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AmeriCorps*National Civilian Community Corps
Advisory Board Meeting
April 30, 1999

PHOTOGRAPHY
PRESERVATION

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
ADVISORY BOARD MEMBERSHIP

MEMBER	YEAR APPOINTED
Bruce Babbitt Secretary of the Interior 1849 C Street, NW Washington, DC 20240 (202) 208-7351 (202) 208-4694 (fax)	1994
General Russell C. Davis Chief, National Guard Bureau 1411 Jefferson Davis Hwy., Suite 12000 Arlington, VA 22202-3231 (703) 607-2259 (703) 607-3671 (fax)	1994
James M. Ballengee, Esquire Morgan, Lewis and Bockius 711 Williamson Road Bryn Maur, PA 19010 (610) 525-2791 (610) 525-2795 (fax)	1994
Major General Thomas Plewes Chief of Army Reserve 2400 Army Pentagon Washington, DC 20310-2400 (703) 697-1784 (703) 697-1891 (fax)	1994
David L. Boren President University of Oklahoma 660 Parrington Oval, Room 110 Norman, OK 73019 (405) 325-3916	1996
Richard E. Carver President MST America 1420 Spring Hill Road, Suite 570 McLean, VA 22012-9313 (703) 893-7613 (703) 556-0179 (fax)	1996

MEMBER	YEAR APPOINTED
William S. Cohen Secretary of Defense The Pentagon Washington, DC 20301-1155 (703) 692-7100 (703) 697-8339	1994
Rear Admiral Michael W. Cramer, USN (Ret) Corporate Vice President SAIC 1710 Goodridge Drive, M/S 1-14-7 McLean, VA 22102 (703) 827-2060 (703) 821-1476	1998
Steven Dow Executive Director Project Get Together 2020 South Maplewood Tulsa, OK 74112 (918) 835-2882 (919) (918) 835-2883 (fax) email: Sdow@usa.net	1994
Daniel R. Glickman Secretary of Agriculture 14 th and Independence Avenue, SW Washington, DC 20250 (202) 720-3631 (202) 720-5042 (fax)	1994
Alan Gropman, Ph.D. Industrial College of the Armed Forces-GS Fort McNair Washington, DC 20319-6000 (202) 685-4295 (202) 685-4175 (fax)	1996
Alexis M. Herman Secretary of Labor 200 Constitution Avenue, NW Washington, DC 20240 (202) 219-8213 (202) 219-0409 (fax)	1994

MEMBER	YEAR APPOINTED
Roy Huffman 30005 48 th Street, NW Rochester, MN 55801	1994
Charles W. Kirkwood President and Chief Executive Officer Shawnee Holding, Inc. One Worthington Street Shawnee-on-Delaware, PA 18356 (717) 421-6513 (718) (717) 421-8861 (fax)	1996
Rex Linder Partner Heyl, Royster, Voelker & Allen 600 Bank 1 Building Peoria, Illinois 61602 (309) 676-0400 (309) 676-3374 (fax)	1998
Philip Odeen Executive Vice-President & General Manager TRW Systems Information & Technology Group 12011 Sunset Hills Road Reston, VA 20190 (703) 345-7000 (703) 968-1305 (fax)	1998
Antonio M. Perez Executive Director Milwaukee Community Service Corps P.O. Box 92501 1150 East Brady Street Milwaukee, WI 53202 (414) 276-6272 (414) 276-7330 (fax)	1994
John F. Phillips Vice President Military Market Development Allied Signal Aerospace 1944 East Sky Harbor Circle, MS 2102-314 Tempe, AZ 85284 (602) 893-4838	1994

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Richard W. Riley Secretary of Education 600 Independence Avenue, SW Washington, DC 20202-0498 (202) 401-3000	1994
Joyce Shields, Ph.D. President and Chief Executive Officer Hay Management Consultants 5901 Peachtree/Dunwoody Road Bldg. A, Suite 450 Atlanta, GA. 30328-5341 (770) 901-5630 (770) 901-5656 (fax)	1994
Janet E. Wall, Ph.D. Assistant Vice President and Executive Director ACT, Educational Technology Center Executive Plaza I, Suite 200 11350 McCormick Road Hunt Valley, MD 21031 (410) 584-8000 (410) 785-1714 (fax) wall@act.org	1995
Harris Wofford Chief Executive Officer Corporation for National Service 1201 New York Avenue, NW Washington, DC 20525 (202) 606-5000	1994

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AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
Advisory Board Meeting
Friday, April 30, 1999

Summary of the Proceedings

Advisory Board Members Attendance: Mr. Dick Carver, Mr. Steven Dow, Dr. Alan Gropman, Mr. Antonio Perez, and Ms. Janet Wall

NCCC & Corporation Staff Attendance: Mr. Tom Bryant, Mr. Andrew Chambers, Mr. John Fells, Ms. Melinda Hudson, Mr. Rodger Hurley, Mr. Mark Isaac, Ms. Deb Jospin, Ms. Merlene Mazyck, Mr. Fred Peters, Ms. Catherine Sisk, Mr. Philip Shaw, Mr. Wayne Verry, Mr. Eric Wang, and Mr. Harris Wofford

The meeting opened at 9:00 AM following a Continental breakfast with introductions of all board members and staff in attendance.

PROGRAM OVERVIEW: Andrew Chambers presented a program overview of the AmeriCorps*NCCC. (Copy of presentation enclosed.) Discussion focused on recruitment issues and plans to increase minority and male participation. Mr. Wofford recommended that we developed relationships with community colleges that target large numbers of minority students.

CEO OVERVIEW: Harris Wofford spoke with Advisory Board members about his support for the NCCC program goals, specifically program expansion. Mr. Wofford explained that he is especially supportive of projects that provide opportunities for NCCC members to serve in leadership roles to young people ages 14 to 17, "Saturdays of Service" projects. NCCC staff mentioned that we were currently in the development phase of a JROTC summer program that would involve young people serving with NCCC members and that was similar to our 1997 Summer Literacy project. Mr. Wofford requested information about both these projects.

ROLE OF THE ADVISORY BOARD: Dick Carver explained the role of the Advisory Board; to assist the Corporation to build bipartisan support for national service and to help the NCCC program achieve it's program goals. Mr. Carver proposed that the Advisory Board meet quarterly and also alerted members that they would probably be contacted within the next four months to determine availability to meet with key Congressional stakeholders. Mr. Carver inquired if the NCCC was documenting member impacts. Staff explained that members are administered a comprehensive exit survey and the Corporation was in the design phase of a Longitudinal Study of AmeriCorps members.

LEGISLATIVE OVERVIEW: Mark Isaac provided a brief overview of the fiscal 2000 appropriation process and the reauthorization of the national service legislation. Mr. Isaac circulated a draft of the reauthorization proposal (attached) and a list of committee members. Mr. Isaac commented that it would be helpful to have key senators and

NCCC Advisory Board Meeting
Summary of the Proceedings

representatives visit service projects in their states or districts so they can see the fine work that is accomplished by the NCCC program.

AMERICORPS DIRECTOR: Deb Jospin identified the priorities of the NCCC: to lift the spending cap and increase member diversity. She applauded the outstanding accomplishments of the NCCC and its members. Ms. Jospin supported the proposed Sustainability Plan but cautioned Advisory Board members and NCCC staff, that the AmeriCorps grants matching requirement has been difficult for some grantees. She went on to say that those organizations that successfully met the match, often had longstanding private sector partners.

SUSTAINABILITY PLAN: Melinda Hudson, Director of Public Liaison, presented on the proposed Sustainability Plan and the four-pronged approach to fundraising that is endorsed by the Corporation. Ms. Hudson emphasized the importance of partnerships that result in marketing alignments. She urged the Advisory Board to be open to innovative partnerships that yield in-kind as well as cash gifts. Ms. Hudson shared with the Advisory Board members the ongoing efforts of her staff in their work with Allstate and General Electric help us offset costs associated with providing disaster relief, mitigation and recovery.

PROJECT SITE VISITS: The Advisory Board members visited two KaBOOM project sites where Capital Region members are serving. The project site visit was hosted by Kate Becker, Capital Region Director. KaBOOM, the project sponsor, is a private non-profit organization that partners with companies and others to build and refit playgrounds. NCCC members worked with KaBOOM to help prepare playgrounds for builds and participated in the builds. Following the project site visits, Advisory Board members engaged in an informal roundtable discussion with members. Members commented that they were primarily recruited by word of mouth, that this experience has broaden their horizons, that this was a remarkable opportunity to live with and meet people that would never have crossed their path, and the NCCC experience will live with them forever.

AMERICORPS* NATIONAL CIVILIAN COMMUNITY CORPS SUSTAINABILITY PLAN

The Administration is working to increase funding support for the NCCC so that it can achieve its legislative mandate to help more communities solve their problems and increase national and community service opportunities for Americans. When originally proposed by a bipartisan group of senators in 1991, the NCCC was envisioned as a 100,000-member program that would provide domestic service opportunities for America's young men and women in the wake of diminishing military service opportunities. About 5,000 young Americans have served in NCCC during its first five years of operations.

Since fiscal 1995, the second year of authorization, the NCCC has remained level at \$18 mil, although additional funds have been requested in every President's budget since then. The fiscal 2000 NCCC budget request is \$21 mil, a 16 percent increase, which the Administration is working hard to achieve. While public money is often long-term and relatively stable, private money will help NCCC achieve program goals. Non-restricted funds can support innovative partnerships that help us build a broader base of support, help more communities, and provide more opportunities to serve. Private funds also demonstrate that community service is of tremendous value to private, for profit companies, as well.

Diversifying the funding base from public money to a mixed stream that includes private and independent sector funds will facilitate a truly public/private partnership: private industry working hand in hand with the public sector to promote and support programs that strengthen communities and America's citizenry. The success of the NCCC program—its quantifiable service accomplishments and the significant citizenship development of members—makes it appealing to a variety of markets and strengthens the capability of bringing more than money to the program. Additionally, per the authorizing legislation, the NCCC is "encouraged to negotiate with representatives of local communities, to the extent practicable, innovative arrangements for the performance of projects. The arrangements may provide for cost-sharing and the provision by the communities of in-kind and other support." Project cost-shares at the regional level have resulted in the provision of materials, equipment and other supplies that enable the accomplishment of project objectives. The success of cost-shares demonstrates that partnerships can be developed with funders whose goals are aligned with national service. The partnership approach is actually a web of support—project supplies, expertise, advocates, and, yes, funds—and the key to long-term sustainability.

Building upon the insights from Celeste & Sabety Ltd. and The Suddes Group¹ about local resource development and from fellow sustainability experts in the AmeriCorps network of programs, the Corporation proposes a four-pronged strategy to bring additional resources to the program. These strategies will focus on sustaining partnerships and building capacity through: 1) targeted congressional outreach; 2) in-house development support; 3) training and technical assistance; and 4) contracting a fundraising expert. A multi-faceted

¹ Celeste & Sabety Ltd. and The Suddes Group were contracted by the Corporation to perform an evaluation of the NCCC's potential to raise private funds. A proposal for A Comprehensive Long-term Fundraising Strategy was presented in April 1997.

approach will yield a mix of immediate and longer-term results—funds for more members and long-term capacity for the NCCC.

CONGRESSIONAL OUTREACH

Congress is the principal source of funds for the NCCC, and a key stakeholder in its growth. The funding cap and the level funding of the NCCC appropriation for the past four years are major obstacles to long-term viability. The Office of Congressional and Intergovernmental Affairs is working to address these issues on a number of fronts.

The Office of Congressional and Intergovernmental Affairs proposes to work collaboratively with Advisory Board members on the development of an ongoing strategy for advancing proposals to lift the cap on NCCC appropriations to allow for program growth. This strategy will include stepped-up efforts to meet with key Congressional staff, Senators, and Representatives, among other activities. One such effort includes a professional presentation to key Congressional staff and members by the Corporation CEO, NCCC Director, and the NCCC Advisory Board Chairperson within the next two to three months. The presentation will be developed with the assistance of a development expert and will focus on lifting the cap on NCCC appropriations (depending on scheduling timing) and provide for discussion of the proposed NCCC sustainability plan. This will help us gauge Congressional reaction in advance to our fundraising plan as well as clearly and convincingly state the case for lifting the cap on the NCCC appropriations.

In general, because of continued Congressional concern over the opening of the fifth NCCC campus, Congress will be more responsive to a strategy that supports increased opportunities for more young people to serve versus expanding the operating sites of campuses for the Corps.

Next Steps: Dick Carver will seek the assistance of a development expert (pro bono) to help the Corporation develop a professional presentation that outlines the sustainability plan. Office of Congressional & Intergovernmental Affairs will schedule meetings with key Congressional members and Harris, Dick and Andrew either before the summer session or in September 1999 aimed at lifting the cap (dependent on timing) and informing members about the NCCC sustainability plan.

IN-HOUSE DEVELOPMENT OFFICER

The Office of Public Liaison will hire a full-time senior level staff member (NY-4) with proven development experience to seek resources for AmeriCorps in general, and the National Civilian Community Corps. In addition to developing partnerships at the national level that will bring funds and in-kind support to the Corporation, the development officer will help the regions build the necessary capacity to generate regional partnerships and project cost-shares. The in-house development officer will work in tandem with Public Liaison staff building on and expanding the work that has already been accomplished to generate national partnerships.

From a national perspective, the disaster relief work has a great deal of appeal for a private sector partner. The Office of Public Liaison has developed a proposal to support disaster teams and their training that is currently before Allstate. And, the General Electric Fund is reviewing a proposal to support carryover teams on the NCCC campuses this summer to enhance the Corps' ability to respond to disasters in the seasons when disasters are more likely to occur. There are many more opportunities for national partnership building, especially around the upcoming fifth anniversary of the launch of AmeriCorps. Resources sought will include advertising and recruitment support, as well as training, equipment, and a 'cost-share' for corps members like the approach developed for the growth of AmeriCorps*VISTA. An additional and dedicated member of the development team with experience at the national level should yield more partnerships that benefit all five campuses and the range of service spikes across the country.

Next Steps: Develop and circulate a position announcement to ensure that qualified applicants are responsive to the announcement. Proposed start date of new hire is July 1999

TRAINING AND TECHNICAL ASSISTANCE

Celeste & Sabety Ltd. and The Suddes Group recommended a local or regional approach to resource development. Many corporations and foundations target their funds only in their operating communities. A national program may not have the appeal for many funders as would a local effort. A funder can see the impact of the investment, can engage its workforce in the project, can evaluate its effectiveness everyday, and can have a greater sense of the returns on that investment. In light of this, the NCCC is a hybrid --- both national and local. While the Office of Public Liaison can support national initiatives and follow national leads, the campus leadership will serve as the primary point of contact for development at the local community level.

Developing the capacity of regional staff to implement local fundraising initiatives is essential to the success of a comprehensive sustainability plan. Fortunately, the Corporation now provides training and technical assistance to AmeriCorps programs in the area of fundraising and resource development. The Office of Public Liaison will not only spend a considerable amount of time providing technical assistance to campus staff seeking resource-rich partnerships, it will also coordinate training with the national service provider in this area, Campaign Consultations, on a space available basis. This two-pronged approach --- high quality training through sustainability professionals well versed in national service and personal technical assistance from an in-house team member in Public Liaison --- will help develop the capacity of the NCCC to build a diversified funding base and expanded program support.

Next Steps: Coordinate scheduling with Campaign Consultations to determine training dates and availability of slots for NCCC regional staff in the next four months. Office of Public Liaison will take the lead.

DEVELOPMENT CONTRACT

While adding a staff person is a necessity to jump-start the process, and training will build the capacity of program staff to support fundraising at the regional and national levels, a contract with a development expert should greatly enhance our ability to establish partnerships that will yield significant in-kind and cash resources. Working in tandem with the newly hired staff person, the fundraising expert will help penetrate new sources of corporate, individual and independent sector support, nourish relationships with potential contributors, and help define the most marketable approach.

The fundraising expert will be retained for an as yet undetermined management fee that will represent a rate for services rendered. The goal is to enter into a modest arrangement that will help the Corporation determine if targeted fundraising can result in significant cash and in-kind resources for national service programs. An initial contract will be let for about \$50,000 with NCCC funds. The Corporation will negotiate a daily rate with the selected contractor. All expenses incurred, including the negotiated daily rate and miscellaneous expenses, will be drawn down from the \$50,000 initially obligated. Any services provided or expenses accrued beyond the funds obligated would be paid from funds earned at the negotiated daily rate. At the conclusion of the one-year contract, Corporation staff will review the contract outcomes and determine if this is, in fact, a viable approach.

This component of the four-pronged fundraising approach will not be implemented until the start of fiscal 2000 for a number of reasons. First, it is prudent to inform Congress and OMB before we implement this strategy to determine if the infusion of private sector funds will effect the level of appropriated funds and if this approach (using federal funds to hiring a fundraising expert) is palatable. And secondly, NCCC will be able to obligate the \$50,000 management fee in fiscal 2000. These funds are not available in the current fiscal period.

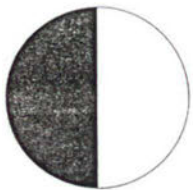
Next Steps: Prepare the draft statement of work for the development contract for review by Advisory Board members immediately. Consult with the Procurement Office to work out the details of the contract in preparation to finalize. Expedite the contract, if Congressional and OMB reactions are favorable, at the beginning (October 1999) of fiscal 2000. Merlene Mazyck will take the lead on this component of the sustainability plan.

AmeriCorps*National Civilian Community Corps
Procedure for Donations

Pursuant to the statutory authority (42 U.S.C. § 12651g) granted to the Corporation for National Service to solicit, accept, and expend donated goods and services, as implemented by 45 C.F.R. § 2544.125, in accordance with 42 U.S.C. § 12651d (d)(2), Andrew Chambers has been delegated the authority to solicit and accept or reject, on behalf of the Corporation, and specifically, the National Civilian Community Corps (NCCC), donated services and property, including money. Donations to the NCCC are charitable contributions.

Offers may be submitted in writing or verbally to Andrew Chambers, the sole NCCC representative authorized to solicit and accept donations. Offers should include the amount of the gift, and a specific purpose (if any), or conditions placed on the gift. A gift may be in support of the overall NCCC, for a specific campus/site, for a specific locale (state/city) or for support of a specific project or type of project, such as disaster relief, home construction/renovation, or tutoring young children, etc. In general, the less restrictive the gift, the more flexible the NCCC can be in utilizing the gift in ways that support program goals and objectives.

Upon receipt of the gift, the donor will receive a letter of acceptance from Andrew Chambers indicating the amount of the gift and the purpose for which it will be used. Checks should be payable to: "The Corporation for National Service," For: "use by NCCC/specific NCCC campus or site/specific NCCC project." Donations should be forwarded to Andrew Chambers, Director, AmeriCorps National Civilian Community Corps, 1201 New York Avenue, Washington, D.C., 20525. For more information, please contact Merlene Mazyck at 202-606-5000, extension 137.

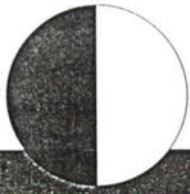


Profiles of Success:

*Public/Private Partnerships in Community and
National Service*

APRIL 1998

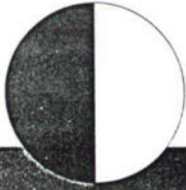
THE GRANTMAKER FORUM ON COMMUNITY AND NATIONAL SERVICE



PROFILES OF SUCCESS:

Public/Private Partnerships in Community and National Service

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PROFILES OF SUCCESS: *An Overview*

PHILANTHROPY AND THE PRIVATE SECTOR have long played an important role in America's evolving vision and tradition of community and national service. This link has broadened and deepened over recent years. A renewed commitment to community and national service at the federal level has inspired a new level of giving within the private and philanthropic sectors. The following are just a few examples of creative contributions that have been made and continue to be made by foundations and corporations alike:

THE TIMBERLAND COMPANY of New Hampshire now gives its employees up to 40 hours of paid time annually to perform community service.

THE FORD FOUNDATION, in just one of its citizen service initiatives, is spending nearly \$1 million annually to help minority-led, grassroots service programs nationwide improve their long-term viability.

THE IBM CORPORATION has teamed up with AmeriCorps to put computer equipment, software and a cadre of computer-savvy volunteers into public schools in communities across the country.

THE GREATER HOUSTON COMMUNITY FOUNDATION promotes and directs a fund to support youth community service programs in Houston's most challenged neighborhoods.

WE, THE GRANTMAKER FORUM ON COMMUNITY AND NATIONAL SERVICE, believe it is important to share our insights and perspectives on America's newest approach to community and national service. As an affinity group of foundation and corporate grantmakers dedicated to promoting service as a strategy for solving some of our nation's most intractable problems, we have been taking the time to look closely at citizen service.



ON THE FOLLOWING PAGES, we present a snapshot of philanthropy's most recent involvement in citizen service, profiling eight examples of innovative and successful public-private partnerships that have leveraged public funds with private dollars. Most all of these programs represent partnerships that involve federal funding, provided through the Corporation for National Service, for community-based service programs. These profiles offer a compelling look at the difference philanthropy can and does make when we pool our resources and energy with others to tackle the challenges facing our communities and nation.

THESE PROFILES HELP TO HIGHLIGHT some of the key lessons we are learning about the field of community and national service:

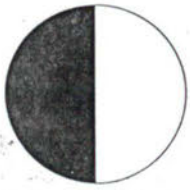
...performing service holds promise for encouraging a lifelong practice of giving and a sense of mutual responsibility;

...service programs need help in setting standards and evaluating effectiveness across a range of indicators, including impact on the server and the served; and

...state and national infrastructures must work to ensure the viability and sustainability of locally driven and locally developed service initiatives.

WE HOPE OUR INSIGHTS AND EXAMPLES are helpful to all those policy makers and grantmakers, program leaders and corporate leaders who wish to better understand the roles the public, private, nonprofit and philanthropic sectors play in building a strong community and national service movement in America.

THE GRANTMAKER FORUM ON COMMUNITY AND NATIONAL SERVICE will continue to identify and showcase examples of innovative partnerships in community and national service.



SPOTLIGHT ON

The Association of Baltimore Area Grantmakers (ABAG)

Partners:

- Points of Light Foundation/Partnership for National Service
- Ten independent and community foundations
- State of Maryland
- AmeriCorps
- Maryland nonprofits

Program Location: Maryland

- Provide safe and productive after-school programs for at-risk middle school children
- Build local commitment to service and volunteering

"This is an important opportunity to band together and rally others. We see this as a way of getting people engaged in the community-at-large."

Betsy Nelson, Executive Director, ABAG

In 1996, ABAG forms partnership among foundations, state government and others to devise a coordinated strategy for supporting and expanding after-school programs that rely on service and incorporate service as a program element. This initiative supports AmeriCorps volunteers and others to work with local agencies to expand their capacity to provide after-school services to children.

Unique elements:

- pooled resources from 14 public and private funders
- unified common vision
- commitment to strengthen links with community foundations

Result:

Expands local program capacity:

Twelve local programs are now using AmeriCorps volunteers and others to provide after-school activities ranging from homework help to community service to cultural studies. New capacity enables programs to reach an additional 2,500 children.

Meets the needs of families:

Children now have a secure and nurturing place to be after school, "I know he is safe and being watched," said the parent of a child participating in one program.

Leverages taxpayer dollars:

ABAG's partnership convinced five foundations to initiate or expand their giving to service and AmeriCorps programs, increasing the impact of the public investment with private support. Girl Scouts of the USA has already committed to second-year funding for one of the 12 programs.

- \$180,000: Points of Light Foundation/Partnership for National Service
- \$586,000: Independent Maryland foundations
- \$25,000: Local community foundations
- \$45,000: State of Maryland

Key Partners:

- Points of Light Foundation/Partnership for National Service
- AmeriCorps
- Nonprofit organizations

Program Location: Ohio, New York, Alaska, Massachusetts, Washington, California, Texas, Pennsylvania and Connecticut

Goal:

- Ensure that all groups, regardless of size and availability of local resources, have opportunity to participate in the AmeriCorps program and other service initiatives

“We see a need to diversify the whole AmeriCorps movement — not only in terms of the members but also the sponsoring organizations. We believe it is important to increase the competitiveness of minority and grassroots organizations — for them to be able to run programs and benefit from all aspects of the AmeriCorps movement.”

*Inca A. Mohamed, Program Officer,
The Ford Foundation*

Strategy: In 1996, The Ford Foundation joins forces with the Partnership for National Service, now part of The Points of Light Foundation, to expand minority-led and grassroots organizations’ participation in the AmeriCorps network of programs. Due to federal funding cuts, the project’s focus narrows to strengthening those groups already working with AmeriCorps to help disadvantaged youth. Through the Disadvantaged Youth Initiative, grants are made to 10 programs in 9 states.

Unique element:

- improve organizations’ sustainability by enhancing fund-raising capacity and reducing operating costs

Result:

Diversifies funding base:

Working with a range of programs, from a Tribal Council trying to reopen a teen center in rural Alaska, to Yakima residents striving to keep out drug traffickers, this initiative helps increase financial viability. It provides assistance in everything from forging corporate partnerships to instituting earned income programs and extending outreach to the minority business community.

Builds capacity:

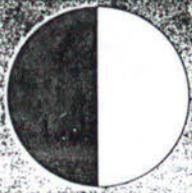
The nonprofits are also strengthening their internal operations: improving staff and board skills, developing strategic plans, and enhancing potential for long-term viability.

Supports AmeriCorps’ link with all Americans:

The initiative helps build a commitment to service among youth from economically disadvantaged communities.

Impact:

- \$900,000: The Ford Foundation



SPOTLIGHT ON

The Greater Houston Community Foundation

Key Partners:

- SERVE HOUSTON
- AmeriCorps

Program Location: Houston, Texas

Goal:

- Provide sustainable, community support for programs helping youth from Houston's most challenged neighborhoods

"One of our highest goals is to promote civic participation. This is a ready-made, proven strategy for community involvement. It's very much in the American tradition."

*John Ramsey, Executive Director,
The Greater Houston Community Foundation*

In 1996, The Greater Houston Community Foundation links with the Partnership for National Service and SERVE HOUSTON, the city's largest AmeriCorps program, to create a single fund that will support youth engaging in community service activities.

Unique elements:

- The Greater Houston Community Foundation's first support of service
- Effort to support/coordinate youth service organizations citywide

Result:

Provides programs for low-income youth:

Helps support SERVE HOUSTON AmeriCorps members' work with nonprofits and schools to provide a wide range of activities, including:

- in-school tutorials
- group home-care to children affected by HIV, abuse or neglect
- after-school activities, homework help and service-learning projects for 1,200 elementary and middle school students

Sparks broad community involvement:

One hundred twenty SERVE HOUSTON AmeriCorps members generate 200,000-plus hours of community service by local, unpaid volunteers each year.

Strengthens program viability:

A dedicated fund bolsters SERVE HOUSTON's long-term credibility — enhancing the program's visibility, creating community-wide confidence in its effort and minimizing competition among service providers.

Offers flexibility:

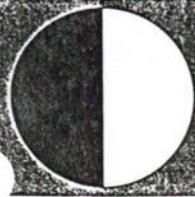
The community fund offers the ability to respond quickly to local needs. Its flexibility enables foundations to continually adapt to shifting local priorities.

Leverages dollars for service:

The Greater Houston Community Foundation's effort broadens SERVE HOUSTON's funding base, attracting 19 new funders.

Bottom Line:

- \$75,505: Private foundations, companies and individuals
- \$75,000: Partnership for National Service



SPOTLIGHT ON

The IBM Corporation

Key Partners:

- Public Education Network
- AmeriCorps
- Nonprofit organizations
- Public schools
- National and local businesses

Program Location: Atlanta, Boston, Charlotte, New York, Oakland, CA, Worcester, MA

Goal:

- Help public schools incorporate technology into classrooms
- Broaden teachers' understanding and use of technology
- Encourage communities to help schools build capacity

"National and community service protects the vibrancy and health of our communities. At the same time, it instills in participants a commitment to and interest in the civic good."

Stanley Litow, Vice President of Corporate Community Relations, The IBM Corporation

Strategy: In 1994, IBM forms partnership with AmeriCorps and the Public Education Network to launch Project FIRST, placing computer-savvy AmeriCorps volunteers in select public schools in six U.S. cities. These volunteers help schools develop technology plans to support student achievement, expand access to and use of technology, and train teachers, parents and students.

Unique elements:

- IBM's first participation with AmeriCorps
- Cross-site monthly conference calls to share lessons learned

Result:

Achieves measurable outcomes for schools:

The target schools are working toward the following:

- two-thirds of teachers will improve comfort with and use of technology
- 25% increase in computer hardware and Internet access
- establishment of community-wide advisory groups on schools

Fosters volunteerism:

AmeriCorps members serve as catalysts for others to contribute time. During the initial three years of Project FIRST, 1,623 non-AmeriCorps volunteers donated 10,700 hours.

Capitalizes on strengths:

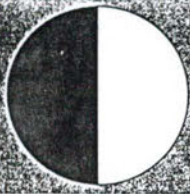
IBM provides technology and supports volunteers, while AmeriCorps trains volunteers and builds links with the community. IBM employee Paula Baker says, "It enables us to be more strategic with our dollars."

Builds a model:

Given the successes of Project FIRST, IBM is now partnering with AmeriCorps*VISTA, the United Way of America and Public Allies to launch a similar program for nonprofits.

Bottom Line:

- \$2,143,000: cash, services, equipment: IBM
- \$240,000: Other private sources



The James Irvine Foundation

Key Partners:

- California Commission on Improving Life Through Service
- Northern California Grantmakers National Service Task Force
- Youth Service California
- AmeriCorps and the Corporation for National Service

Program Location: California

Goal:

- Build strong system of community-based collaborations for national service
- Respond to the opportunities and challenges presented by the National and Community Service Trust Act

“The 1990s have been a decade of renewed commitment to citizen service across America, and with that commitment we have exciting opportunities to build new public/private partnerships that create a strong national service network in California.”

*Nick Bollman, Senior Program Director,
The James Irvine Foundation*

Strategy: In 1993, The James Irvine Foundation starts the California Initiative for National and Community Service in order to support local collaborations between nonprofits, schools and colleges. The Foundation provides grants for planning and startup; funds the creation of a statewide infrastructure; supports a cost-benefit analysis, and funds technical assistance. It also commits resources to a regional collaborative to fund Bay Area AmeriCorps programs.

Unique element:

- multi-faceted approach — grantmaking and other activities at the community, regional, state and national levels

Result:

Builds capacity at the local level:

Strengthens community collaborations to develop and implement national service programs. In Los Angeles, over 60 organizations joined forces to create an AmeriCorps project with the agency *Building Up LA*.

Provides leadership to philanthropy:

Launches the Northern California Grantmakers National Service Collaborative Fund, engaging more than 20 private and community foundations to provide matching support to 24 Bay Area AmeriCorps programs.

Fosters infrastructure:

Supports Youth Service California, a statewide non-profit, to connect programs statewide and promote high-quality community and national service.

Bottom Line:

- \$2.2 million: The James Irvine Foundation
- \$1.3 million: Northern California Grantmakers National Service Task Force

The W.K. Kellogg Foundation

Key Partners:

- K-12 school districts
- Colleges and universities
- Service-learning organizations
- Corporation for National Service

Program Location: Nationwide

Goal:

- Expand and improve service-learning opportunities in school districts and higher education institutions nationwide

"We at the W.K. Kellogg Foundation believe in the power of individuals giving time and money for the common good. That's why we support efforts to engage young people in service to their communities. Not only does this enrich their academic learning, but it also promotes personal growth and helps develop the skills needed for productive citizenship."

*Christine M. Kwak, Program Director,
The W.K. Kellogg Foundation*

Strategy: Between 1990 and 1996, The W.K. Kellogg Foundation spearheads a major effort to strengthen and broaden service-learning, an educational method which engages young people in service to their communities. Specific initiatives include: stimulating effective service-learning models; providing training for teachers and others; helping service-learning providers share best practices; expanding the number and type of service-learning programs; and identifying strategies for improving service-learning's long-term impact and viability.

Unique elements:

- broad, long-term commitment to service-learning
- emphasis on using evaluation to improve projects

Result:

Expands service-learning opportunities:

Over the six year period, Kellogg funding supported the creation of thousands of new service-learning opportunities for more than 35,000 students.

Strengthens service-learning infrastructure:

Kellogg's support built a sturdier foundation for service-learning — from encouraging growth and development among 50 service-learning organizations nationwide, to providing training to more than 15,000 teachers and others.

Sparks innovation:

With Kellogg funding, service-learning organizations nationwide established hundreds of "laboratories" to test and evaluate new and creative service-learning methods.

Points out directions for the future:

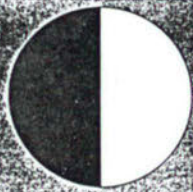
Program evaluations identified key lessons that can help shape future service-learning efforts:

- the need for consistent, long-term support in order to truly integrate service-learning into schools
- the need for additional research to better articulate service-learning's impacts and outcomes
- the need for public policy, at all levels, to support service-learning

Informed by this experience, a new Kellogg initiative is being planned that emphasizes institutionalizing effective service-learning practice in K-12 educational settings.

Bottom Line:

- \$15 million: The W.K. Kellogg Foundation



SPOTLIGHT ON

The Piton Foundation

Key Partners:

- Great Outdoors Colorado (GOCO)
- Family and community foundations
- Federal, state and local governments
- Schools
- AmeriCorps

Program Location: Colorado

Goals:

- Increase the involvement of Colorado youth in environmental service
- Develop a diverse, sustainable funding base for environmental Youth Service Corps

"The initiative joins local and regional forces with important work being done at the national and state levels, using environmental service to strengthen and enhance the state's natural and youth resources. It demonstrates first-hand how we will need to do business in the future through public-private partnerships."

*Richard Rainaldi, Program Officer,
The Piton Foundation*

Strategy: In January 1997, The Piton Foundation takes the lead in launching the Colorado Environmental Youth Corps Initiative, a statewide effort to improve the viability of local environmental projects. The initiative creates a partnership between philanthropy and GOCO, the state's lottery-funded program dedicated to environmental conservation and preservation.

Unique elements:

- technical assistance to local environmental service corps programs to build internal capacity and develop sustainable funding
- emphasis on supporting effective models and establishing standards of quality

Result:

Sparks new partnerships:

The initiative is funding four efforts this year to build links between environmental service corps and other local efforts addressing youth needs. It is anticipated that between 100-120 more Colorado youths will work on environmental corps projects this summer.

Aims high:

Within five years, the initiative will:

- involve 600 youths between the ages of 16 and 25 in eight to ten environmental service corps programs
- raise \$1.5 million from current partners, and leverage an additional \$4.5 million statewide

Unites philanthropic efforts:

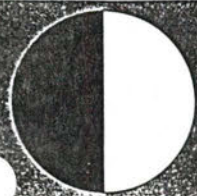
The effort links Colorado's "hard-to-unify" community foundations around the common goal of funding locally operated and regionally responsive environmental conservation programs.

Engages stakeholders:

Important partners, such as the U.S. Forest Service, are motivated to rely on Colorado's local corps as a way to improve communication and connections with Colorado communities.

Bottom Line:

- \$29,100, in-kind: The Piton Foundation
- \$184,500: Other private funders
- \$154,000: Public funders



SPOTLIGHT ON

Timberland

Key Partners:

- City Year
- AmeriCorps

Program Location: Boston, Chicago, Cleveland, Columbia, Columbus, Providence, San Antonio, San Jose and Philadelphia

Goal:

- Support City Year's efforts to expand its urban youth service corps
- Encourage Timberland employees to commit to service

"Not only is Timberland furthering positive social change and community betterment, but we're also making an investment in our infrastructure. I firmly believe that the minds we 'turn on' here at Timberland explode our productivity and effectiveness..."

*Jeffrey Swartz, Chief Operating Officer,
Timberland*

Strategy: In 1989, the Timberland company forges a partnership with City Year, the pioneering national service program that brings diverse young Americans together to tackle local community needs. In 1994, Timberland announces an unprecedented \$5-million investment in City Year through the year 2000. Timberland subsequently issues a \$1-million challenge grant — a direct response to America's Promise.

Unique elements:

- long-term relationship entering its tenth year
- Timberland employees' deepening commitment to service
- substantial private investment

Result:

Expands City Year's reach:

Timberland's financial commitment has enabled the much-praised City Year program to broaden its base of support and expand from six cities to nine. A tenth program, in Seattle, is to be added in September 1998.

Inspires Timberland's commitment to service:

- Timberland employees each now receive 40 hours of paid time annually to perform community service.
- Additionally, Timberland has committed to America's Promise that its employees will serve 40,000 hours of community service by the year 2000.

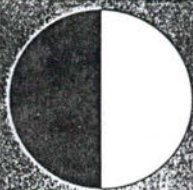
Provides clothing for dedicated volunteers:

Timberland has outfitted nearly 6,000 City Year corps members and staff. Says City Year's Michael Brown: "The red jacket will become a symbol of idealism and the power of America's young people to create positive change."

Bottom Line:

Since 1991:

- \$7,160,000, cash and in-kind: Timberland
- \$31,293,987: Other corporations, foundations and individuals
- \$30,288,002: AmeriCorps
- \$2,190,775: Local and city government



To Get in Touch

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The Grantmaker Forum on Community and National Service

The Grantmaker Forum on Community and National Service consists of corporate, community and private foundation grantmakers who share an interest in the distinctly American tradition of community and national service. We are committed to expanding opportunities for people of all ages and backgrounds to serve their community, state and nation.

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The W.K. Kellogg Foundation
John D. & Catherine T. MacArthur Foundation
The New York Community Trust
Rockefeller Brothers Fund
Surdna Foundation, Inc.

Co-Chairs:

Nick Bollman
The James Irvine Foundation
Christine M. Kwak
The W.K. Kellogg Foundation

Task Forces:

<i>Funder Outreach</i>	Lara Iglitzin, Chair Henry M. Jackson Foundation
<i>Public Policy</i>	Nancy Peterson, Chair The James Irvine Foundation
<i>Research</i>	Sylvia Robinson, Chair Ewing Marion Kauffman Foundation

Project Director:

Jill Blair

CORPORATE PHILANTHROPY REPORT

CORPORATE GIVING AT Y2K: NEW RULES FOR A NEW ERA

The modern era of corporate philanthropy has been around for 50 years. That makes it a newborn in the history of philanthropy, far younger than private foundation philanthropy or giving by individuals. Yet, 50 is old enough to take stock of the forces that shape corporate philanthropy and check its vital signs. Craig Smith, former CPR editor/publisher and a long-time expert in the field, gives us his educated examination. The following piece is an excerpt from "Giving by Industry: 1999-2000 edition," being published next month by Aspen Publishers, Inc. For ordering information, call 800-655-5597.

BY CRAIG SMITH

What's in store for corporate philanthropy in the year 2000? The big view is that, despite common perception, corporate giving has never been more vital to nonprofits.

Why? It's not because corporations and today's captains of industry have become so generous. Large corporations — downsized, restructured, consolidated and globalized — are among the most powerful organizations on earth, more powerful in some ways than the United States' government itself. For better or worse, these corporations have what nonprofits most need: the expertise, the technology, the communications tools

and, yes, financial resources — not just cash, but loans, investments, and the knowledge of how to be players in capital markets.

Without help from corporations, nonprofits surely will find themselves increasingly irrelevant to the 21st century. Sure, fundraisers will continue to write heart-tugging (and successful) proposals to individual donors. Sure, the good work of nonprofits will still receive support from governments and private foundations. But without a tie-in to the corporate Goliaths that dominate the information age, nonprofits risk becoming vestiges of the past.

With corporate help nonprofits can remake themselves to be relevant in an information age where the private sector is the driver of change.

► FIRST, THE BAD NEWS

The more nonprofit fundraisers are able to put themselves in the shoes of corporate contributions managers — the professionals directly responsible for establishing a company's nonprofit relationships — the better chance they have at transforming these managers into allies. The problem is that the shoes of corporate contributions managers feel heavy these days. It may seem that they have the perfect job, but the fact is

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■ Naming a Top Giver

Dayton Hudson searches for corporate angels, p. 2

■ New Age Philosophy

SmithKline Beecham develops Awards Program targeting minority elderly, p. 3

■ Spotlight

A look at the philanthropic work taking place at the nation's telecom corporations, p. 8

■ Command Performance

Award winning playwright presses for corporate, government arts funding, p. 12

Corporate Giving at Y2K

(Continued from page 1)

that they are feeling overworked, stressed out, and many are looking for a graceful exit. The upshot: many of these managers are having a more and more difficult time defending their budgets, maintaining the size of their staff from being cut and getting time with the CEO.

At the same time, thousands of proposals come in the mail — almost none that fit the realities the corporate contributions manager has to live with.

The fact is that during the past decade — despite the most upbeat economy since the Eisenhower days, corporate philanthropy has been given increasingly short shrift by corporate budget-setters. A decade ago corporate philanthropy represented nearly 6 percent of the typical nonprofit's contributed income, but now it represents less than 4 percent. Furthermore, the nonprofits that get the funding are being forced to relate to corporations on corporate terms rather than expect corporations to relate on their terms.

Bye-bye operating grants.

Year after year, a smaller percentage of corporate profit has been going into philanthropy, and a larger share of the donations are being made in technology for which the companies' real costs are significantly less than cash donations. In percentage-of-profit terms, traditional corporate philanthropy by large companies has dropped by two-thirds from the mid-1980s to 1996, the latest years when figures are available. In 1985, the largest companies gave on average 2.1 percent of pretax income, according to the Conference Board. By 1994, the figure was down to .7 percent. Although the 1996 figure for big companies rose a bit, to .9 percent, contributions managers interviewed in the survey claimed that they are unlikely to see significant budget increases in the foreseeable future.

Whereas 10 years ago, the generous companies joined "Five Percent Clubs" for proudly giving 5 percent of pretax profit, one can now imagine the old boys patting themselves on the back for joining the ranks of "one percenters."

To be sure, not all companies have experienced the same drop in giving. The 1996 survey of large companies' giving by the Conference Board found that some industries represented in their sample gave far more than others. For example, in the 1996 survey food, beverage, and tobacco gave 1.3 percent, pharmaceuticals contributed 1.7 percent and retail and wholesale, 2.2 percent.

Furthermore, smaller corporations generally give at a more

robust level — between one and two percent of pre-tax profit.

The problem is, it can be difficult for nonprofits without personal connections to get much funding from small companies, since their programs have a closer connection to the CEOs. Such programs often stick with highly personal causes — such as religious organizations — or they donate to neighborhood organizations immediately surrounding the company's location often at the behest of campaigns launched by the local chambers of commerce, Rotary, etc.

A problem that runs deeper than budget is that there are fewer corporate philanthropy professionals for nonprofits to relate to. And the current crop of contributions managers have a faster turnover rate, are younger, and more distant from CEOs than in the past.

► MEET THE NEW GIVING OFFICE

In the late 1980s, when total quality management was all the rage, mid-managers in corporations were put on notice that

unless they could come up with hard numbers to prove their worth, they would be downsized. The field of corporate philanthropy got caught with its pants down, so to speak, since it did not have the measurement tools to prove its worth to skeptical chief operating officers. CEOs, who in the past would have protected cuts in community relations departments from the axe because it was "the right thing to do," now were so busy fending off foreign competitors (many without philanthropic programs) that they failed to play the role of rescuer. But

since most corporate leaders didn't want to attract the ire of important civic leaders, it was easier to cut the size of the corporate giving departments than the size of the grants. So even before they dared cut budgets of philanthropy programs, the companies drastically slashed the "head count."

Today many large companies have consolidated philanthropy-related jobs that were once held by separate professionals. Corporate foundations and the more closely-held "community relations departments" — once separated by an internal Chinese wall and managed by separate staffs — now often share the same staffs and strategies.

One survey conducted by the Council on Foundations found that 80 percent share the contributions manager title with another job like public relations or government relations. The same survey revealed that a majority of contributions managers, who typically used to work within shouting distance of the

(Continued on page 5)

"Most contribution managers are trying to build firm ground under their feet by undergoing strategic planning efforts. They are restructuring their departments to cut costs, automate operations, and tie the company's giving more directly into corporate strategy."

Corporate Giving at Y2K

(continued from page 4)

CEO, now report to a vice president (or lower official) rather than to a senior executive.

How are contributions managers responding to less money and (in many cases) less clout? Most are trying to build firm ground under their feet by undergoing strategic planning efforts. They are restructuring their departments to cut costs, automate operations, and tie the company's giving more directly into corporate strategy.

A 1997 Conference Board study showed that the typical large company now undergoes restructuring of its giving programs every three years. Another implication is that contributions managers are now spending a lot of time comparing themselves to the competition, a practice known as "benchmarking" — now practiced by a majority of giving departments in large companies. Another trend is that giving officers are finally gaining the measurement tools that can explain how their investments in nonprofits can be compared to more conventional business investments made by the company.

"What it all adds up to is that our time is squeezed more than ever before. Site visits to nonprofits, once commonplace for some corporate foundations, are now rare. It all adds up to the fact that we are less ambassadors to the community as we are managers of our processes," said one contributions manager who didn't want to be named. "For many of us this new role puts us in a stressful position. We are treated like kings and queens in the community but inside the company we are being forced to constantly prove our worth to skeptical executives."

► THE GOOD NEWS, PART ONE: HOW BUSINESS SUPPORTS NONPROFITS

The fact that contributions managers have redoubled their efforts to be relevant to internal business units seems to be having some effect the way companies conduct their business — and it has changed the way nonprofits build corporate relationships.

Marketing directors, for example, have had conversations with their in-house contributions managers, benchmarked their competitors and have come to the conclusion that they can achieve their sales goals better with nonprofits built into marketing budgets than without them.

Marketing-based support of nonprofits has been proven to be a good way of building relationships with certain key

markets target by companies (schools, universities, government and hospitals, for example). Techniques — such as sponsorship and cause-related marketing — can rally one's own employees as well as attract positive public attention to one's products. American Express, for example, credits its marketing prowess in part to its cause marketing partnership with Share Our Strength and other organizations fighting hunger.

Similarly, government relations managers now view the support of nonprofits as an important way to shift from a purely "reactive" form of engaging government. Instead of relying on lobbying, PAC support and back-room deals, they also emphasize a "proactive" approach, based on creating an environment of public opinion on behalf of their company and engaging in activities that will foster positive ties with elected officials, key bureaucrats and public policy researchers in a

positive way. Ford Motors, for example, sponsored a PBS television series on healthcare reform as part of its effort to educate public policy officials on its need to reduce rising healthcare costs — a big concern of Ford's human resources department.

Public relations managers also have come to see nonprofit tie-ins as essential to their trade. Not only can nonprofit "signature" programs help the overall brand image of corporations, but nonprofits can play a starring role in the roll-out of new products. It

can attract positive press attention to complement advertising and other forms of promotion. For example, pharmaceutical companies now routinely form partnerships with nonprofit health organizations, such as an AIDS activist group or one advocating help for women with breast cancer, before they "roll out" a major product that treats a disease. "We found that these partnerships can help us work out problems with advocacy groups beforehand rather than fighting them in the press later on," said one drug company donor.

Human resources managers have also learned that nonprofit linkages can be integrated into efforts to reduce benefits costs, build morale, enhance team work, increase productivity and support recruitment efforts. Mattel created a flexible benefits program that gave employees release time to volunteer for computer learning centers that had been funded by the local foundation. Sprint directly involves its work teams in community involvement teams as a way of strengthening their *esprit d' corps*.

Many corporate contributions officers now claim that they spend about half of their time responding to internal requests for assistance from managers inside their own companies

(continued on page 6)

"Public relations managers also have come to see nonprofit tie-ins as essential to their trade. Not only can nonprofit 'signature' programs help the overall brand image of corporations, but nonprofits can play a starring role in the roll-out of new products."

Corporate Giving at Y2K

(continued from page 5)

wanting help with nonprofit relationships. In many cases, part of their role as "internal consultants" to movers and shakers inside their company involves setting up meetings between, say, the marketing director and the head of an organization funded by the in-house foundation. That's the sort of meeting that resulted in Coca-Cola Foundation brokering a \$50 million long-term partnership with the Boys and Girls Clubs of America for a project in which Coke machines would be placed in many of the clubs.

The key point about that relationship is that, as the marketing ties came into play, they didn't replace the philanthropic support from the Coca-Cola Foundation, but just complemented it.

► THE GOOD NEWS, PART TWO: RALLYING AROUND TECHNOLOGY

Another implication of the strategic focus in corporate philanthropy is that contributions managers have been looking for ways of extending the benefits they provide to nonprofits while still reducing cost and time. In many cases, the pressure to do more with less has resulted in their joining forces with their own internal business units in programs that present their companies' own technology in a positive light. Indeed, technology-based corporate philanthropy is a rising trend that is destined to grow strongly in a technology-obsessed 21st century.

A decade ago technology wasn't a big issue in corporate philanthropy. Now, it everything to do with technology – distance learning technologies are shaking up community colleges; the Internet is shaking up the arts world; community economic development and environmental advocacy strategies are all being reinvented with the help of the Internet.

Not only do nonprofits need technology donations as never before, but also technology companies have every reason to give it away. Software, the lightest of technologies, costs little when given away, particularly if it can be downloaded on the Internet or deployed through nonprofit intermediaries. Most technology companies consider the major markets to be the top 20 percent of the market, so they run little risk of undermining their market by giving it away. Moreover, intermediary organizations such as Gifts in Kind International are perfecting the art of deploying the software and shifting the cost burdens onto nonprofits who typically pay processing and mailing costs.

An increasing number of companies are redesigning their

strategies around the Internet. As they embraced information technologies and grasped the importance of their high tech products to the nonprofit sector, many companies turned to their corporate contributions managers to find ways of showcasing their technological expertise in the nonprofit sector. Soon sizable programs emerged in many companies that represented "internal partnerships" between the community relations department and marketing departments.

IBM decided to restructure its community relations department to focus almost exclusively on innovative applications of its technology in the nonprofit sector. Its "Reinventing Education" project, valued at \$35 million, is not the most expensive initiative. But, since it focused on widespread reform of public education, it may be the most ambitious technology-based giving program yet conceived. MCI, in announcing its new foundation, decided to focus all its giving on initiatives linked to the Internet. AT&T created a \$150 million "Learning Network" that linked its foundation and its marketing units in education. Oracle promised \$50 million, also to promote networked computers in the public schools. Microsoft made a \$200 million pledge to libraries. Cisco Systems and 3 Com created national copycat initiatives, each to train high school kids to build computer networks for their schools.

Philanthropy programs centered on information technology are by no means limited to the typical high tech companies. In Hollywood, a variety of nonprofit projects link entertainment companies to explore the theme of creativity and collaborative problem solving with the new technology. For example, Steven Spielberg chairs the Starbright Foundation that rounded up

many of the top companies in Hollywood to create an Intranet for children's hospitals. Also in Los Angeles, Mattel established computer learning centers located near its operating areas and then created a flexible benefits program for its employees so that they would volunteer to help parents and their kids in the evenings.

► CAN CORPORATE PHILANTHROPY REALLY HELP A NONPROFIT?

Skeptics will ask: Can corporate philanthropy really do all that?

It has become fashionable among some insiders in the field of corporate citizenship to demean corporate philanthropy, which they dismiss as a matter of scattering charitable crumbs to the nonprofit minions. These experts claim that

"The astute nonprofit manager, once allowed in through the philanthropic doorway, came to see where the possible connections are between the strategies of the nonprofit and the strategies of the corporation."

(continued on page 6)

Corporate Giving at Y2K

(continued from page 6)

today's savvy nonprofits should look beyond the corporate contributions department to the places where the real action is — the corporate marketing departments or other business units.

In a sense, these experts are right. Companies now spend a greater amount of money supporting nonprofits through core business operations, for which no charitable tax deductions are received, than through philanthropic support. But, by failing to see the role of corporate philanthropy in a process of building a relationship between a nonprofit and a company, the experts miss the key point.

Corporate philanthropy has become more valuable than ever to nonprofits because it is the portal through which nonprofits can reach those business units. Most nonprofits need some kind of relationship with a company before they can march up to the marketing department and sit down and do a deal. The astute nonprofit managers, once allowed in through the philanthropic doorway, came to see where the possible connections are between the strategies of the nonprofit and the strategies of the corporation.

In the past decade many nonprofits have been able to successfully use corporate donations as levers for getting an enduring and sizable flow of business-to-business funding from the same companies that originally had been confined to donations:

- That was how Junior Achievement was able to reinvent itself as a tool to support the school-to-work strategies of corporations.
- That was how the Children's Miracle Network, once a mere telethon for children's hospitals, was able to reposition itself as a means for helping consumer products companies get more shelf space in the nation's supermarkets.

- That is how Special Olympics learned that, by deploying volunteers to its athletic events, it would get funded by corporate human resources departments as a way of building morale and reducing turnover in their workforce.

- That's how the Boys and Girls Clubs of America learned that their work can go better with Coke — to the tune of the aforementioned \$50 million commitment from Coca-Cola's marketers.

The list goes on and on. Many more nonprofits can be on that list.

But not all nonprofits have been so skillful. Some fundraisers, noting how difficult it is these days to get no-strings-attached help from corporations, simply have gone on to pastures they thought to be greener and easier to harvest. It is quicker and easier to write an old-fashioned grant proposal, they reason.

How foolish of them. Just consider the payoff that could result from some extra effort. Wouldn't you want to figure out how to be Microsoft's nonprofit partner through which it could funnel funds in its next area of support? Wouldn't you want to be the nonprofit that America Online works with to promote volunteerism through the Internet? Wouldn't you want to be the nonprofit ally of Amazon.com when this bookseller of the 21st century decides to take a leadership role in the literacy movement?

Even Harvard is scrambling to develop those kinds of ties. Credentials of the past don't amount to much alongside the prospect of joining forces with the corporations that are leading us all into the future.

Craig Smith (212-949-0990) continues to consult, teach and write on the subject of corporate philanthropy. With this issue, Craig rejoins CPR as a contributing editor.

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National Service Reauthorization Proposals Under Discussion December 1998
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A. Overview

The primary purpose of the national service reauthorization proposal is to extend existing national service legislation – the National and Community Service Act of 1990 as amended and the Domestic Volunteer Service Act of 1973. The extension will authorize support for programs that encourage Americans to engage in full-time or part-time service in their communities in order to meet unmet needs in the areas of education, public safety, the environment, and other human needs, such as health and housing.

The specific proposed changes to existing legislation, in addition to technical and conforming amendments, are listed below.

B. Proposals to amend the National and Community Service Act of 1990 (NCSA)

General Provisions	Explicitly identifies service-learning as one of the purposes of the National and Community Service Act.
Learn and Serve America	• Explicitly provides that Indian Tribes are eligible for community-based grants (this is not explicit under current law). • Eliminates requirement that Corporation give cumulative weight to specified selection criteria under the higher education grants program.

AmeriCorps Grants

- Codifies prohibition on grants to Federal agencies.
- Codifies maximum Corporation share of average budgeted cost per AmeriCorps member at \$15,000 for fiscal year 1999, adjusted for inflation in fiscal years 2000 through 2004.
- Ensures that each State receives at least \$500,000 in formula grants (current law is silent, current allocation is \$450,000).
- Allows funds reserved for disability outreach purposes -- limited under current law to AmeriCorps State competitive and AmeriCorps National Direct -- to be made available to any program supported under the national service laws and also to be used to support disability demonstration activities.
- Provides for downward adjustment of living allowance for full-time terms of service shorter than 12 months.
- Allows up to \$15,000,000 in subtitle C funds to be used to provide operational assistance (capped at \$1,000 per member) to programs that provide balance of support necessary to operate program, without administrative cost, matching fund, and member support requirements. (These AmeriCorps Education Award programs are currently funded under demonstration authority in subtitle H).

National Service Trust

- Adds authority to use funds in the National Service Trust to support scholarships to high school students engaging in outstanding service.
- Provides that an individual may receive no more than the aggregate value of two education awards (current law's limit is two education awards for first two terms of service, regardless of amounts, which limit opportunities for individuals serving part-time terms).
- Expands the types of student loans that may be repaid with the education award, including those made by federally-approved lenders and State agencies.

National Civilian Community Corps

- Adds disaster relief to the NCCC's statement of purpose.
- Adds authority to utilize individuals as team leaders, without regard to the otherwise applicable restrictions on age and the amount of the living allowance.
- Provides that the education award is the only type of post-service benefit provided (current law authorizes provision of an alternative post-service benefit).

- | | |
|---|---|
| Corporation Governance | <ul style="list-style-type: none"> • Authorizes members of the Corporation's Board of Directors to serve until successor takes office. |
| Points of Light Foundation | <ul style="list-style-type: none"> • Authorizes Corporation's Chief Executive Officer to serve as a nonvoting member of the Points of Light Foundation's Board of Directors. |
| NCSA Authorization of Appropriations | <ul style="list-style-type: none"> • Authorizes such sums as necessary for fiscal years 1999-2004. |

C. Proposals to amend the Domestic Volunteer Service Act of 1973 (DVSA)

- | | |
|---|---|
| VISTA | <ul style="list-style-type: none"> • Adds long-term sustainability of local organizations to VISTA's statement of purpose. • Encourages use of cost-sharing arrangements under which organizations defray all or part of the direct cost of supporting AmeriCorps*VISTA members. • Opens positions as VISTA leaders to individuals with experience in service (current law restricts to former VISTA members). |
| National Senior Service Corps | <ul style="list-style-type: none"> • Codifies the name of the program as "National Senior Service Corps" in place of "National Senior Volunteer Corps". • Adds an emphasis on meeting community needs to the Senior Corps' statement of purpose. • Lowers minimum age for Foster Grandparents and Senior Companions from 60 to 55. • Definition of "low-income" for purposes of the Foster Grandparent and Senior Companion programs increases from 125 to 150 percent of poverty line. |
| DVSA Authorization of Appropriations | <ul style="list-style-type: none"> • Authorizes such sums as necessary for fiscal years 1999-2004 for DVSA activities. |

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Subtitle E--Civilian Community Corps

SEC. 151. [42 U.S.C. 12611] PURPOSE.

It is the purpose of this subtitle to authorize the establishment of a Civilian Community Corps to provide a basis for determining--

- (1) whether residential service programs administered by the Federal Government can significantly increase the support for national service and community service by the people of the United States;
- (2) whether such programs can expand the opportunities for willing young men and women to perform meaningful, direct, and consequential acts of community service in a manner that will enhance their own skills while contributing to their understanding of civic responsibility in the United States;
- (3) whether retired members and former members of the Armed Forces of the United States, members and former members of the Armed Forces discharged or released from active duty in connection with reduced Department of Defense spending, members and former members of the Armed Forces discharged or transferred from the Selected Reserve of the Ready Reserve in connection with reduced Department of Defense spending, and other members of the Armed Forces not on active duty and not actively participating in a reserve component of the Armed Forces can provide guidance and training under such programs that contribute meaningfully to the encouragement of national and community service; and
- (4) whether domestic national service programs can serve as a substitute for the traditional option of military service in the Armed Forces of the United States which, in times of reductions in the size of the Armed Forces, is a diminishing national service opportunity for young Americans.

SEC. 152. [42 U.S.C. 12612] ESTABLISHMENT OF CIVILIAN COMMUNITY CORPS DEMONSTRATION PROGRAM.

- (a) In General.--The Corporation may establish the Civilian Community Corps Demonstration Program to carry out the purpose of this subtitle.
- (b) Program Components.--Under the Civilian Community Corps Demonstration Program authorized by subsection (a), the members of a Civilian Community Corps shall receive training and perform service in at least one of the following two program components:
 - (1) A national service program.
 - (2) A summer national service program.

(c) Residential Programs.--Both program components are residential programs. The members of the Corps in each program shall reside with other members of the Corps in Corps housing during the periods of the members' agreed service.

SEC. 153. [42 U.S.C. 12613] NATIONAL SERVICE PROGRAM.

(a) In General.--Under the national service program component of the Civilian Community Corps Demonstration Program authorized by section 152(a), eligible young people shall work in teams on Civilian Community Corps projects.

(b) Eligible Participants.--A person shall be eligible for selection for the national service program if the person--

(1) is at least 16 and not more than 24 years of age; and

(2) is a high school graduate or has not received a high school diploma or its equivalent.

(c) Diverse Backgrounds of Participants.--In selecting persons for the national service program, the Director shall endeavor to ensure that participants are from economically, geographically, and ethnically diverse backgrounds.

(d) Necessary Participants.--To the extent practicable, at least 50 percent of the participants in the national service program shall be economically disadvantaged youths.

(e) Period of Participation.--Persons desiring to participate in the national service program shall enter into an agreement with the Director to participate in the Corps for a period of not less than nine months and not more than one year, as specified by the Director, and may renew the agreement for not more than one additional such period.

SEC. 154. [42 U.S.C. 12614] SUMMER NATIONAL SERVICE PROGRAM.

(a) In General.--Under the summer national service program of the Civilian Community Corps Demonstration Program authorized by section 152(a), a diverse group of youth aged 14 through 18 years who are from urban or rural areas shall work in teams on Civilian Community Corps projects.

(b) Necessary Participants.--To the extent practicable, at least 50 percent of the participants in the summer national service program shall be economically disadvantaged youths.

(c) Seasonal Program.--The training and service of Corps members under the summer national service program in each year shall be conducted after April 30 and before October 1 of that year.

SEC. 155. [42 U.S.C. 12615] CIVILIAN COMMUNITY CORPS.

(a) Director.--Upon the establishment of the Civilian Community Corps Demonstration Program, the Civilian Community Corps shall be under the direction of the Director appointed pursuant to section 159(c)(1).

(b) Membership in Civilian Community Corps.--

(1) Participants to be members.--Persons selected to participate in the national service program or the summer national service program components of the Program shall become members of the Civilian Community Corps.

(2) Selection of members.--The Director or the Director's designee shall select individuals for membership in the Corps.

(3) Application for membership.--To be selected to become a Corps member an individual shall submit an application to the Director or to any other office as the Director may designate, at such time, in such manner, and containing such information as the Director shall require. At a minimum, the application shall contain information about the work experience of the applicant and sufficient information to enable the Director, or the superintendent of the appropriate camp, to determine whether selection of the applicant for membership in the Corps is appropriate.

(c) Organization of Corps Into Units.--

(1) Units.--The Corps shall be divided into permanent units. Each Corps member shall be assigned to a unit.

(2) Unit leaders.--The leader of each unit shall be selected from among persons in the permanent cadre established pursuant to section 159(c)(2). The designated leader shall accompany the unit throughout the period of agreed service of the members of the unit.

(d) Camps.--

(1) Units to be assigned to camps.--The units of the Corps shall be grouped together as appropriate in camps for operational, support, and boarding purposes. The Corps camp for a unit shall be in a facility or central location established as the operational headquarters and boarding place for the unit. Corps members may be housed in the camps.

(2) Camp superintendent.--There shall be a superintendent for each camp. The superintendent is the head of the camp.

(3) Eligible site for camp.--A camp may be located in a facility referred to in section 162(a)(3).

(e) Distribution of Units and Camps.--The Director shall ensure that the Corps units and camps are distributed in urban areas and rural areas in various regions throughout the United States.

(f) Standards of Conduct.--

- (1) In general.--The superintendent of each camp shall establish and enforce standards of conduct to promote proper moral and disciplinary conditions in the camp.
- (2) Sanctions.--Under procedures prescribed by the Director, the superintendent of a camp may--
 - (A) transfer a member of the Corps in that camp to another unit or camp if the superintendent determines that the retention of the member in the member's unit or in the superintendent's camp will jeopardize the enforcement of the standards or diminish the opportunities of other Corps members in that unit or camp, as the case may be; or
 - (B) dismiss a member of the Corps from the Corps if the superintendent determines that retention of the member in the Corps will jeopardize the enforcement of the standards or diminish the opportunities of other Corps members.
- (3) Appeals.--Under procedures prescribed by the Director, a member of the Corps may appeal to the Director a determination of a camp superintendent to transfer or dismiss the member. The Director shall provide for expeditious disposition of appeals under this paragraph.

SEC. 156. [42 U.S.C. 12616] TRAINING.

- (a) Common Curriculum.--Each member of the Civilian Community Corps shall be provided with between three and six weeks of training that includes a comprehensive service-learning curriculum designed to promote team building, discipline, leadership, work, training, citizenship, and physical conditioning.
- (b) Advanced Service Training.--
 - (1) National service program.--Members of the Corps participating in the national service program shall receive advanced training in basic, project-specific skills that the members will use in performing their community service projects.
 - (2) Summer national service program.--Members of the Corps participating in the summer national service program shall not receive advanced training referred to in paragraph (1) but, to the extent practicable, may receive other training.
- (c) Training Personnel.--
 - (1) In general.--Members of the cadre appointed under section 159(c)(2) shall provide the training for the members of the Corps, including, as appropriate, advanced service training and ongoing training throughout the members' periods of agreed service.
 - (2) Coordination with other entities.--Members of the cadre may provide the advanced service training referred to in subsection (b)(1) in coordination with vocational or technical schools, other employment and training providers, existing youth service programs, or other qualified individuals.

(d) Facilities.--The training may be provided at installations and other facilities of the Department of Defense, and at National Guard facilities, identified under section 162(a)(3).

SEC. 157. [42 U.S.C. 12617] SERVICE PROJECTS.

(a) Project Requirements.--The service projects carried out by the Civilian Community Corps shall--

- (1) meet an identifiable public need;
- (2) emphasize the performance of community service activities that provide meaningful community benefits and opportunities for service learning and skills development;
- (3) to the maximum extent practicable, encourage work to be accomplished in teams of diverse individuals working together; and
- (4) include continued education and training in various technical fields.

(b) Project Proposals.--

(1) Development of proposals.--

(A) Specific executive departments.--Upon the establishment of the Program, the Secretary of Agriculture, the Secretary of the Interior, and the Secretary of Housing and Urban Development shall develop proposals for Corps projects pursuant to guidance which the Director shall prescribe.

(B) Other sources.--Other public and private organizations and agencies, including representatives of local communities in the vicinity of a Corps camp, may develop proposals for projects for a Corps camp. Corps members shall also be encouraged to identify projects for the Corps.

(2) Consultation requirements.--The process for developing project proposals under paragraph (1) shall include consultation with the Corporation, representatives of local communities, and persons involved in other youth service programs.

(C) Project Selection, Organization, and Performance.--

(1) Selection.--The superintendent of a Corps camp shall select the projects to be performed by the members of the Corps assigned to the units in that camp. The superintendent shall select projects from among the projects proposed or identified pursuant to subsection (b).

(2) Innovative local arrangements for project performance.--The Director shall encourage camp superintendents to negotiate with representatives of local communities, to the extent practicable, innovative arrangements for the performance of projects. The arrangements may provide for cost-sharing and the provision by the communities of in-kind support and other support.

SEC 158. [42 U.S.C. 12618] AUTHORIZED BENEFITS FOR CORPS MEMBERS.

- (a) In General.--The Director shall provide for members of the Civilian Community Corps to receive benefits authorized by this section.
- (b) Living Allowance.--The Director shall provide a living allowance to members of the Corps for the period during which such members are engaged in training or any activity on a Corps project. The Director shall establish the amount of the allowance at any amount not in excess of the amount equal to 100 percent of the poverty line that is applicable to a family of two (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2)).
- (c) Other Authorized Benefits.--While receiving training or engaging in service projects as members of the Civilian Community Corps, members may be provided the following benefits:
- (1) Allowances for travel expenses, personal expenses, and other expenses.
 - (2) Quarters.
 - (3) Subsistence.
 - (4) Transportation.
 - (5) Equipment.
 - (6) Clothing.
 - (7) Recreational services and supplies.
 - (8) Other services determined by the Director to be consistent with the purposes of the Program.
- (d) Supportive Services.--As the Director determines appropriate, the Director may provide each member of the Corps with health care services, child care services, counseling services, and other supportive services.
- (e) Post Service Benefits.--Upon completion of the agreed period of service with the Corps, a member shall elect to receive the educational assistance under subsection (f) or the cash benefit under subsection (g).
- (f) National Service Educational Awards.--A Corps member who successfully completes a period of agreed service in the Corps may receive the national service educational award described in subtitle D if the Corps member--
- (1) serves in an approved national service position; and
 - (2) satisfies the eligibility requirements specified in section 146 with respect to service in that approved national service position.
- (g) Alternative Benefit.--If a Corps member who successfully completes a period of agreed service in the Corps is ineligible for the national service educational award described in subtitle D, the Director may provide for the provision of a suitable alternative benefit for the Corps member.

SEC. 159. [42 U.S.C. 12619] ADMINISTRATIVE PROVISIONS.

(a) Supervision.--The Chief Executive Officer shall monitor and supervise the administration of the Civilian Community Corps Demonstration Program authorized to be established under section 152. In carrying out this section, the Chief Executive Officer shall--

(1) approve such guidelines, recommended by the Board, for the design, selection of members, and operation of the Civilian Community Corps as the Chief Executive Officer considers appropriate;

(2) evaluate the progress of the Corps in providing a basis for determining the matters set forth in section 151; and

(3) carry out any other activities determined appropriate by the Board.

(b) Monitoring and Coordination.--The Chief Executive Officer shall--

(1) monitor the overall operation of the Civilian Community Corps;

(2) coordinate the activities of the Corps with other youth service programs administered by the Corporation; and

(3) carry out any other activities determined appropriate by the Board.

(c) Staff.--

(1) Director.--

(A) Appointment.--Upon the establishment of the Program, the Chief Executive Officer shall appoint a Director. The Director may be selected from among retired commissioned officers of the Armed Forces of the United States.

(B) Duties.--The Director shall--

(i) design, develop, and administer the Civilian Community Corps programs;

(ii) be responsible for managing the daily operations of the Corps; and

(iii) report to the Chief Executive Officer.

(C) Authority to employ staff.--The Director may employ such staff as is necessary to carry out this subtitle. The Director shall, to the maximum extent practicable, utilize in staff positions personnel who are detailed from departments and agencies of the Federal Government and, to the extent the Director considers appropriate, shall request and accept detail of personnel from such departments and agencies in order to do so.

(2) Permanent cadre.--

(A) Establishment.--The Director shall establish a permanent cadre of supervisors and training instructors for Civilian Community Corps programs.

(B) Appointment.--The Director shall appoint the members of the permanent cadre.

(C) Employment considerations.--In appointing individuals to cadre positions, the Director shall--

(i) give consideration to retired, discharged, and other inactive members and former members of the Armed Forces recommended under section 162(a)(2);

- (ii) give consideration to former VISTA, Peace Corps, and youth service program personnel;
 - (iii) ensure that the cadre is comprised of males and females of diverse ethnic, economic, professional, and geographic backgrounds; and
 - (iv) consider applicants' experience in other youth service programs.
- (D) Community service credit.--Service as a member of the cadre shall be considered as a community service opportunity for purposes of section 4403 of the National Defense Authorization Act for Fiscal Year 1993 and as employment with a public service or community service organization for purposes of section 4464 of that Act.
- (E) Training.--The Director shall provide to members of the permanent cadre appropriate training in youth development techniques and the principles of service learning. All members of the permanent cadre shall be required to participate in the training.
- (3) Inapplicability of certain civil service laws.--The Director, the members of the permanent cadre, and the other staff personnel shall be appointed without regard to the provisions of title 5, United States Code, governing appointments in the competitive service. The rates of pay of such persons may be established without regard to the provisions of chapter 51 and subchapter III of chapter 53 of such title. In the case of a member of the permanent cadre who was recommended for appointment in accordance with section 162(a)(2)(A) and is entitled to retired or retainer pay, section 5532 of title 5, United States Code, shall not apply to reduce the member's retired or retainer pay by reason of the member being paid as a member of the cadre.
- (4) Voluntary services.--Notwithstanding any other provision of law, the Director may accept the voluntary services of individuals. While away from their homes or regular places of business on the business of the Corps, such individuals may be allowed travel expenses, including per diem in lieu of subsistence, in the same amounts and to the same extent, as authorized under section 5703 of title 5, United States Code, for persons employed intermittently in Federal Government service.

SEC. 160. [42 U.S.C. 12620] STATUS OF CORPS MEMBERS AND CORPS PERSONNEL UNDER FEDERAL LAW.

- (a) In General.--Except as otherwise provided in this section, members of the Civilian Community Corps shall not, by reason of their status as such members, be considered Federal employees or be subject to the provisions of law relating to Federal employment.
- (b) Work-Related Injuries.--
- (1) In general.--For purposes of subchapter I of chapter 81 of title 5, United States Code, relating to the compensation of Federal employees for work injuries,

members of the Corps shall be considered as employees of the United States within the meaning of the term "employee", as defined in section 8101 of such title.

(2) Special rule.--In the application of the provisions of subchapter I of chapter 81 of title 5, United States Code, to a person referred to in paragraph (1), the person shall not be considered to be in the performance of duty while absent from the person's assigned post of duty unless the absence is authorized in accordance with procedures prescribed by the Director.

(c) Tort Claims Procedure.--A member of the Corps shall be considered an employee of the United States for purposes of chapter 171 of title 28, United States Code, relating to tort claims liability and procedure.

SEC. 161. [42 U.S.C. 12621] CONTRACT AND GRANT AUTHORITY.

(a) Programs.--The Director may, by contract or grant, provide for any public or private organization to perform any program function under this subtitle.

(b) Equipment and Facilities.--

(1) Federal and national guard property.--The Director shall enter into agreements, as necessary, with the Secretary of Defense, the Governor of a State, territory or commonwealth, or the commanding general of the District of Columbia National Guard, as the case may be, to utilize--

(A) equipment of the Department of Defense and equipment of the National Guard; and

(B) Department of Defense facilities and National Guard facilities identified pursuant to section 162(a)(3).

(2) Other property.--The Director may enter into contracts or agreements for the use of other equipment or facilities to the extent practicable to train and house members of the Civilian Community Corps and leaders of Corps units.

SEC. 162. [42 U.S.C. 12622] RESPONSIBILITIES OF OTHER DEPARTMENTS.

(a) Secretary of Defense.--

(1) Liaison office.--

(A) Establishment.--Upon the establishment of the Program, the Secretary of Defense shall establish an office to provide for liaison between the Secretary and the Civilian Community Corps.

(B) Duties.--The office shall--

(i) in order to assist in the recruitment of personnel for appointment in the permanent cadre, make available to the Director information in the registry established by section 4462 of the National Defense Authorization Act for Fiscal Year 1993; and

(ii) provide other assistance in the coordination of Department of Defense activities with the Corps.

(2) Corps cadre.--

(A) List of recommended personnel.--Upon the establishment of the Program, the Secretary of Defense, in consultation with the liaison office established under paragraph (1) shall develop a list of individuals to be recommended for appointment in the permanent cadre of Corps personnel. Such personnel shall be selected from among members and former members of the Armed Forces referred to in section 151(3) who are commissioned officers, noncommissioned officers, former commissioned officers, or former noncommissioned officers.

(B) Recommendations regarding grade and pay.--The Secretary of Defense shall recommend to the Director an appropriate rate of pay for each person recommended for the cadre pursuant to this paragraph.

(C) Contribution for retired member's pay.--If a listed individual receiving retired or retainer pay is appointed to a position in the cadre and the rate of pay for that individual is established at the amount equal to the difference between the active duty pay and allowances which that individual would receive if ordered to active duty and the amount of the individual's retired or retainer pay, the Secretary of Defense shall pay, by transfer to the Corporation from amounts available for pay of active duty members of the Armed Forces, the amount equal to 50 percent of that individual's rate of pay for service in the cadre.

(3) Facilities.--Upon the establishment of the Program, the Secretary of Defense shall identify military installations and other facilities of the Department of Defense and, in consultation with the adjutant generals of the State National Guards, National Guard facilities that may be used, in whole or in part, by the Civilian Community Corps for training or housing Corps members. The Secretary of Defense shall carry out this paragraph in consultation with the liaison office established under paragraph (1).

(4) Information regarding corps.--The Secretary of Defense may permit Armed Forces recruiters to inform potential applicants for the Corps regarding service in the Corps as an alternative to service in the Armed Forces.

(b) Secretary of Labor.--Upon the establishment of the Program, the Secretary of Labor shall identify and assist in establishing a system for the recruitment of persons to serve as members of the Civilian Community Corps. In carrying out this subsection, the Secretary of Labor may utilize the Employment Service Agency or the Office of Job Training.

SEC. 163. [42 U.S.C. 12623] ADVISORY BOARD.

(a) Establishment and Purpose.--Upon the establishment of the Program, there shall also be established a Civilian Community Corps Advisory Board to advise

the Director concerning the administration of this subtitle and to assist in the development and administration of the Corps.

(b) Membership.--The Advisory Board shall be composed of the following members:

- (1) The Secretary of Labor.
 - (2) The Secretary of Defense.
 - (3) The Secretary of the Interior.
 - (4) The Secretary of Agriculture.
 - (5) The Secretary of Education.
 - (6) The Secretary of Housing and Urban Development.
 - (7) The Chief of the National Guard Bureau.
 - (8) Individuals appointed by the Director from among persons who are broadly representative of educational institutions, voluntary organizations, industry, youth, and labor unions.
 - (9) The Chief Executive Officer.
- (c) Inapplicability of Termination Requirement.--Section 14 of the Federal Advisory Committee Act (5 U.S.C. App.) shall not apply to the Advisory Board.

SEC. 164. [42 U.S.C. 12624] ANNUAL EVALUATION.

Pursuant to the provisions for evaluations conducted under section 179, and in particular subsection (g) of such section, the Corporation shall conduct an annual evaluation of the Civilian Community Corps programs authorized under this subtitle.

SEC. 165. [42 U.S.C. 12625] FUNDING LIMITATION.

The Corporation, in consultation with the Director, shall ensure that no amounts appropriated under section 501 are utilized to carry out this subtitle.

SEC. 166. [42 U.S.C. 12626] DEFINITIONS.

In this subtitle:

- (1) Board.--The term "Board" means the Board of Directors of the Corporation.
- (2) Corps.--The terms "Civilian Community Corps" and "Corps" mean the Civilian Community Corps required under section 155 as part of the Civilian Community Corps Demonstration Program.
- (3) Corps camp.--The term "Corps camp" means the facility or central location established as the operational headquarters and boarding place for particular Corps units.
- (4) Corps members.--The term "Corps members" means persons receiving training and participating in projects under the Civilian Community Corps Demonstration Program.

- (5) Director.--The term "Director" means the Director of the Civilian Community Corps.
- (6) Institution of higher education.--The term "institution of higher education" has the meaning given that term in section 1201(a) of the Higher Education Act of 1965 (20 U.S.C. 1141(a)).
- (7) Program.--The terms "Civilian Community Corps Demonstration Program" and "Program" mean the Civilian Community Corps Demonstration Program established pursuant to section 152.
- (8) Service learning.--The term "service learning", with respect to Corps members, means a method--
- (A) under which Corps members learn and develop through active participation in thoughtfully organized service experiences that meet actual community needs;
 - (B) that provides structured time for a Corps member to think, talk, or write about what the Corps member did and saw during an actual service activity;
 - (C) that provides Corps members with opportunities to use newly acquired skills and knowledge in real life situations in their own communities; and
 - (D) that helps to foster the development of a sense of caring for others, good citizenship, and civic responsibility.
- (9) Superintendent.--The term "superintendent", with respect to a Corps camp, means the head of the camp under section 155(d).
- (10) Unit.--The term "unit" means a unit of the Corps referred to in section 155(c).

AMERICORPS* NATIONAL CIVILIAN COMMUNITY CORPS
WEEKLY SERVICE PROJECT SUMMARY
WEEK OF : May 17, 1999

Region Served: AK, AZ, CA, HI, ID, NV, OR, UT, WA,
Pac. Terr.
Phone No. (619) 524-0749

Campus: Western Region, San Diego, CA
Director of Projects and Training: Charles Davenport

BOLD City names denote spikes (distant projects that require the team to live away from campus).

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
AK	Anchorage	Anchorage Community YMCA Facilities Upgrade/Camp Peggy Lake	Anchorage Community YMCA	05/10/99	07/23/99	12	Assist volunteers upgrade/renovate YMCA sites; serve as counselors in YMCA summer program; renovate facility to be used as a visitor information center.
AK	Anchorage	Boys & Girls Clubs of Greater Anchorage	Boys and Girls Clubs of Greater Anchorage	05/10/99	07/16/99	10	Repair/construct camp facilities; re-seed soccer/football field; build a deck; apply new wall board and paint the gym wall.
AZ	Nogales	English & Citizenship Classes	Literacy Volunteers of America, Santa Cruz County	04/19/99	05/21/99	13	Assist over 150 people to gain sufficient English language skills to take the US citizenship exam.
CA	Chula Vista	Grassroots-Exercise the Dream-ARCO Olympic Training Center	Chula Vista Elementary School District	04/12/99	05/28/99	13	Introduce more than 10,000 students and 400 teachers to various team sports.
CA	Indio	Neighborhood Improvements	Coachella Valley Housing Coalition	04/05/99	05/28/99	9	Help construct affordable single and multiple family housing units; help families start 2 community gardens; mentor youth living in housing units; help start a computerized family learning center.
CA	Kings Canyon National Park	Diabetic Youth Foundation Bearskin Meadow Camp Renovations	Diabetic Youth Foundation	05/17/99	06/01/99	14	Repair/renovate camp for disabled youth; increase handicap accessibility by upgrading several toilet stalls; paint camp facilities; repair/build trails to improve handicap accessibility; create seating areas for wheelchairs at both the campfire ring and amphitheater.
CA	Oakhurst	Interpretive Signage and Restoration	Oakhurst River Parkway Committee	04/05/99	05/21/99	13	Construct and install interpretive signs; repair winter storm damage to pedestrian bridge; complete reconstruction of the porch floor of an original Ozark log cabin.
CA	Pittsburg	Senior Housing Rehabilitation	Pre-School Coordinating Council, Inc.	04/29/99	05/21/99	12	Refurbish the homes of low-income seniors; help prepare gardens sites; work at recycling center; tutor/mentor at-risk students.
CA	San Diego	America Reads Initiative	Emerson/Bandini Elementary School	05/03/99	07/16/99	10	Tutor elementary students in reading skills; paint a mural; build a marine animal topiary.

Western Region Campus (continued)

BOLD City names denote spikes (distant projects that require the team to live away from campus).

Week of: May 17, 1999

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
CA	San Diego	FaceLift 100-San Diego Neighborhood Housing Services	San Diego Neighborhood Housing Services, Inc.	05/17/99	06/11/99	11	Prepare houses for community volunteer event that involves painting and repairing of houses; supervise volunteers during event.
CA	San Diego	America Reads Initiative-Kimbrough Elementary School	Kimbrough Elementary School	05/06/99	07/16/99	14	Provide one-on-one literacy tutoring to students; assist school in encouraging parental involvement; recruit and train community volunteers.
CA	San Francisco	Natural Resources Restoration and Preservation	Golden Gate National Recreation Area	05/03/99	05/21/99	26	Build/repair hiking trails; restore eroded areas; remove non-native vegetation; plant native vegetation.
CA	San Ysidro	America Reads Initiative	Willow Elementary School	04/26/99	07/02/99	8	Tutor students in literacy and computer skills during and after school; plan recreational activities; teach conflict resolution classes; conduct community outreach for volunteers to sustain tutoring programs.
ID	Idaho Falls	Market Lake Wildlife Management Area Education Project	Idaho Department of Fish and Game	04/05/99	05/28/99	13	Construct nature trail; develop subject matter and give tours to Scout and school groups; conduct surveys and interview the public about their usage of the area; survey avian populations; remove rotting fences.
OR	Portland	The Nature Conservancy Project Biodiversity	The Nature Conservancy of Oregon	04/05/99	05/21/99	11	Protect habitat through restoration and monitoring activities; remove non-native vegetation.
OR	Silverton	The Oregon Garden Foundation Wetlands Project	The Oregon Garden Foundation	04/21/99	05/21/99	11	Plant grasses, shrubs and trees in a series of mitigation and ornamental wetland ponds at the Oregon Garden; construct pathways and trails within the first garden area to include construction of walls, decorative walkways and pathways.
UT	Logan	Tree Thinning/Planting	Utah National Guard	04/12/99	05/21/99	13	Thin overgrowth and re-plant native vegetation to reduce hazardous fuels; control erosion; preserve the ecosystem.
WA	Vaughn	Camp Easter Seal	Easter Seal Society of Washington	04/05/99	05/28/99	12	Repair trails; assist the recreation, respite, and educational programs for people with disabilities; encourage volunteer participation.

**AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
WEEKLY SERVICE PROJECT SUMMARY
WEEK OF : May 17, 1999**

Region Served: CT, DE, MA, MD, ME, NH, NJ, NY, RI,
VT
Phone No. (410) 642-2411, Ext. 6264

Campus: Northeast Region, Perry Point, MD
Director of Projects and Training: LaQuine Roberson
BOLD City names denote spikes (distant projects that require the team to live away from campus).

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
OK	Oklahoma City	Oklahoma City Disaster Response	Federal Emergency Management Agency	5/16/99		15	Organize and catalog supplies in warehouse; manage phone banks; distribute donations to victims of tornado disaster.

**Remaining teams returned to campus for project debriefs
and work on portfolios.**

**AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
WEEKLY SERVICE PROJECT SUMMARY
WEEK OF : May 17, 1999**

Campus: Central Region, Denver, CO

Director of Projects and Training: Karen Labat

BOLD City names denote spikes (distant projects that require the team to live away from campus).

Region Served: CO, IL, IN, IA, KS, MI, MN, MO, MT, NE, NM, ND, OK, SD, TX, WI, WY

Phone No. (303) 340-7338

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
OK	Oklahoma City	Oklahoma City Disaster Response	Federal Emergency Management Agency	5/8/99		51	Organize and catalog supplies in warehouse; manage phone banks; distribute donations to victims of tornado disaster.

**Remaining teams returned to campus for project debriefs
and work on portfolios.**

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
WEEKLY SERVICE PROJECT SUMMARY
WEEK OF : May 17, 1999

Region Served: AL, AR, FL, GA, KY, LS, MS, NC, PR,
 SC, TN, VI
 Phone No. (843)743-8600, Ext. 3008

Campus: Southeast Region, Charleston, SC
 Director of Projects and Training: Mikel Herrington

BOLD City names denote spikes (distant projects that require the team to live away from campus).

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
AL	Birmingham	Shelby County HFH	Shelby County HFH	05/10/99	06/02/99	11	Build houses for low income families.
AL	Birmingham	Birmingham HFH	Birmingham HFH	05/10/99	06/18/99	11	Build houses for low income families.
AL	Mobile	Mobile Boys & Girls Club	Boys & Girls Clubs of South Alabama	04/27/99	05/21/99	10	Repair facilities and restore camp grounds for children's summer camp.
FL	Palatka	Florida Land Conserv.	St. John's River Water Mgmt	05/17/99	06/18/99	12	Plant wetland vegetation; remove exotic vegetation; collect data on reforestation areas; conduct prescribed burns; mentor students in environmental awareness.
FL	Tequesta	Lighthouse HFH	Lighthouse Habitat for Humanity	04/12/99	05/21/99	11	Build houses for low income families.
KY	Madison	Madison HFH	Madison HFH	05/17/99	06/08/99	11	Build houses for low income families.
KY	Morehead	Frontier Housing	Frontier Housing, Inc	05/03/99	06/18/99	11	Build houses for low income families.
MS	Tishomingo	Crow's Neck	Crow's Neck Environ. Ed Inc	05/16/99	06/04/99	11	Repair existing nature trails; remove exotic vegetation.
NC	Raleigh	1999 Special Olympics	1999 Special Olympics	05/10/99	07/05/99	12	Help prepare for 1999 International Special Olympics; develop/improve volunteer database.
OK	Oklahoma City	Disaster Relief	American Red Cross	05/08/99	05/29/99	11	Organize and catalog supplies in warehouse; manage phone banks; distribute donations to victims of tornado disaster.
SC	Charleston	Dunston Elementary School	Charleston County School Department	04/06/99	05/21/99	9	Tutor students; build school gardens; paint exterior walls.
SC	Charleston	The PINK HOUSE	7th Day Baptist	05/10/99	06/18/99	11	Tutor at risk students; recruit long-term volunteers.
SC	Charleston	Local Econ. Development	Chasn. City Wide Development	05/17/99	05/21/99	12	Survey local small businesses; identify and provide information on local opportunities and services for businesses.

Southeast Region Campus (continued)

BOLD City names denote spikes (distant projects that require the team to live away from campus).

Week of: May 17, 1999

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
SC	Charleston	Mt. Zion Elementary	Charleston County School Department	03/29/99	05/21/99	10	Tutor at risk students.
SC	Charleston	Whitesides Elementary	Charleston County School Department	04/26/99	06/04/99	11	Tutor at risk students; perform beautification projects for school.
SC	Charleston	Reading Soulmates	Youth Service Charleston, INC.	05/18/99	05/20/99	10	Tutor/mentor children at local youth center.
TN	Joelton	Youth Incorporated	Youth Incorporated	05/17/99	06/18/99	10	Repair facilities and restore camp grounds for childrens' summer camp; serve as counselors for children during camp.
TN	Monteagle	Trail Maintenance	Tennessee State Parks	04/26/99	05/28/99	9	Repair park trails and construct new trails.
TN	Rutledge	Nance House Restoration	Clinch-Powell RC&D	05/10/99	06/18/99	11	Restore/repaint historical building to be used as a community cultural center.

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
WEEKLY SERVICE PROJECT SUMMARY
WEEK OF : May 17, 1999

Campus: Capital Region, Washington, DC

Campus Director: Kate Becker

BOLD City names denote spikes (distant projects that require the team to live away from campus).

Region Served: DC, OH, PA, VA, WV

Phone No. (202) 561-1091

ST	Project City	Project Title	Project Sponsor	Start Date	End Date	No. Mbrs	Project Description
DC	Washington	JB/SEED School	JB Johnson Nursing Home/SEED School	05/05/99	06/21/99	13	Provide care and recreational opportunities for nursing home residents and tutor 7th graders one-on-one in an after school program.
DC	Washington	DCHA-Regency House	DC Housing Authority	05/13/99	06/17/99	12	Repair housing facilities for low income families.
DC	Washington	Public Housing Renovation	DC Housing Authority	04/07/99	05/21/99	23	Renovate housing facilities for low-income families.
DC	Washington	Stanton Elementary School Tutoring	Communities in Schools	04/07/99	05/28/99	11	Tutor students at local elementary school; provide after-school tutoring and enrichment programs at community center.
DC	Washington	Safe Playgrounds for DC	KaBOOM!	04/07/99	05/28/99	12	Perform assessment of local playgrounds; construct 5 new playgrounds with local volunteers.
OH	Green Springs	Corps Education & Restoration	Ohio Civilian Conservation Corps	05/14/99	06/30/99	10	Provide GED tutoring Ohio corps members; repair historic log cabins on old CCC grounds.
PA	Philadelphia	Awbury Arboretum	Awbury Arboretum	04/12/99	05/26/99	11	Enhance a large scale urban community garden in northeast Philadelphia.
VA	Triangle	Fuel Reduction/Controlled Burn	Prince Williams Forest Park/NPS	04/07/99	05/21/99	13	Perform prescribed burns to reduce hazardous fuels at national park.



AmeriCorps*National Civilian Community Corps





Legislative History

1992: A bipartisan group of senators-- John Warner, Bob Dole, Harris Wofford, Barbara Mikulski, John McCain, Peter Domenici, Harry Reid, John Seymour, and Mike Boren--proposed a Civilian Community Corps to:

- ★ **take advantage of the “Peace Dividend” resulting from the easing of the Cold War;**
- ★ **provide domestic opportunities for young people to serve their country while utilizing closing bases and military personnel expertise to operate the program;**
- ★ **help young people pay college costs; and**
- ★ **address unmet community needs.**

1993: President Clinton included the Civilian Community Corps in the National Community Service Trust Act.



Mission Statement

To promote civic pride and responsibility to get things done through community service. NCCC is premised on the belief that solving communities problems provides opportunities for young Americans to learn practical skills and engender a life-long commitment to community service.



AmeriCorps*NCCC at a Glance

- ★ A residential national service program operated directly by the Corporation for National Service.
- ★ Blends the best practices of the military, the Civilian Conservation Corps of the 1930s, and present day service learning principles.
- ★ Since 1994, almost 5,000 young people have taken the pledge to serve local communities.
- ★ Campuses are housed on closed or downsized military installations in Denver, CO, Charleston, SC, and San Diego, CA; a veterans medical center at Perry Point, MD; and a municipal facility in Washington, D.C.
- ★ Members age 18-24 years are organized into diverse teams of 10-14 members. Day to day supervision is provided by a team leader.





AmeriCorps*NCCC at a Glance

- ★ Members provide direct service to communities in all 50 states including Puerto Rico and the U.S. Virgin Islands in the areas of the environment, education, unmet needs, public safety, and disaster relief.
- ★ Served in every major natural disaster relief effort in the United States since 1995, and many local efforts.



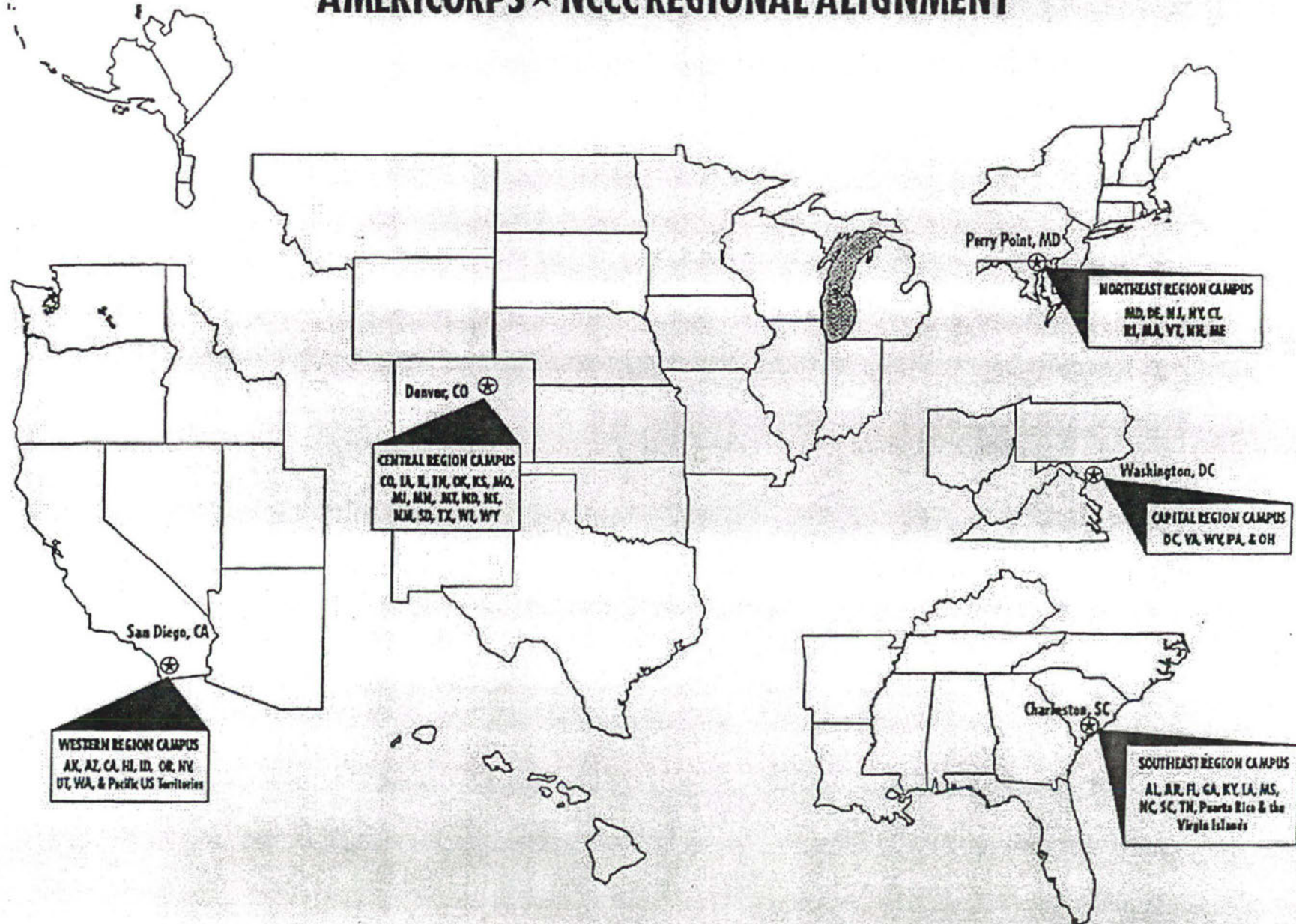
Organization Structure

NCCC is organized into regions. Member population for the current fiscal year started at 863. There are currently about 830 members serving now.

<i>Southeast Region, Charleston, SC</i>	<i>215</i>
<i>Central Region, Denver, CO</i>	<i>214</i>
<i>Western Region, San Diego, CA</i>	<i>267</i>
<i>Capital Region, Washington, DC</i>	<i>110</i>
<i>Northeast Region, Perry Pont, MD</i>	<i>61</i>

- ★ Two program start cycles-- October and January/February-- ensure that members can provide year-round service.
- ★ A director provides national leadership to the five campuses that are managed by region directors.
- ★ About 35 percent of staff (both regional and national) are retired military personnel. Four out of five of the region directors are retired military.

AMERICORPS ★ NCCC REGIONAL ALIGNMENT





Cost Per Member & Attrition Rates

Fiscal Year	Number of Members	Cost Per Member	Attrition Rate
1995	981	\$32,363	20%
1996	900	\$23,355	16%
1997	983	\$20,277	16%
1998	1,092	\$16,484	12%
1999	863	\$21,856	4%*

* Attrition rate of the current class of members as of March 1999



Program Evaluation

NCCC performs a number of ongoing internal management functions that help us provide policy and procedural oversight to the program. Annually, the national staff conducts an in-progress review of each campus that entails a 2.5 day site visit followed by a comprehensive report on the region's strengths and challenges. Other program evaluations are performed by external contractors and include the following:

- ★ *Community Impact Study*: Westat, Inc. is conducting the first evaluation focused primarily on determining a) community outcomes and impacts of NCCC projects; b) areas where NCCC has the greatest community impact; and c) factors that influence outcomes and impact, such as length of project, project type and location, and issue area emphasis. This study will occur over two years.
- ★ *Longitudinal Study*: The Corporation is in the design phase of a study to assess the long term impacts of service on those who serve. The study will focus on members from all the AmeriCorps programs. ABT is tasked with this study.
- ★ *Accomplishments Report*: A review of annual project activities by an independent evaluator that provides a quantitative and qualitative analysis of project activities.
- ★ *Entry and Exit Member Surveys*: Annual collection and analysis of member data that profiles members and their views of their NCCC experience.



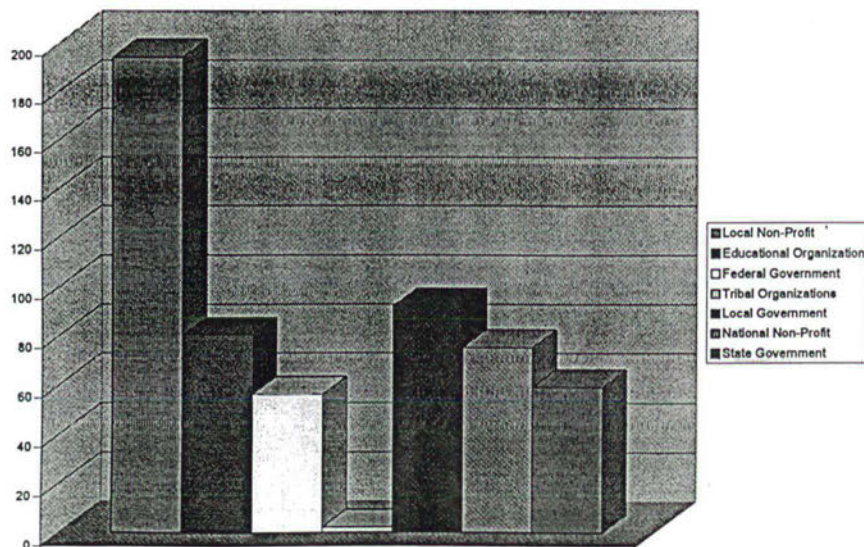
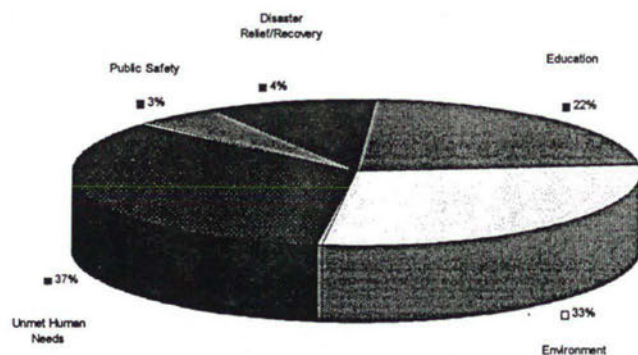
Service Projects

- ★ NCCC works collaboratively with sponsors who are non-profits, federal, state, and local governments, and stewardship institutions, such as the American Red Cross, the Federal Emergency Management Agency, the National Parks Service, Boys & Girls Club of America, Habitat for Humanity, KaBoom, Communities-in-Schools, Christmas in April, YMCA/YWCA, Special Olympics, and JROTC.
- ★ Projects must meet the following criteria:
 1. address compelling community needs
 2. have clearly stated and well planned tasks and objectives
 3. have demonstrable, measurable goals
 4. use all team members effectively
 5. provide opportunities for member growth and development
 6. involve the community, and have a plan for sustainability after members complete the service
- ★ SPIKES: About 50 percent of all projects that are performed in communities that require members to establish a temporary residence.



Fiscal 1998 Project Accomplishments

Projects were completed in all 5 issue areas



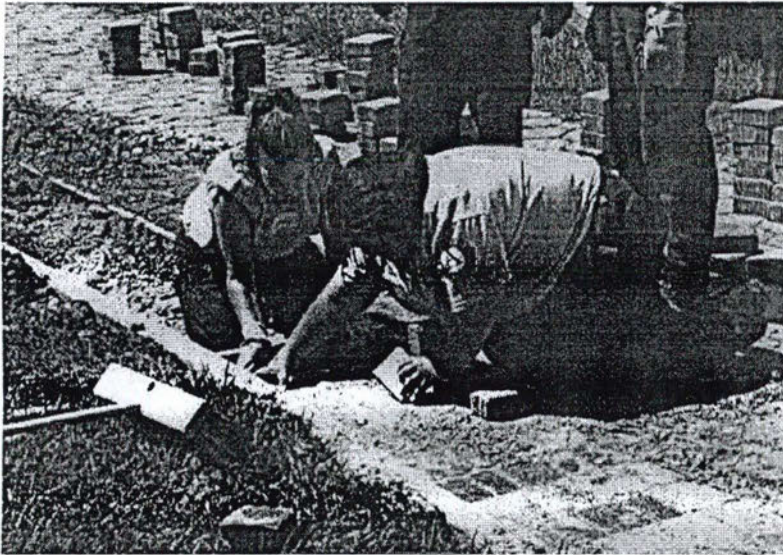
Project sponsors represent public and private organizations and institutions

★ Members completed 558 projects resulting in the following outcomes

- ★ 71 homes were refurbished
- ★ 10,560 meals served to disaster victims
- ★ 994 families assisted in disaster areas
- ★ 1,500 people provided with mass care support
- ★ 21,211 students tutored and/or mentored
- ★ 10,004 after-school students served
- ★ 6,076 students were taught conflict resolution
- ★ 2,096 children with disabilities assisted
- ★ 74 houses painted
- ★ 354 houses and apartments renovated
- ★ 55 new homes built
- ★ 430,398 pounds of food handled
- ★ 20,000 homeless people assisted
- ★ 130 miles of trail restored
- ★ 18,197 trees planted
- ★ 12,385 seedlings planted
- ★ 2,064,545 pounds of trash removed
- ★ 6,507 feet of fencing built
- ★ 675 veterans assisted



Project Highlights



- ★ In addition to providing emergency response capability for natural disasters, several teams have performed or are performing disaster recovery in communities that are still rebuilding. Teams have served in Maine, Iowa, North Dakota, New York, and Texas.

- ★ The largest number of projects were completed in the area of unmet human needs in fiscal 1998. Health, housing, the elderly, and assistance to citizens with special needs are the focus of these types of projects.
- ★ About 100 NCCC members assisted Habitat for Humanity's Collegiate Challenge at seven sites. Members coordinated the volunteer efforts of approximately 2,000 college students who spent their spring breaks building homes. This effort resulted in 91 new homes for low-income families.





Project Highlights



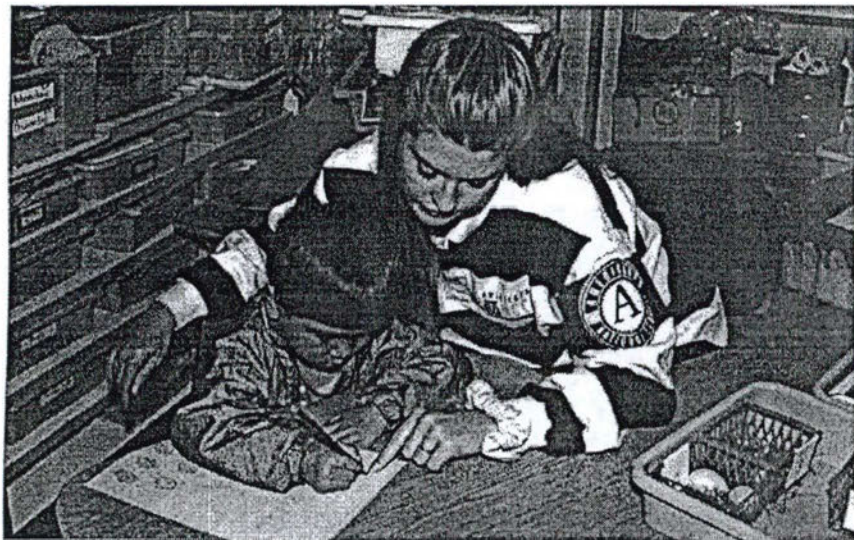
- ★ Members build and restore hundreds of miles of trails in our national parks annually, work in urban neighborhoods helping to build community gardens, and organize large scale environmental clean-ups. A team is serving on the Scenic Hudson Project in Poughkeepsie, NY, coordinating thousands of volunteers from over 80 communities for the annual Great Hudson River Cleanup.

- ★ In fiscal 1998, environmental projects comprised about 33% of the NCCC project portfolio.

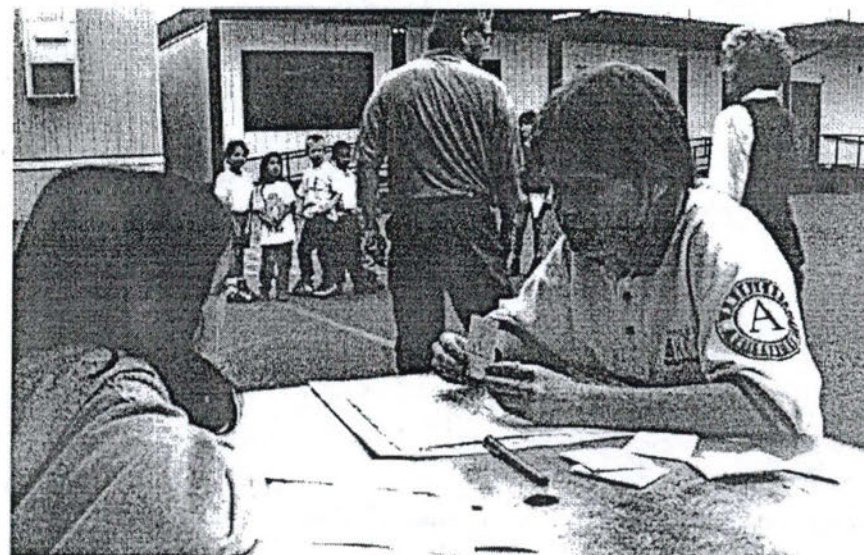




Project Highlights



★ NCCC members are especially effective with young people. Working with education institutions and groups like the Boys & Girls Club, members tutor and mentor thousands of children every year.



★ Projects conducted in partnership with schools and other agencies that serve children and young adults have included conflict resolution, skills training, job development, organizing after-school programs, and working with children with special learning needs.



Project Highlights

Disaster Mitigation, Relief, & Recovery

- ★ Since 1994 AmeriCorps*NCCC members have responded to 42 disasters.
- ★ Members also help mitigate disasters. They help prevent wildfires by conducting controlled burns to reduce excessive underbrush in partnership with the National Parks Service.
- ★ Several teams are currently providing long term recovery support to communities devastated by floods.

Upcoming Events

May 1999: Teams will serve at about 30 Boys & Girls Clubs helping to develop teen centers, tutoring elementary students and encouraging volunteers to support the Boys & Girls Club.

June 1999: Nineteen Southeast Region teams will support the 1999 Special Olympic Games in Raleigh, North Carolina.



Member Benefits

Members are expected to provide 1,700 hours of service including 80 independent service hours to meet the terms for successful completion. In exchange for a ten-month service commitment, members receive the following benefits:

- ★ \$4,000 annual living allowance
- ★ room & board
- ★ limited medical coverage and child care assistance
- ★ uniforms
- ★ an education award of \$4,725 at the successful completion of the program.



Member Demographics

	CLASS I (981)	CLASS II (900)	CLASS III (983)	CLASS IV (1092)	CLASS V (863)	Class VI Applicants (2957)
GENDER						
Male	46%	33%	36%	35%	35%	32%
Female	54%	67%	64%	65%	65%	68%
ETHNIC BACKGROUND						
Alaskan Native/Native American	3%	2%	1%	1%	1%	1%
Asian/Pacific Islander	5%	3%	3%	3%	4%	3%
Hispanic	10%	6%	6%	5%	5%	4%
African American	22%	11%	12%	8%	7%	6%
Other	3%	7%	4%	4%	6%	3%
Total Minorities	43%	29%	26%	21%	23%	17%
No Response	4%	6%	6%	1%	18%	25%
Caucasian	54%	65%	68%	78%	59%	58%
EDUCATIONAL LEVEL						
High School or Less	39%	33%	39%	33%	29%	30%
Some College/Tech School	35%	33%	33%	29%	25%	26%
Bachelors or More	26%	33%	28%	38%	46%	44%



Year-round Programming

Effective Fiscal 2000, NCCC will implement year-round programming that will result in two program start cycles-- October and January/February. Year-round programming will ensure that members can expand community service and provide disaster relief coverage during the peak seasons.

Region	Starting Members	
	October 1999	January/February 2000
Capital	111	0
Central	0	293
Northeast	0	111
Southeast	206	103
Western	317	0
Total	634	507



Program Challenges

- ★ Increase projects that target low income persons and communities.
- ★ Increase projects that generate volunteers and permit NCCC members to oversee, manage and lead volunteers.
- ★ Increase service projects of scale (bigger bang for the buck) that have a significant impact.
- ★ Expand disaster relief support.
- ★ Increase national non-profit project sponsors.
- ★ Develop partnerships with corporations and other funders to generate private resources-- cash and in-kind-- to support national service.
- ★ Expand the program to 2,000 members by fiscal 2002.
- ★ Increase minority and male participants in the NCCC program.
- ★ Increase the NCCC federal appropriation which has remained flat since fiscal 1994.

**AMERICORPS★NATIONAL CIVILIAN
COMMUNITY CORPS**

DRAFT

**ACCOMPLISHMENTS REPORT
FOR CLASS IV (1997-98)**

MAY 1999

EXECUTIVE SUMMARY

AmeriCorps' mission is to promote civic pride and responsibility and to "get things done" through community service. AmeriCorps programs, designed for Americans aged 16 and older, offer education awards in return for service. AmeriCorps★National Civilian Community Corps (NCCC) is a residential program within the AmeriCorps network of national service programs. AmeriCorps★NCCC members serve for a 10-month period on a variety of projects. Teams of 10 to 15 people complete intensive service projects at several locations during the service period where they perform needed service for a period ranging from a day or 2 to 8 or 9 weeks. AmeriCorps★NCCC programs are based at downsizing military facilities and today serve five regions of the country. Northeast Region members are based in Perry Point, Maryland; the Southeast Region in Charleston, South Carolina; the Western Region in San Diego, California; the Central Region in Denver, Colorado; and the Capital Region in Washington, DC.

This report describes the accomplishments of the community and national service projects completed by AmeriCorps★NCCC during 1997-98, its fourth year. There were two primary data sources for this report. The first was a database of Class IV active projects and accomplishments maintained by AmeriCorps★NCCC. Information was entered into the database primarily from the Project Completion Reports, which were completed by team leaders and team members immediately following a project. The second source was the set of Project Completion Reports themselves. In addition to the database and Project Completion Reports, the Corporation for National Service provided supplementary records, tables, and other summaries of Class IV accomplishments that AmeriCorps★NCCC staff had compiled over the course of the service year.

Project Characteristics

A total of 558 projects were completed by 996 AmeriCorps★NCCC Class IV members between September 1997 and July 1998. AmeriCorps★NCCC members devoted a total of approximately 1.2 million hours to accomplishing service in the areas of education, environment, human needs, public safety, and disaster relief. While projects varied in length from 1 day up to 4½ months, most projects spanned 3 to 8 weeks. Table ES-1 shows the completed projects by region and primary emphasis area. Within the human needs emphasis area, almost half of the 207 projects focused specifically on housing for needy individuals and families.

Table ES-1. Completed projects by region and primary emphasis area*

	Education	Environment	Human needs	Public safety	Disaster relief	Total
Western Region	44	65	66	5	1	181
Central Region	26	45	42	3	3	119
Southeast Region	46	56	51	7	9	169
Northeast Region	5	10	11	0	3	29
Capital Region	4	10	37	3	6	60
Total	125	186	207	18	22	558

*This table is based on the Corporation for National Service's designation of each project to one emphasis area.

About half of the completed projects (276) were "spikes," where teams provided service and lived at project sites distant from their home campuses. Also, a number of the individual projects completed by Class IV teams (223) were part of a larger rotational plan, where successive teams would work sequentially with the same sponsor in the same activity over the course of several months. Even though these successive teams served as part of the same project from the sponsor's perspective, each team carried out a clearly specified project within the perspective of AmeriCorps★NCCC and prepared its own Project Completion Report.

The geographic reach of AmeriCorps★NCCC in its fourth year encompassed almost all the states and the District of Columbia, as shown below.

Table ES-2. Projects completed during Year IV, by state

State	Number of completed projects	State	Number of completed projects
Alabama	5	Indiana	1
Alaska	6	Iowa	4
Arizona	7	Kansas	3
Arkansas	12	Kentucky	3
California	134	Louisiana	2
Colorado	62	Maine	3
Connecticut	1	Maryland	15
Delaware	4	Massachusetts	2
District of Columbia	30	Michigan	5
Florida	23	Minnesota	4
Georgia	14	Mississippi	11
Hawaii	3	Missouri	2
Idaho	6	Montana	1

Table ES-2. Projects completed during Class IV, by state (continued)

State	Number of completed projects	State	Number of completed projects
Illinois	4	Nebraska	3
Nevada	4	Tennessee	9
New Jersey	2	Texas	10
New Mexico	7	Utah	5
New York	2	Vermont	1
North Carolina	10	Virginia	10
North Dakota	5	Washington	8
Ohio	1	West Virginia	5
Oklahoma	2	Wisconsin	1
Oregon	8	Wyoming	3
Pennsylvania	4		
South Carolina	85	Total	558

Projects were performed for a wide variety of sponsors. We classified the various sponsors into nine categories: community/local nonprofit organizations (194 projects), national nonprofit organizations (75 projects), elementary/secondary education organizations (77 projects), postsecondary education organizations (3 projects), Federal Government (56 projects), state government (58 projects), local government (92 projects), combined state/Federal Government (1 project), and Indian tribal government (2 projects).

Accomplishments

The qualitative and quantifiable accomplishments of Class IV are described in detail in this report. Examples of key quantifiable accomplishments included the following:

- Disaster Relief:
 - 17,622 people were provided emergency assistance
 - 29,703 meals were served to disaster victims
 - 4,159 acres were cleared of debris
 - 456 fire hotspots were extinguished
 - 157 homes were refurbished for disaster victims
- Education:
 - 15,218 students were tutored
 - 5,680 students were mentored
 - 189 adults received literacy tutoring
 - 97 school programs were planned and conducted

■ Environment:

- 1,753 miles of trail were restored, built, or closed
- 34,916 trees and bushes were planted
- 4,832,678 pounds of trash were removed
- 213 footbridges were built, repaired, or removed
- 2,972 acres of land were cleared
- 1,977 acres of native vegetation were planted

■ Human Needs:

- 581 houses and other buildings were painted/renovated
- 212 new homes were built
- 357,910 pounds of food were distributed or sorted
- 3,004 veterans were assisted
- 446 people with disabilities were assisted
- 1,068 senior citizens were assisted
- 646 homeless or low-income people were assisted

■ Public Safety:

- 10,430 students were taught conflict resolution
- 4,002 people were educated about safety
- 3,332 child identification cards were made
- 1,306 smoke detectors were installed

A brief description of the types of service provided by members in each emphasis area follows.

Disaster Relief - AmeriCorps★NCCC members are prepared to respond when disaster strikes areas of the United States. They work hand in hand with the American Red Cross, the Federal Emergency Management Agency, the National Park Service, and other state and local agencies and organizations to provide support to the victims of natural disasters, or help to reduce the impact of the disasters on people and the environment. Members are part of the American Red Cross National Disaster Response Network and are trained and certified in CPR, first aid, damage assessment, family assistance, and firefighting; and have responded to floods, hurricanes, tornadoes, and forest fires throughout the United States.

Calls for disaster relief in 1997-98 deployed 25 teams to various parts of the country. Teams were assigned to disaster relief in 13 separate states, with 11 teams responding to floods, 9 teams to storms, and 5 teams to forest fires. Each region provided disaster relief teams, with the Southeast

supplying 10 of the 25 teams. Florida was provided the most AmeriCorps★NCCC support, with 9 teams being sent, 5 of them to assist in forest fire suppression.

Education- AmeriCorps★NCCC education projects focus on improving the quality of children's and adults' educational experience. Projects are designed to provide direct service through tutoring in schools and literacy centers; through mentoring young people; and through conducting life skills, conflict resolution, and active after-school programs. In Year IV, 138 projects centered on or included direct educational service to children, youth, and adults. Teams generally served in elementary/secondary schools tutoring and mentoring children. Other projects concentrated on serving adult literacy or workforce preparation programs, and on serving museums, historical sites, and environmental education centers.

Environment- Environmental projects include a broad range of activities, from conserving and restoring natural habitats in remote wilderness regions to assisting urban communities, implementing recycling programs, and planting urban gardens. Members performed very different kinds of activities that included clearing trails; building irrigation systems; constructing bridges, fences, and other structures; and planting vegetation. In addition, teams conducted important research and educational activities during the time they served on environmental projects. Some research activities were geared toward educating park visitors, while others contributed to the general increased understanding of plants or animals. Class IV members served on 278 projects focusing on or including an environmental component.

Human Needs- Human needs projects are designed to provide basic needs such as housing, health care, food, and clothing. Through the 265 projects completed in 1997-98 involving human needs activities, members directly assisted senior citizens, economically disadvantaged individuals and families, and those who were disabled or in hospitals. Some needs are impossible to quantify, including serving as positive role models to children and as companions to senior citizens and hospital patients. While the majority of the human needs projects served to meet individual needs, some projects addressed the needs of the communities in which they were operating. Members were available to help wherever a need existed, and their work included building houses, distributing food and clothing, conducting community needs assessments, and establishing multiservice centers in neighborhoods.

Public Safety- The focus of AmeriCorps★NCCC public safety projects is to work with community organizations to solve problems before they become crises and build bonds of trust and collaboration between citizens and police. The activities performed in public safety projects are designed to inform the public about safety issues, including fire safety and earthquake procedures, and to make areas less susceptible to violence and disasters. In Year IV, AmeriCorps★NCCC members completed 33 projects involving the enhancement of public safety. Projects included establishing safe havens, conflict management training, education in fire and crime prevention, and disaster preparedness. One notable program was the Peace Patrol, in which methods for resolving conflicts were presented to the students of 23 elementary schools. In each school, the purpose of the project was to enhance peaceful communications among youth and their friends and families. The conflict resolution strategies that members taught students can be viewed as primarily enhancing the safety of the children, their friends, and families by giving young people healthy alternatives for resolving problems.

Notable Observations

While many accomplishments of a project are quantifiable, other important accomplishments are best conveyed descriptively. For example, while most teams did not venture into measuring academic gains attributable to AmeriCorps★NCCC, a very difficult endeavor, the great majority of teams who tutored intensively on a daily basis believed that their students achieved important gains, as demonstrated by their students' enthusiasm, willingness to come to school and to tutoring sessions, and a greater interest in learning.

Equally notable is the wide variety of service that members accomplished within a project. Regardless of its emphasis area designation, a team assigned to a project might focus on education, environmental tasks, renovations, and/or other service in the immediate community during the course of the project. For example, even in disaster relief projects, time was devoted to activities that were not directly part of the disaster relief mission. One team cleared debris from 120 campsites—some caused by a storm, but much of it a result of routine natural events. Another team spent about 2 days repainting the fairgrounds building it had been assigned as a combination barracks, mess hall, and warehouse while it was supporting fire crews. Frequently, teams spent several days replanting community trees uprooted by storms, or carrying out erosion-control plantings on river or stream banks to reduce the severity of floods in the future.

The data in Chapter 2, Project Characteristics, categorize projects by their official emphasis area designations. The quantifiable accomplishments in Chapter 3, Project Accomplishments, were derived from reading each Project Completion Report and assigning each quantifiable accomplishment to an educational, environmental, human needs, public safety, or disaster-related category, regardless of the project's emphasis area designation.

Many one-time projects accomplished the task of getting a sponsor "over the hump"—performing intensive up-front work that could then be sustained by the sponsoring organization. In many cases, the sponsors could not afford the time, money, or staff for needed large-scale renovations, trail building, or major repairs. AmeriCorps★NCCC teams provided the needed resources to get things started, and the sponsor's staff could then maintain the improvements.

In other cases, a sponsor had a longer-term goal whose work was best accomplished by more than one team in succession. For example, one educational sponsor engaged three teams in succession over most of an elementary school year (Aurora, CO Public Schools). The first team established and ran a set of six after-school clubs with about 20 students in each club: "The clubs, headed by two or three members, included drama, Spanish, choir, chess, homework, and sports. The clubs ran for 45 minutes, 4 days a week, for 2 weeks." By the third rotation, the team approached the local high school to discuss sustainability prospects. The high school's National Honor Society "expressed interest in picking up our after-school program for next year, and we met with four students and the faculty advisor about the project. We discussed possible classes, things to watch out for, and gave them general guidance. With the information collected from the previous two teams and our new data, we handed over the project binder to get them well on their way. The binder included the lesson plans of each after-school class, discipline plans, and examples of the correspondence to the parents and administration."

Finally, it should be emphasized that immediate accomplishments do not tell the whole story. AmeriCorps★NCCC teams reported indirect or spillover accomplishments of their service as well. For example, in building or refurbishing homes, teams worked alongside the families in need, Habitat for Humanity and other organizations' members, retired citizens, local students, and other residents, making not only AmeriCorps★NCCC but the accomplishments of community service more visible. Through their accomplishments, AmeriCorps★NCCC teams also kept building costs down. By restoring abandoned houses, one project helped stabilize a neighborhood and reported decreased criminal activity (Clinton Street Project, Camden, New Jersey). Other positive impacts these projects brought to their communities included revitalizing neighborhoods; giving families a sense of self-reliance, self-esteem,

and construction skills; and creating bonds among community members. As one AmeriCorps★NCCC team noted in its Project Completion Report, "the project may only have directly benefited eight family members, but it indirectly brought a community together in a sense of service" (Silver City NW-Habitat for Humanity, Silver City, New Mexico).

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4 pages

DENGUE 755



Our mission:

to promote civic pride
and responsibility,
to get things done
through community service

MEMORANDUM

June 21, 1995

TO: State Commissions
National Direct Grantees
All Programs

FR: Diana Rodriguez Algra
Director, AmeriCorps*USA

RE: AmeriCorps Living Allowance

CORPORATION
FOR NATIONAL
 SERVICE

This memorandum responds to many of your questions and sets forth the Corporation's policy on the payment of living allowances to AmeriCorps Members. AmeriCorps programs should ensure that their policies are consistent with these principles, effective no later than the beginning of the FY95 grant cycle.

The National and Community Service Act of 1990, as amended, (the Act) requires that each full-time AmeriCorps Member receive a living allowance that is "equal to or greater than the average annual subsistence allowance provided to VISTA volunteers. . . ." 42 U.S.C. § 12594(a)(1). The amount equal to the average annual subsistence allowance provided to VISTA volunteers -- or the minimum that can be paid to an AmeriCorps Member -- equals approximately \$7,640 per year. While programs are allowed to provide each Member a living allowance that is up to double that amount, or \$15,280, the Corporation will only provide 85% of the average annual subsistence allowance, or approximately \$6,495. 42 U.S.C. § 12594 (a)(2). (There is a grandfather clause in the Act that allows programs that were in existence prior to September 30, 1993 to pay Members less than the minimum amount, but not more than the maximum amount.)

Under the Act, the amount of the living allowance is not tied to or considered to be an hourly wage. In fact, a Member enrolled in a program in which he or she will perform 1700 hours of service may receive the same total living allowance as a Member enrolled in a program in which he or she will perform 2000 hours of service. In addition, the living allowance is not considered a "wage" at all because Members are "not considered employees of the programs in which they are enrolled." 42 U.S.C. § 12511(17)(B). Rather, the living allowance is designed to help the Member meet the necessary living expenses incurred while he or she is participating in the AmeriCorps program. To that end, the Act allows programs, with the Corporation's approval, to waive or reduce the living allowance if the program can demonstrate (a) that the living allowance requirement is inconsistent

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with the goals of the program, or (b) that the reduced amount of the living allowance is sufficient to meet the necessary costs of living in the area in which the program is located. 42 U.S.C. § 12594(a)(5).

Because the living allowance is not considered to be or tied to an hourly wage, a program may not pay "overtime" nor may it deduct from the living allowance for "sick" days, for hours missed during the service period, or for federal holidays. Rather, programs should be designed with a cushion of time so that Members can achieve the minimum 1700 hours of service, taking into account days missed for federal holidays and a reasonable number of sick days. For example, Program X is designed to last 50 weeks, and the AmeriCorps Members enrolled in that program serve an average of 40 hours a week. The yearly stipend for these Members is \$8000. Given 25 pay periods, their bi-weekly stipend check will be \$320, regardless of how many hours a week they actually serve. Because 1700 hours can be completed in 42.5 weeks (at 40 hours per week), the Members have a 7.5 week cushion that allows for holidays, sick days, and whatever personal time the program feels is appropriate to give the Members.

Some programs, especially those that perceive their Members as "at-risk youth," feel that an hourly wage from which deductions can be taken provides the necessary incentive to get Members to show up to the program on time. While the practice of deducting wages for tardiness and unexcused absences may get Members to the program on time, it runs counter to the principle of a living allowance. Those programs in which poor attendance is an issue should institute strict attendance policies. Unexcused absences could result in an escalation of discipline as follows: (1) an oral warning; (2) a written reprimand; (3) suspension from the program for a day (a living allowance should not be paid during suspension); (4) suspension for a longer period; and, finally (5) dismissal from the program. If necessary, Members may be fined for certain errant behavior, but the program should understand that fines, by their nature, are regressive and tend to punish those who are less able to pay more than those who are more able to pay. The fine should not be collected by deducting that amount from the Member's living allowance. Rather, a Member's record of promptly paying fines should be considered in determining whether the Member has successfully completed the program.

(File)

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MEMORANDUM

CORPORATION
FOR NATIONAL
★ SERVICE

TO: AmeriCorps*USA Grantees

FROM: Terry Russell, General Counsel *TR*
Deborah Jospin, Associate General Counsel *DJ*

RE: Living Allowance Waivers

DATE: February 15, 1995

This memorandum responds to many of your questions concerning waiver of the living allowance.

As you know, the National and Community Service Act of 1990, as amended (the Act), requires an AmeriCorps program to provide its full-time AmeriCorps Members with a living allowance "in an amount equal to or greater than the average annual subsistence allowance provided to VISTA volunteers. . . ." 42 U.S.C. §12594(a)(1). The living allowance is designed to help the Member meet the necessary living expenses incurred while he or she is participating in the AmeriCorps program.

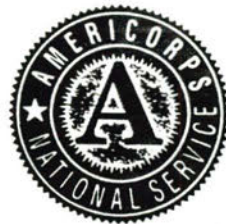
The Department of Health and Human Services has ruled that the living allowance will be taken into consideration in determining eligibility for and the amount of assistance from programs under the Social Security Act, including SSI, Medicaid, Medicare, and AFDC. As you know, a significant number of AmeriCorps Members are recipients of SSI or AFDC who now fear losing that assistance because of the living allowance. For those Members, the Corporation will waive the living allowance requirement, with the following caveats. First, the Member must understand that each state has different regulations applying HHS rules, and that even if the Member waives his or her right to receive the living allowance, the state may still consider the amount of the living allowance that the Member is eligible to receive. Second, the Member may revoke the waiver at any time during the course of the program. Finally, if the Member revokes the waiver, he or she may only begin receiving the living allowance from the date on which the waiver was revoked; the Member may not

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receive any portion of the living allowance that accrued during the waiver period. Our office has designed the attached waiver form for use by your programs, which ensures that the Member is fully aware of his or her rights and responsibilities when he or she exercises the waiver.

Please do not hesitate to contact us should you have any questions.



AmeriCorps National Service

CORPORATION

FOR NATIONAL

★ SERVICE

LIVING ALLOWANCE WAIVER FORM

I understand that, under the National and Community Service Act, as amended (42 U.S.C. § 12501, et seq.), I am entitled to a living allowance of \$. . . during the period that I am serving as an AmeriCorps Member. I understand that this living allowance may be taken into account in determining eligibility for Social Security Act programs, including AFDC and Medicaid. I also understand that I may waive my right to receive a living allowance and that I may revoke this waiver at any time during the course of the AmeriCorps program.

I hereby waive my right to receive a living allowance.

Name of AmeriCorps member (please print)

Signature

Date

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