board of Directors in active oversight, and done the hard work to correct past mistakes. These actions have put the Corporation on solid footing to manage its program and grant portfolio efficiently and effectively.

Some of this progress is reflected in the fiscal 1999 financial statement audit. The Corporation received an unqualified opinion on its Statement of Financial Position and disclaimers on the two related statements. The number of material weaknesses was reduced from eight to five. However, the audit does not fully reflect the Corporation's progress to-date because it covers activities as of September 30, 1999 and does not include accomplishments for the year since then.

The Corporation has reached the point where it is on solid ground. Below are the highlights of the Corporation's management improvements.

- The Corporation's *management team is much stronger*. The Corporation has a non-political Chief Operating Officer (COO) with wide-ranging management experience, a highly-qualified Chief Financial Officer (CFO), a Deputy CFO who came from the Inspector General's office with extensive audit experience, and a Chief Information Officer. With these leadership positions filled, the Corporation has a sound financial management team in place.
- In 1999, the Corporation *implemented a new financial management system*. The system implementation required that data be converted from a non-standard to a standard accounting system, that Corporation staff get trained on the new system, and that the project be completed prior to year 2000. The new "Momentum" financial management system was implemented in the final quarter of fiscal 1999 (which accounts in part for the failure to achieve full auditability in fiscal 1999). The financial management system is now fully operational, and is being used to produce financial statements on a monthly basis. While the Corporation recognizes that the purchase and implementation of the new system should have occurred earlier, it is notable that the Corporation implemented this system in less time and at less expense than other agencies. (See attached JFMIP article)
- The *management of the National Service Trust has been greatly enhanced* by the new document imaging system and the Web-Based Reporting System (WBRs). The Trust, with 200,000 enrollments, is a vital part of the administration of AmeriCorps. Imaging over one million pages of historical Trust documents permits the Corporation to immediately access the members' forms and resolve what had been a material weakness. The WBRs system is a secure internet-based reporting system that permits subgrantees and program sites to directly enter AmeriCorps member enrollments and track service as it is performed. It provides management reports for

oversight and significantly increases the accuracy, completeness and accessibility of Trust data.

- The Corporation's *comprehensive Action Plan identifies the tasks that need to be accomplished* to improve management and correct financial weaknesses. Senior management carefully monitors and documents progress on these items. Pursuant to appropriations language, the Corporation submits monthly progress reports to Congress. The Plan is continually updated to incorporate new tasks, including tasks identified by the Inspector General. At present, the Corporation has completed over 90 percent of the tasks contained in this Plan.

The Corporation is proud of its accomplishments and also recognizes that more needs to be done to fully implement corrective actions related to audit weaknesses. The Corporation is well situated to complete those improvements and continue to show progress as reflected in the Action Plan and in the financial statement audits. Karyn L. Molnar, Partner, KPMG said in testimony before the VA-HUD appropriations subcommittee on April 12, 2000, "We believe the Corporation has made notable progress in achieving its goal of improved financial management. Although much is left to be done, with the concerted effort of the new financial management team, and the successful operation of the new financial accounting system for a full year in fiscal year 2000, we believe the Corporation should be well positioned to demonstrate continued progress in the future."

A fair assessment of the Corporation's progress will clearly show its commitment to continued financial management improvements and its accomplishments to date.

JFMIP

NEWS

A Newsletter for Government Financial Managers

Winter 2000 Vol. 11, No. 4.

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New Controller for the
Federal Government

The Honorable Joshua Gotbaum was confirmed as the Controller, Office of Federal Financial Management at the Office of Management and Budget (OMB) on November 10, 1999. As the Controller, he is responsible for overseeing the financial management activities in the Executive branch of the Federal government. Holding two hats, Mr. Gotbaum retains his position as the Executive Associate Director, where he serves as a member of the OMB's senior management team, working with the Director, Deputy Director, and Deputy Director for Management. At OMB, Mr. Gotbaum has assumed responsibility for a range of cross-cutting issues, including many regulatory matters, privatization and Federal policies to counter the threat of terrorism. He joined OMB in 1997. Mr. Gotbaum is a member of the JFMIP Steering Committee.



Joshua Gotbaum, OMB

Mr. Gotbaum has broad experience both in business and government. Immediately prior to joining OMB, he served as the Assistant Secretary of the Treasury for Economic Policy. He advised Secretary of the Treasury Robert Rubin on economic effects of tax and budget proposals and a range of issues, including social security, economic development, financial institutions, and government regulations.

Before that, Mr. Gotbaum was the Assistant Secretary for Economic Security at the Department of Defense. In that position, he was both a liaison to business and Defense's primary adviser on matters pertaining to the defense industry, including industry consolidation, export controls, acquisition matters and privatization. He also directed the Department's efforts concerning infrastructure, coordinated the 1995's base closures, and was responsible for streamlining economic development and reuse at closing bases.

Continued on page 10.

Small Agency Scores
Big Success with
Systems
Implementation

Last year, the Corporation for National Service, a small agency in terms of budget authority and employee count, adopted an aggressive schedule to replace its antiquated and outdated core financial management system. By necessity, the Corporation was forced to implement its replacement system midway through the fiscal year – a formidable challenge for anyone because of the need to convert current year data from an old format to a new one. However, the alternative was even more frightful. The Corporation was under scrutiny by Congress to get its financial system in order immediately and the old accounting system was not Year 2000 compliant. The pressure was on!

Earlier this winter, JFMIP visited with Wendy Zenker, Chief Operating Officer for the Corporation, and Betty Hepak, Director of Accounting and Financial Management Services, to discover the secret of this success story. The technology solution selected by the Corporation was the utilization of the application hosting services provided by the Department of Interior (DOI) through its National Business Center (NBC). The software package implemented was Momentum Financials 3.2, a client-server product from American Management Systems (AMS). The initial price tag for the implementation effort was \$1.8 million. Informal inquiries by JFMIP indicate that no other Federal agency has implemented the breadth of the functionality available through Momentum software to the extent that the Corporation has.

At present, there are about 150 system users at the Corporation that are located in offices at the Headquarters or one of five regional service centers spread across the country. All transactions processed in the regional centers are routed through Headquarters directly to NBC's computer facility in Reston. Edit checks and updates are performed in real time. Generally the implementation was on target with the planned schedule and cost. Future plans for the Corporation include an extension of the new system to all desktops and the acquisition of

Continued on page 6.

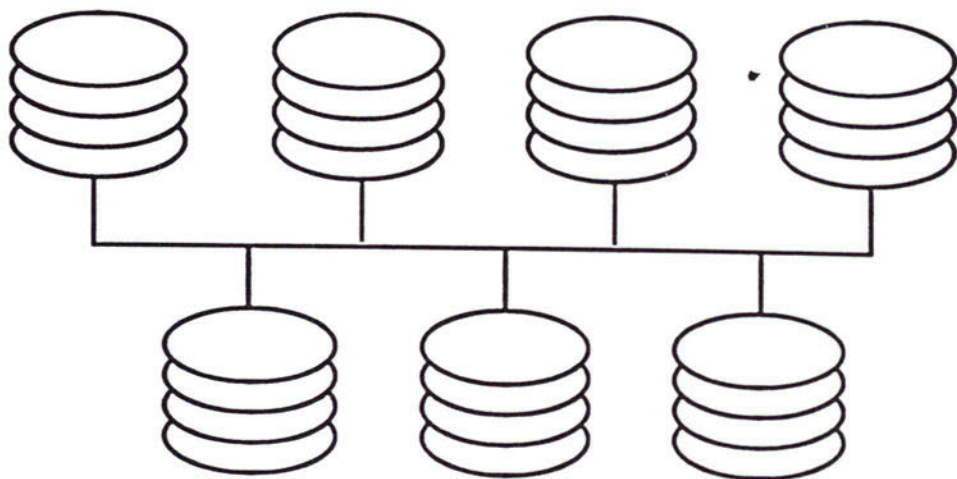
Small Agency, continued from front page.

Procurement Desktop to process procurement actions. Key points uncovered during the interview follow.

Business Decision: Prior to the implementation of Momentum Financials 3.2, the Corporation used Federal Success, a financial management software package developed by Keane Systems, a mainframe-based platform. DOT provided the hardware and software for the Corporation. Because Federal Success was not Y2K compliant, the Corporation had to replace its financial management system software. The Corporation initially looked for a business partner that was also in the business of making grants. When this effort did not work out, the Corporation turned to NBC. One of the most important factors in the selection decision was the strong belief held by the financial systems staff that running Momentum hosted at NBC would be a viable solution for processing accounting events by non-accounting staff located in the national office and in the field offices. Other factors included the look and feel of the user interface included in Momentum Financials 3.2, the reputation of the software developer, and a strong recommendation from a Federal agency that was also a customer of AMS' Momentum software.

Architecture: DOI provided the license for the software application and the use of the application server. The Corporation currently uses Momentum 3.2 to perform core accounting and financial functions for administrative and grant processing. NBC provides back up and disaster recovery services as well as technical support. A two-day stress test was performed by the Corporation in the summer and revealed the need for some minor hardware upgrades to the desktop clients. The Corporation purchased its own server, which is located at DOI, as well as a report writer application and obtained the communication link from Headquarters to NBC. The Corporation's Information Technology staff, headed by Tom Hanley, were able to quickly identify and resolve problems.

Schedule: On November 24, 1998, the Corporation began its transition from Federal Success to Momentum 3.2 with an initial target implementation date of June 30, 1999, subsequently revised to July 30, 1999. The primary reason for this schedule was the need to generate good data for FY 1999 financial statements. The mid-year implementation required the restatement or conversion of FY



1999 financial data from the old system to the new system. Preparations for the data conversion started in Spring 1999, and the old system was turned off in July 1999. The Corporation tried unsuccessfully to convert FY 1999 data at the detail level, and eventually it converted open 1999 documents (those that would have future activity). Other 1999 data was converted at the summary level. Also, to ensure the numbers were converted correctly, the ending trial balance in the old system was compared to the beginning trial balance in the new system. Financial transaction data from July through September were captured via direct entry. The detail supporting the summary trial balance for fiscal year 1999 would reside in two systems for the fiscal year. With the eventual demise of the existing system, Peter Rudman, the Project Manager, developed a "legacy" database into which the detailed accounting transactions from the old system were downloaded. This has allowed Corporation staff to access the detailed transactions on-line for research purposes and also provides the detail data for auditors performing the FY 1999 financial statement audit. Overall, the project took ten months, with the system accepting its first live transaction on September 13, 1999.

Testing: No parallel testing was done. Although this decision did involve some risk, the Corporation decided that the risk was acceptable given the alternative that the system might not be implemented in time. Acceptance testing, which was completed in June, was of a limited scope due to resource constraints. NBC provided a good deal of

help with the development of test scripts and with acceptance testing.

Training: A good training effort was executed. However, the new system was more sophisticated than its predecessor, and the prospective users tended to forget their newly acquired skills that were not reinforced with immediate use. The availability of a Help Desk was and continues to be a big plus. Most of the end users are located in program offices as well as five regional centers, and this dispersion made it difficult for financial offices to facilitate the knowledge transfer required to execute financial management activities. When the system was brought up, field office users were brought to Washington, DC to do real-time data entry on an "immersion basis." The accounting office led the training team with strong support from the budget office on execution and funds control features – features that were not included in the old system. The partnership for the training effort also included employees and other support from the Office of Information Technology.

Procurement: A procurement vehicle available through GSA was the focal point of the procurement strategy. The non-competitive method was an asset because the procurement lead-time and agency procurement efforts were reduced. As mentioned earlier, the Corporation did purchase a dedicated server, a report writing application, and one dedicated telecommunication line. The leasing of the

Continued on page 7.

Small Agency, continued from page 6.

Telephone line was the most difficult part of the procurement effort.

People and Staffing. Project staffing included existing employees and new hires. New hires provided the mix of skills needed for a successful implementation, and the current employees provided the essential knowledge of the Corporation's business functions. The accounting, information technology, and budget offices worked together as one team to implement the system, and the small size of the organization made the involvement and commitment of management visible to all. NBC was invaluable to the implementation effort through the commitment of on-site staff to assist the Corporation with each phase of the project.

The success of the implementation project was directly attributable to the direct involvement of and motivation from the top leadership, the pride and dedication of the project staff, and the ability of management to make quick judgments. Management focused on solving problems rather than fixing blame for things that didn't turn out as expected. An open communication policy fostered open and constructive debate during problem-solving sessions. Management listened to and trusted the recommendations of the project staff so decisions were made quickly.

One of the most difficult hurdles to overcome is the natural resistance to the change that is imposed by the implementation of new automation. The Corporation was lucky in this respect. There was little resistance to change because everyone in the organization understood the compelling reason for change – instructions from Congress for the agency to produce accurate and timely financial information and Year 2000 fixes. The new system represented a great improvement over the old system. The closely monitored entry of live data for current year transactions was used to train and familiarize the users with the system. End users were very involved in the system implementation, and the project staff met with the users to identify and determine specific user access needs.

Implementation Challenges: Support from NBC was described as excellent throughout the process, although previously unknown software deficiencies caused some major difficulties. The implementation was a learning experience for both NBC, in its first

Momentum implementation, as well as the Corporation. Vendor support for software fixes was excellent during the first six weeks, and the Corporation believes that the on-site presence of a senior representative from the vendor will ensure a speedy resolution to any software deficiencies that may be lurking.

Another significant challenge that was met involved the configuration of the system to handle grants. The Corporation remained resolute in its goal to avoid costly modifications to off-the-shelf software in order to accommodate agency business practices. Instead, the solution was to fit the existing business practice to the software, and the grant transactions are processed as contract documents. The Corporation will be building a new grants system to interface with the financial management system this year.

Other significant challenges included a mid-year data conversion and teaching non-accounting personnel to use a financial and accounting system. Performance problems surfaced shortly after implementation. To solve the performance problems, a number of steps are underway to increase response time, and a duplicate database will probably be created where users can execute on-line queries and conduct research for analyses. NBC and AMS helped considerably with performance problems during system implementation with database tuning, and they continue to work closely with the Corporation to resolve performance issues.

Another unanticipated problem involved the use of the Crystal Reports software package. The Corporation did not realize that the new system would not directly generate mandatory reports and that the purchase of a reporting package would be required.

In response to direct questions from JFMIP, Wendy Zenker offered the following observations:

A. Things To Do Differently Next Time:

- Don't do a mid-year implementation if it is not absolutely necessary.
- Don't try to do a detailed data conversion; do a summary conversion.
- Do better acceptance testing to get a better feel for the system and the need for business process changes. Formal test tools and people skilled in testing would be very helpful.

B. Helpful Hints for Others:

- Senior leadership commitment is critical to success.
- Good skills are critical. Ensure that your project team has people experienced in system implementation efforts. Make sure that your team can "talk" in the language of financial staff, users, and programmers.
- Good business partners with good track records are vital to success. Cross servicing by an entity with a good performance record can be very beneficial for small agencies because expertise, which would otherwise be unavailable, can be obtained at a reasonable cost.

What valuable lessons can others glean from the Corporation's highly successful story? There are many and several are suggested here!

- Top management support is critical to success and needs to be visible to everyone.
- Good business partners with good track records are needed. Check past performance records for service providers and software vendors.
- Good people with good technical and communication skills are essential. Strive for a good skill mix that includes people with prior implementation experience.
- Effective acceptance testing is very important because it can surface unknown software deficiencies and prevent major problems down the road. A formal test script provides discipline. The JFMIP software qualification test script can provide a jump start and greatly reduce the cost of developing a formal test script.
- Understand what each system user will need to know to enter data into the system and to get data out of the system. Make sure the training and implementation plans address these learning needs.
- Establish a duplicate database for on-line queries to avoid poor performance and logjams during transaction processing. □

Grants Management

Governor-appointed State Commissions on national service manage AmeriCorps grants, as do national non-profits such as Habitat for Humanity and City Year. Roughly two-thirds of AmeriCorps grant funds go to State commissions, roughly one-third to national non-profits. The State commissions are responsible for the selection, management, monitoring and oversight of subgrants to local non-profit organizations. State commissions also take a leadership role in service activities within their States, work collaboratively with government, businesses and the non-profit community, and reflect the needs and priorities of their States.

This devolved infrastructure envisioned in the National and Community Service Act places responsibility and accountability on the States to determine the appropriate management oversight. The Corporation provides regulatory guidelines based on the statute and some broad guidance on methods and best practices for grants management. But the States themselves, consistent with Federalism principles, are granted broad authority in this area.

As one Governor has stated, "AmeriCorps has been successful precisely because it is not a top-down Washington program. In fact, it is one of the most far-reaching experiments in local control government has ever supported."

Inspector General Audits

The Corporation's Inspector General has criticized the Corporation's and the commissions' oversight of grants. These criticisms range from a failure of the Corporation and the commissions to adequately monitor grants and AmeriCorps members' service to a lack of an integrated grants management system.

The Inspector General is now conducting pre-audit surveys of all State commissions. In a summary report on the first 18 surveys, the Inspector General paints an unnecessarily negative portrait of State commission performance. Others have interpreted her work as calling State commissions "troubled grantees" and "poor performers," even going so far as to direct the Corporation to evaluate the use of a "receiver" for the State.

The Corporation has reviewed each of these reports and generally forms a completely different conclusion regarding State commission performance. For the most part, State commissions are performing their duties reasonably well, albeit as with all organizations and people who undergo an audit, with opportunities to improve. State commissions who have participated in these pre-audit surveys have generally agreed with many of the IG's recommendations and have already put new procedures or forms in place.

Beyond these broad criticisms of the grants process, the Inspector General also reports on individual instances of fraud, waste and abuse. Indeed, there have been (and will be) instances where a grantee or subgrantee performs poorly. The Corporation and the States are fully committed to identifying and taking forceful action where fraud or

mismanagement is found. For example, this past year, the Indiana state auditors questioned a significant percentage of costs in connection with an AmeriCorps program operated by a state college. Both the State and the Corporation moved quickly to end activities under the subgrant, and following appropriate administrative reviews, the State returned over \$200,000 to the Corporation.

Specific IG criticisms are addressed on the following pages.

Inspector General Comment	Management Response
The Corporation lacks a management information system that maintains comprehensive information on its grants, including those to State commissions and their subgrantees.	This statement is misleading. The Corporation does have information on its grants in two automated systems. There is a high-priority project underway to redesign these systems and to integrate grant information into one Corporation database. In addition, in 2000, the Corporation implemented a web-based reporting system on AmeriCorps member service that substantially increases the amount of information available on a real-time basis to program managers, State Commissions and Corporation management.
The Corporation, historically, has not carried out a comprehensive, risk-based program for grantee financial and programmatic oversight and monitoring.	Incorrect. The Corporation does have such a monitoring plan. Each year, the Corporation's three major programs offices each develop and implement a plan for monitoring grantees. The difficulty in addressing the IG's criticism is that no matter how much the Corporation does, the IG demands more. In an environment of limited resources, the Corporation makes cost-benefit decisions as to how it allocates its resources. As well, given the devolution of grantee oversight to State commissions as provided in the Act, the Corporation relies on States to carry out this responsibility for their AmeriCorps subgrantees. The Corporation has also developed, in consultation with the States, an Administrative Standards Assessment protocol. This provides a mechanism for evaluating the management and financial systems and for identifying any areas that require improvement. Six State reviews were conducted in 1999; 10 will done in 2000, and the remainder will be completed over the next two years.
The IG implicitly criticizes the Corporation and commissions because Corporation programs are not tested as "major programs" under the Single Audit Act.	This is correct and as it should be. The Congress enacted the Single Audit Act to relieve burden on the States and to recognize that State and federal interests were the same with respect to financial auditing. The Single Audit Act requires that major programs be subject to testing and that lesser programs not be subject to individual testing on an annual basis by the State. Indeed, the Corporation's programs are so small that they are usually not subject to testing under the Single Audit Act.

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In looking closely at the IG's findings, the Corporation notes that a significant number are minor administrative issues, e.g., failure to maintain all conflict of interest forms, failure to date-stamp all reports, failure to record the names of members whose files were reviewed during site visits. These matters are easily corrected by States. Many have already done so.

Also, the auditors noted that a number of problems occurred in earlier years and have since been resolved.

GAO CONFIRMS AMERICORPS MEETING COST CUTTING GOALS

The General Accounting Office released a report (February 2000) that found that AmeriCorps has successfully cut its average member cost, meeting the terms of a bipartisan agreement. The report also found that the National Civilian Community Corps (AmeriCorps*NCCC) program costs, on a budgeted basis, are about 25% less than the Job Corps. Like Job Corps, NCCC is a residential program, but has a different purpose.

Cutting Cost

In 1996, the Corporation for National Service made a commitment to Senator Grassley and others in Congress to reduce the cost per AmeriCorps member to \$15,000 by the 1999 – 2000 program year. The GAO found that AmeriCorps reached this goal in the State and National Program, one year ahead of schedule.

The Corporation achieved this success by expanding the cost cutting “Education Award Only” model, under which the Corporation provides a voucher for college costs, and sponsoring non-profit organizations provide almost all of the other support for the AmeriCorps member. It also instituted a number of operational and administrative changes to reduce costs.

The report also found that AmeriCorps’ most expensive program, AmeriCorps*NCCC, a 10-month residential service program, has lower costs per member than the military or Job Corps, the Federal Government’s other major residential programs.

NATIONAL COMMUNITY SERVICE CONFERENCES

- For the nation's volunteer and community service sector, the National Community Service Conference is the preeminent opportunity to receive high quality training designed to improve the overall quality of national service programs.
- The Corporation is a cosponsor of the Conference with the Points of Light Foundation, the United Way of America, and America's Promise: the Alliance for Youth, led by General Colin Powell.
- **Corporation's Role:** Corporation staff, along with the Points of Light Foundation, help plan the Conference, conduct training programs and provide logistical support for the Conference. They also share best practices in developing effective non-profit management strategies and recruiting volunteers with Corporation grantees.

Selection of Conference Locations

- The Points of Light Foundation is the primary organizer of the conference and selects the conference site each year. The Corporation did not play a role in the selection of the previous Conference locations in Las Vegas and Orlando. The 2001 National Community Service Conference will be held in Minneapolis.
- The Points of Light Foundation uses the following criteria for site selection:
 - availability of appropriate meeting space;
 - accessibility and reasonableness of airfare;
 - reasonableness of lodging and meal costs, and;
 - attractiveness as a convention location.

These criteria are consistent with those of other public and private organizations that sponsor national conferences.

CORPORATION OFFICE FACILITIES COSTS

The Corporation for National Service maintains a headquarters in Washington, D.C., as well as 46 state offices throughout the country. The state offices support the National Senior Service Corps (Foster Grandparents Program, Retired and Senior Volunteer Program, Senior Companion Program) and AmeriCorps*VISTA (celebrating 35 years of service in 2000). In addition to these state offices, the Corporation maintains five service centers that handle financial matters relating to the Senior Corps, AmeriCorps*VISTA, and some Learn and Serve America programs. In some states, the state office and the service centers share office space. The state offices and the service centers pre-date the establishment of the Corporation and the AmeriCorps program by a number of years. The General Services Administration selects and arranges the location and rental of space for Corporation offices.

The AmeriCorps*National Civilian Community Corps (NCCC) is a residential service corps operating on five campuses nationwide. While the Corporation does pay the costs of the campuses, they are located on downsized military bases and other former government installations. AmeriCorps*NCCC members are deployed from the campuses on "spikes" to assist in service activities and to respond to national disasters.

The National Service Leadership Institute (NSLI) is a Corporation-funded training program previously housed at the Presidio National Park in San Francisco. The NSLI is moving to a new office in Oakland in September 2000. NSLI training is available to national, state, or local organizations receiving funding from the Corporation. Most of the training is conducted away from the Presidio complex.

General Powell Calls for Reauthorization of the Corporation for National Service



General Colin Powell
Chairman, America's Promise

Colin Powell's response to Governor Marc Racicot (R-MT) at the National Governors' Association meeting July 9, 2000:

"I'm confident that it will be reauthorized. I have been speaking very strongly in favor of it. I've become a great, great fan of the Corporation for National Service. They are a partner of America's Promise. They were one of our cosponsors at the time of the Summit and ever since they they have been helping us expand. The AmeriCorps Promise Fellows that Harris Wofford has trained, they go out and help governors and mayors bring down America's Promise into their communities. So I'm a great supporter of the Corporation for National Service and have been speaking to selected Members of Congress who have needed to be spoken to with respect to their support for the reauthorization of the Corporation."

AmeriCorps Works

Knight-Ridder Op-Ed

Marc Racicot

Governor of Montana

September 5, 2000

As a conservative governor from a western state, I had some doubts when AmeriCorps was launched in 1994. Would young people answer this call to service? What would they accomplish? Even worse, would AmeriCorps become a bureaucratic, expensive, Washington-run program?

Six years and 200,000 volunteers later, these questions have been answered. AmeriCorps works. It is cost-effective, and achieves results all Americans want – safer streets, better schools, and healthier children. At the same time, by teaching young people to serve their country, AmeriCorps is rekindling a sense of patriotism and civic duty that our country sorely needs.

I am not the only governor who thinks this way. This month, 46 Governors will send a letter urging Congress to extend AmeriCorps for five years. Republican and Democrat, liberal and conservative, America's Governors agree that AmeriCorps is, in actuality, a success and they want more of this force for good in the future.

Why is there such overwhelming support? One reason is AmeriCorps' hard-hitting results. Here in Montana, volunteers are battling forest fires, tutoring at-risk students, helping crime victims, and restoring parks and forests. Last year, they served more than 50,000 Montana children and families.

Nationally, the results are notably impressive: in five years members have tutored four million children, recruited 2.5 million volunteers, and helped build thousands of homes. This service is cost-effective. Independent studies have found that for every dollar invested, AmeriCorps returns \$1.66 or more in direct benefits.

AmeriCorps has been successful precisely because it is not a top-down Washington program. In fact, it is one of the most far-reaching experiments in local control government has ever supported. Most AmeriCorps grants are decided by states, and volunteers serve with nonprofit and faith-based groups including the Red Cross, Habitat for Humanity, and the YMCA. This double devolution of decision-making puts states in the driver's seat and helps nonprofits accomplish more and equips them to recruit additional volunteers.

By investing in the civic sector, empowering communities, and calling on citizens to get involved, AmeriCorps is at the center of a growing consensus on how our country should meet its challenges. General Colin Powell, one of America's great civic leaders, recently said, "AmeriCorps is a tremendous investment in young people, a tremendous investment in the future, and I am a strong supporter of AmeriCorps."

The program's critics – the few who remain -- have a strategy of death by anecdote: Find the rare "bad apple" and conclude the entire program should be shut down. We don't do that with other government programs, and we should not with AmeriCorps.

To those who say government has no business encouraging service, my response is simple: You are sadly mistaken. It is precisely the business of government to foster good citizenship – our democracy depends on it. I grew up in a small, rural town in northwest Montana. The "barn-raising ethic" was, for us, not just a sentimental notion.

Sadly, I fear we are losing this sense of connection. Where neighbors used to meet and discuss the day's events, tall fences now divide us; where porches once invited neighbors into our homes, locks and alarms now separate our lives. To stop this erosion of community, we need more connection, service, and citizenship – exactly what AmeriCorps provides.

It is my fervent hope that Washington will listen to the vast majority of our great nation's Governors and continue this successful investment in our young people. The future of our democracy may very well depend upon such commitments.

Kasich changes tune about AmeriCorps

By Jonathan Riskind
Dispatch Washington Bureau

MUSCATINE, Iowa — When Rep. John R. Kasich visited an AmeriCorps office Friday during a campaign stop for his presidential bid, he revealed that he has changed his mind about the federal program.

The Westerville Republican and House Budget Committee chairman said he has been transformed in recent months from a foe to a fan.

Kasich in the past joined many other Republicans trying unsuccessfully to eliminate the Clinton administration program. AmeriCorps provides a stipend and educational scholarships to those who spend a year in public service jobs.

Critics have said AmeriCorps isn't a true volunteer effort because participants are paid. Some questioned whether the benefits are worth the cost.

But AmeriCorps has stopped calling its participants volunteers, and Kasich said he has witnessed AmeriCorps making valuable public-service contributions.

"I have seen them do some amazing things in Harlem ... I know that AmeriCorps workers were involved in a number of the homeless programs," he said. "I would like to spend some time trying to refocus pieces of it and trying to make it more of a public/private situation, but I don't think I would cast a vote anymore that would eliminate it."

Kasich said the program can be made more effective, "but they've done some really great work, and I'm impressed with them."

Tina Dunphy, a slightly surprised AmeriCorps project director who greeted Kasich when he entered her storefront office in this eastern Iowa town, said 20 "members" work here on such projects as tutoring and mentoring elementary-school students.

Clinton has requested \$585 million for AmeriCorps in his 2000 budget proposal, a \$113 million increase over current funding.

The increase would add 20,000 participants to the program, for a total of 70,000. Clinton has proposed funding 100,000 members in 2002.

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Why I changed my mind about AmeriCorps

By Dan Coats

When I was in the Senate, I did not support the legislation that created AmeriCorps because of my fundamental belief in private voluntary service and my skepticism about government-based solutions. I thought that government-supported volunteers would undermine the spirit of voluntary service and that new federal resources might subvert the mission and the independence of the civic sector.

My faith in the civic sector has not diminished one bit; in fact, it is stronger today than ever before. However, I have changed my mind about AmeriCorps. Instead of distorting the mission of the civic sector, AmeriCorps has proved to be a source of new power and energy for nonprofit organizations across the country.

My changed view about AmeriCorps is in no small measure because of the leadership that Harris Wofford, my Democratic former Senate colleague from Pennsylvania, has given to that program. Wofford and I did not vote on the same side very often in the Senate, and we still differ on many issues. But his leadership

of AmeriCorps has convinced me that I should have voted with him on this issue.

First, thanks to Wofford's steadfast commitment to place national service above partisanship, AmeriCorps has not become the political program that some of us initially feared. Second, he shares my belief that the solutions to some of our most intractable problems lie in the civic sector. Accordingly, he has set AmeriCorps to the work of supporting, not supplanting, the civic sector.

I have seen firsthand how AmeriCorps members have provided a jolt of new energy to the civic sector from my experience as president of Big Brothers Big Sisters of America. As Millard Fuller, founder of Habitat for Humanity and another former skeptic of government-supported volunteers, also discovered, the leadership provided by full-time AmeriCorps members is a key addition for nonprofit and faith-based organizations that are tackling the most difficult community and human problems.

AmeriCorps members, through their idealism, enthusiasm and can-do spirit, have multiplied the impact of organizations like Big Brothers Big Sisters and Habitat, and hundreds of other organiza-

tions large and small. The number of Republicans who have changed their mind about AmeriCorps continues to grow.

In the last year, Sens. John McCain (R-Ariz.) and Mike DeWine (R-Ohio) and Rep. John Kasich (R-Ohio) have spoken out about the positive role AmeriCorps plays in strengthening the civic sector. Together, we join a growing bipartisan list of present and former federal and state legislators, governors and civic leaders in support of AmeriCorps.

Their support is part of a quiet, yet remarkable, transformation in American politics that has occurred since the white-hot debate that took place a few years ago between those who believed that government should take the lead in solving community problems and those who thought government could accomplish little or nothing, and was even likely to be a negative force.

Now, as evidenced by both major party presidential candidates and by growing bipartisan support in Congress, a new middle ground has emerged, leading to a unique partnership between AmeriCorps, the nonprofit organizations and private and religious institutions that are critical to strengthening our communities. It is

these institutions that transmit values between generations that encourage cooperation between citizens, and make our communities stronger.

In a recent speech to the nation's governors, retired Gen. Colin Powell declared himself "a strong supporter of AmeriCorps." After spending two years working with the organization, Powell concluded, "[W]hat they do in terms of leveraging other individuals to volunteer is really incredible. So it is a tremendous investment in young people, a tremendous investment in the future. ..."

Later this month, a bipartisan coalition in the Senate will introduce legislation to reauthorize AmeriCorps and its parent agency, the Corporation for National Service. I hope that Congress will move quickly to enact this legislation so that AmeriCorps can continue to work with the nonprofit and faith-based sectors to strengthen our communities and build a better future for us all.

Former Sen. Dan Coats (R-Ind.) is president of Big Brothers Big Sisters of America and a member of the Washington law firm of Verner, Lippfert, Bernhard, McPherson & Hand.



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THE CAMPAIGN TRAIL

FLAWED HERO

John McCain creates the confessional candidacy.

BY JOE KLEIN

JUST before Christmas, John McCain and I took a commercial flight from New York to Boston, and we talked about some of the domestic-policy questions that haven't been part of his political portfolio in the Senate. McCain travelled with a single aide, and carried his own luggage; we sat in a rear row of the plane. We began with his frequent lamentation that young people are cynical about and alienated from government. I asked if there were other ways—aside from his usual prescription: campaign-finance reform, the cleansing of the system—to inspire them. He raised the notion of voluntarism, “the sort of thing that Colin Powell is encouraging around the country.” But he soon drifted into a surprising confession. “I was wrong about AmeriCorps,” he said of the President’s signature service-for-scholarships program. “I was extremely skeptical at first, mostly because I didn’t trust the authors. But I’ve got to say that, over all, the program’s been a success. And it was a failure on my part not to recognize that earlier. So, if I’m elected President, I’ll call in people like Colin Powell, and Reverend Floyd Flake in New York, and Eddie Edwards in Detroit, and ask them what works and what doesn’t, and go with what does.”

OPINION

Monday, March 8, 1999 6A

Habitat, AmeriCorps good partners

I admit I was skeptical a few years back when a partnership between Habitat for Humanity and AmeriCorps was proposed. How could a nonprofit, nonpartisan organization such as ours, with faith in God at our core, work in tandem with a federally sponsored bureaucratic program?

The whole notion struck me as a sure-fire recipe for inaction and red tape. Now, four years later, my concerns have vanished, replaced by the reality of a successful partnership between AmeriCorps and Habitat for Humanity affiliates across our nation.

Since 1994, more than 50 Habitat affiliates have worked with more than 2,000 AmeriCorps members and participants in other national service programs sponsored by AmeriCorps' parent, the Corporation for National Service. This year, more than 500 AmeriCorps members are wielding hammers and recruiting more volunteers for Habitat for Humanity.

This spring, AmeriCorps members are playing an exciting role in Habitat's Collegiate Challenge: Spring Break '99. During Collegiate Challenge, more than 7,500 college students are dedicating their vacation time to building houses in partnership with God's people in need.

Hundreds of college students are expected to arrive in Albany ready to put their muscle behind the effort to house people in need. Projects are urban, as in Miami, and



Millard
Fuller

rural, as in Belen, N.M. At sites like these, AmeriCorps members provide helping hands and supervisory skills needed to get the job done.

Helping people is what Habitat for Humanity is all about. Since 1976, Habitat — now at work in 61 countries — has been helping people in need of shelter build or renovate simple, decent, affordable houses.

Investing their "sweat equity" in the building process, then buying the houses through zero-interest loans, Habitat homeowners build not only homes, but also new lives for themselves and new hope for their communities.

To date, more than 350,000 people are living in Habitat houses. But this is just a start. Habitat for Humanity, by working in partnership with future homeowner families and with other organizations that share our vision, is working

toward a world free of poverty housing and homelessness.

AmeriCorps has proven to be a good, reliable partner in many areas of the United States.

By offering local nonprofit groups a network of full-time trained people available for one- or two-year stints, AmeriCorps helps maximize local resources. That's important to a volunteer organization like Habitat for Humanity. Our affiliates find hundreds of good people who want to help build houses in their off-hours, but few know much about construction.

That's where AmeriCorps has played such a vital role. AmeriCorps members help train local people in basic construction skills. They are there, day in and day out, supervising and directing the part-time efforts of others.

The continuity, leadership and knowledge that AmeriCorps members provide allow us to increase both the number of volunteers we are able to mobilize effectively and the overall productivity of our efforts.

Habitat for Humanity and AmeriCorps have much in common. We share a goal of community-building. We share a belief in self-help and service. I no longer think of AmeriCorps as a bureaucratic program. AmeriCorps is a partner in the movement to eliminate poverty housing.

Millard Fuller of Americus is founder and president of Habitat for Humanity International.

Two Presidents: A Shared Legacy

HARRIS WOFFORD
CEO, Corporation for National Service

BOB GOODWIN
President, Points of Light Foundation

Most people would not think that Presidents George Bush and Bill Clinton have that much in common. But, Presidents Bush and Clinton share an important legacy. By making citizen service a central idea of their presidencies, these two presidents have fundamentally changed the landscape of the civic sector by moving citizen service from the margins to the center of the public agenda.

It wasn't always this way. In 1988, President Bush called for a "thousand points of light" in his inaugural address and thereafter created the Points of Light Foundation. President Bush recently told us that he never imagined the Points of Light would be viewed as a Republican venture. Nonetheless, Democrats were dubious and sometimes belittled it as an inadequate substitute for government action.

Today, much of that skepticism has passed. With bipartisan support, the Points of Light Foundation was included as part of the National Service Act of 1993 and receives regular funding through the Corporation for National Service. The foundation's network of hundreds of volunteer centers, often part of the United Way, is thriving — helping to connect local residents with opportunities to serve.

joined with President Bush to resume the Daily Points of Light Award.

Similarly, President Clinton's special contribution to citizen service — AmeriCorps — faced stiff opposition from some Republican skeptics. After the Republican takeover of Congress in 1994, there were recurring threats to eliminate AmeriCorps.

But President Clinton was steadfast, governors and mayors, Republicans and Democrats, and local and national nonprofits and faith-based organizations rallied in support, and the critics have been quieted.

By a large majority, including many Republicans, the Senate has voted for two years in a row to continue support for AmeriCorps. Republican Sen. Kit Bond stated, "The battle over whether we ought to have an AmeriCorps program or not is over. It has been decided." And Colin Powell has said, "It is a tremendous investment in young people, a tremendous investment in the future, and I am a strong supporter of AmeriCorps."

Today, the partisan bickering around service and volunteering has almost disappeared. The call for citizen service is a major theme of presidential candidates of both parties. Al Gore, George W. Bush, John McCain and Bill Bradley all have spoken powerfully on the need for citizen service and the role that nonprofits and faith-based organizations can play in solving community problems and uniting us as a nation.

While the political winds have

been shifting, two great streams of civilian service — community volunteering and intensive national service — have become partners in communities across the country.

These collaborations work because the Points of Light and AmeriCorps are founded on the same fundamental belief: through service we can bring people together to solve the problems that still plague our country. Their operating principle is to provide resources — usually people power — to thousands of nonprofits, with government playing the role of junior partner, supporting the work of these organizations, not guiding it.

Three years ago the Points of Light Foundation and the Corporation for National Service cemented and elevated their partnership when Presidents Bush and Clinton came together to convene the Presidents' Summit for America's Future in Philadelphia. They enlisted Colin Powell to chair the Summit and to lead the continuing campaign for America's Promise.

Powell's mandate is to rally the forces of all the great institutions in this country, businesses, the nonprofit sector, governments at all levels, and committed individuals, traditional volunteers and those in full-time service, to make a concerted effort to assure the conditions for success for all young Americans.

In coming weeks this partnership between the Corporation for National

Service and the Points of Light Foundation will be demonstrated again as a bipartisan coalition in the United States House of Representatives and United States Senate introduces legislation reauthorizing the Corporation and its three main programs — AmeriCorps, the Senior Corps, and student service learning. This legislation will extend the life of the Corporation and support for the Points of Light Foundation into the next Administration.

Presidents Bush and Clinton pressed — and are still pressing — an idea and an ideal. Together they have raised a standard to which, as George Washington said at the Constitutional Convention, "the wise and the honest may repair."

This is a legacy of which they can jointly and justly be proud.

By passing this legislation, Congress will honor and share in this important bipartisan and nonpartisan legacy.