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[Board of Directors Meeting, 2/24/95] [8]

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7B * Recent Clips

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COMMUNITY SERVICE

A SOCIAL PROGRAM CEOs WANT TO SAVE

AmeriCorps has the passionate support of even GOP execs

It's not like Eric Chapman to defend a federal do-gooder program. After all, he's a CEO, a loyal Republican, and a fundraiser for House Budget Committee Chairman John Kasich (R-Ohio), leader of the GOP budget-cutting effort. Yet the head of Columbus-based U.S. Health Corp. says Kasich is wrong to target President Clinton's national service program, AmeriCorps, for extinction.

U.S. Health has pledged \$150,000 over three years to City Year, a nonprofit that sends AmeriCorps members to work at community projects in Columbus and five other cities nationwide. Chapman argues that AmeriCorps will recoup more than its \$376 million cost this year by giving youths skills to become productive adults. He has even protested the planned cuts at a Washington press conference and congressional hearing. "It's tragic to cut these programs," he says. "Why shoot a bunch of innocent kids just to get at the President?"

CALLS AND LETTERS. Chapman has plenty of company among execs lobbying their Republican pals to save Clinton's pet program. Since AmeriCorps' creation by Congress in 1993, corporations have ponied up cash, equipment, and employee volunteers to help 20,000 young adults aged 18 to 25 perform services that range from rehabbing low-income housing to cleaning up rivers. A list of donors reads like a who's who of Corpo-



TUTORING IN NEWTLAND: Atlanta's Home Depot is giving \$125,000

rate America: BellSouth, Microsoft, NationsBank, Procter & Gamble, and American Express—to name a few.

It's no accident that execs find the project appealing. Unlike most bureaucratic social programs, AmeriCorps tries to operate like a business. It's run by a nonprofit company—the Corporation for National Service—rather than a federal agency. Moreover, the process of choosing the 350 service programs that are assigned to AmeriCorps participants is competitive. Thousands of local groups

submit proposals—with goals and concrete ways to measure success—and state boards pick the winners.

Besides, business is already intimately involved in the program. By law, non-government sources—usually businesses—must pay at least 25% of operational costs and 15% of the \$7,200 stipend each AmeriCorps member gets for a year of service. Participants also get a \$4,725 education grant at the end of service. Says Eli J. Segal, the former exec who heads AmeriCorps: "This translates into the kind of business buy-in that other federal programs have not had."

MORE BANG. CEOs particularly like the way AmeriCorps' pool of full-time, community-service workers allows them to leverage their own charitable efforts. Timberland Co., for example, says AmeriCorps participation was key to its five-year pledge of \$5 million in cash and equipment to City Year, whose youths nationwide are dressed in Timberland outfits. "As the program gets bigger, our investment goes further," explains Ken Freitas, vice-presi-

dent for community enterprise.

To save AmeriCorps from the GOP budget scalpel, corporate chiefs ranging from Shell Oil's Philip J. Carroll to Anheuser-Busch's August A. Busch III have written letters to Capitol Hill lawmakers. Tenneco Gas's Steve Chesebro not only sent letters to his two Republican senators—Texans Phil Gramm and Kay Bailey Hutchison—but lobbied other Houston CEOs to kick in money for the local AmeriCorps program. "We didn't say that we liked big government or that government should take care of this through handouts," he says. "We have seen that this is productive and proven."

Home Depot CEO Bernard Marcus has written to two dozen lawmakers, including House Speaker Newt Gingrich, who represents a district in the company's home state of Georgia. One of Home Depot's favorite programs is Hands-On

AMERICORPS' CORPORATE FRIENDS

Corporate America has been a big backer of programs using AmeriCorps members. Among the supporters:

GENERAL ELECTRIC Contributed \$250,000 to 11 United Way chapters for projects, including literacy training and food pantries.

TENNECO GAS Has given \$35,000, plus printing and accounting services, to Serve Houston Youth Corps, an AmeriCorps affiliate.

NIKE Promised \$150,000 for programs in six cities to set up fitness-oriented projects, such as sports leagues and renovating playgrounds.

FANNIE MAE Gave \$100,000 to three housing groups to train AmeriCorps members to counsel low-income renters on homeownership.

DATA: AMERICORPS



Atlanta, a clearinghouse for volunteers. The company had already given \$10,000 a year to the group, but with AmeriCorps involvement, Home Depot has expanded its support by \$125,000 over three years. Now, 65 AmeriCorps members are aides in three urban schools—a program not possible with the nonprofit group's part-time volunteers. Why is Home Depot so interested? "We need people to hire," says Suzanne Apple, director of community affairs. "This program will help build self-sufficiency, self-esteem, and the leaders of tomorrow."

One of those future leaders may be 27-year-old Paul P. Promadhat, a computer aide in a Harlem elementary school. As part of his AmeriCorps-backed training, he works at Project First, a program designed by IBM and the nonprofit Public Education Fund Network. Big Blue gives \$100,000 in computers and cash and provides retirees to train aides. When his AmeriCorps stint ends in July, Promadhat hopes the school system will hire him full time as a computer troubleshooter. "This gave me an opportunity to do something I believe in," he says.

OUT FOR BLOOD? So far, such testimonials haven't moved Republicans, who seem bent on destroying the Clinton program. There may be more than money at stake: Killing AmeriCorps would yield under 1% of the more than \$1 trillion in savings the GOP needs to balance the budget by 2002, but it would be a big slap at the President. Budget Chairman Kasich denies that the GOP attacks are aimed at Clinton. "It's a matter of policy, not politics," he says. "The AmeriCorps program is expensive, inefficient, and top-heavy with bureaucracy."

AmeriCorps' opponents argue that young people should volunteer for community service without getting stipends and that the program's per-member cost is an inefficient \$30,000. "When we're cutting basic welfare to the poor, Medicare, and Head Start, you can't sustain the argument for funding AmeriCorps," says John P. Walters, president of the New Citizenship Project, a conservative policy group.

AmeriCorps officials say the program costs closer to \$18,000 per member—about 33,000 youths are expected to take part next year at a federal cost of \$575 million. And a new study by professors at the universities of Michigan and Iowa finds that each dollar spent on the program reaps \$2.60 in reduced welfare costs, increased earnings, and other benefits. With returns like that, many CEOs aren't ready to throw in the towel. So this may yet be one do-gooder program the Republicans spare.

By Susan B. Garland in Washington, with Mary Beth Regan

What Newsweek

Works

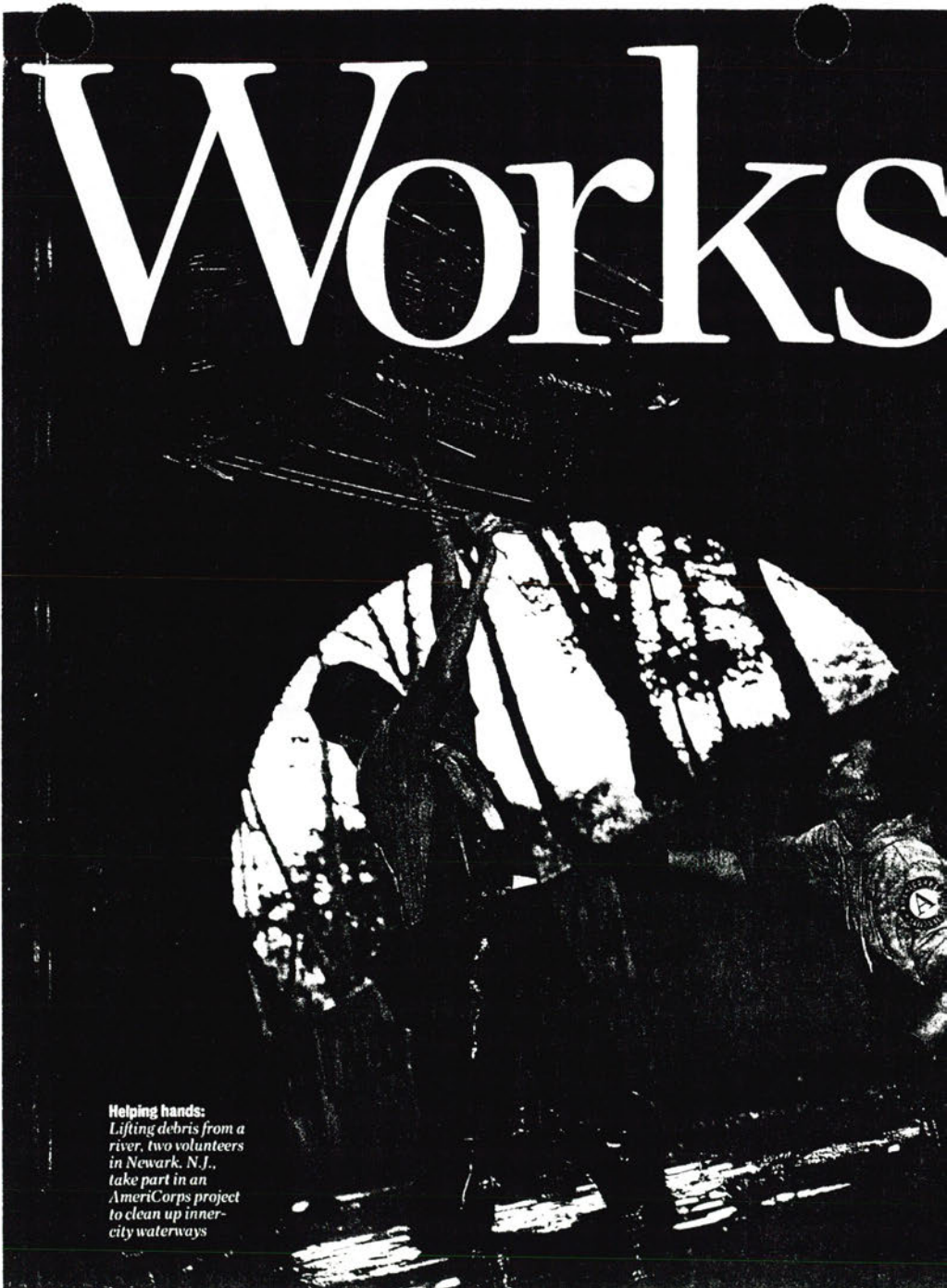
We all know the problems. Here are some solutions—drawn from grass-roots programs that make a difference. By Jonathan Alter

* * *

Finding idealistic young adults willing to make the intensive commitment to at-risk kids is difficult.

AmeriCorps, the Clinton administration's new national-service program, is showing some success in attracting the truly committed to grass-roots programs. At a Kentucky tutoring program called SLICE, AmeriCorps volunteers have helped increase reading comprehension 116 percent in about six months. The key is predictability and perseverance. AmeriCorps workers spend 30 minutes with each kid each day, and pay weekly home visits to get parents involved. "This is not rocket science," says director Michael Houston. "If you have someone there telling them *every day* 'I know you can do this'—then eventually it happens."

* * *



Helping hands:
Lifting debris from a river, two volunteers in Newark, N.J., take part in an AmeriCorps project to clean up inner-city waterways

OPINIONLINE

What people are saying about the national service program

AmeriCorps low on cost, high on return

Wednesday, President Clinton vetoed a bill that would have cut \$16.4 billion in spending — including funding for his national service program, AmeriCorps. Some views on the pros and cons of that program:

THE PORTLAND (Maine) PRESS HERALD in an editorial: "The little band of AmeriCorps members wasted little time at the graffiti-blighted spot near High and Spring streets Monday. Four young people on the sandblasting detail went after the spray paint defacing the building's red brick. . . . AmeriCorps' budget amounts to about one-thirtieth of 1% of the nation's \$1.6 trillion budget. For those who question the value of the national service program, let them come to Portland."

ELLEN GOODMAN, syndicated columnist: "It didn't seem like an omen at the time. The ceremony to begin AmeriCorps was delayed by just a few hours while workers removed the remains of a plane that had crashed against the White House the night before. The photos taken that September day show Clinton smiling and striding across the South Lawn, applauding the first troops of the new national service. Now eight months later, the 20,000 members of a start-up AmeriCorps are immunizing kids, building houses, testing water, running abuse shelters, teaching and learning. They're working for a small wage, a sense of pride and purpose, and the promise of a college tuition voucher. But the newborn service has already become vulnerable to lethal attack . . . aimed at the White House as deliberately as that Cessna."

STEPHEN GANYARD, a Marine Corps major, in *The Washington Times*: "In recent weeks, the latest incarnation of a national service program has begun an inexorable, and perhaps inevitable, demise. The program . . . has



GOODMAN

been vulnerable since its inception to the criticism of those who saw it as little more than another large government program to fund college education. . . . Shallow intent is AmeriCorps' fatal flaw, not funding. One day, a brave soul will rekindle the higher debate over how a government might best strengthen both its fundamental institutions and the virtues of its society. . . . As an idea, universal national service remains the best hope for reinforcing and nurturing those virtues that steel the foundations of American society against the assaults of a permanently disordered world."

BOB HERBERT, syndicated columnist: "Philip Edward Wu Jr. is an AmeriCorps member who has been working with Habitat for Humanity. . . . 'God gave me the mind and the heart to serve,' he says. This is tough turf for a reporter to cover because idealism is out and cynicism is in. Anything you write about Philip Wu is likely to sound as cliched and corny as a reprise of John Kennedy's adjuration (so stirring in 1961) to 'ask not what your country can do for you' etc. In early May, Wu said, 'Several hundred AmeriCorps members put all our skills together to build 10 homes in five days in Americus, Ga.' He described how one of the new homeowners . . . 'shed tears' of joy . . . as he watched the walls of his new house going up. Naturally, the rabid leadership of the Republican Party feels AmeriCorps must be destroyed."

JOHN WALTERS, president of the New Citizenship Project, in *Investor's Business Daily*: "President Clinton's AmeriCorps program, a domestic Peace Corps that seeks to inspire 100,000 college-age individuals to undertake community service, seems like a worthy attempt to reverse the decline in civic responsibility. In fact, it does just the opposite. . . . National leaders who truly care about revitalizing our domestic institutions must fight to end the program. To begin with, there is the obvious contradiction: paid volunteerism. The average 'volunteer' will receive a \$7,400 annual stipend plus \$9,450 toward payment of higher education debts. . . . Paid 'volunteerism' will discourage the real thing — precisely the type of perverse incentive that is the hallmark of the welfare state."

LANSING (Mich.) STATE JOURNAL in an editorial: "In the Lansing area, a host of worthwhile projects will fade before they have a chance to bloom. About 20 Michigan State University students and 20 neighborhood residents are working on such things as a community garden, identifying toxic wastes, household hazardous waste education programs and planting trees and flowering plants. Ironically, the same people in Congress who talk of empowering Americans at the local and state level are willing to end AmeriCorps — which is all about hands-on, community empowerment."

JANE BRYANT QUINN

National service program deserves to survive

NEW YORK — For the past three weeks, we've been overwhelmed by the tragic Oklahoma bombing. Maybe it's time to reflect on America's better side.

One good example: AmeriCorps, President Clinton's fledgling national service program. Its 20,000 members volunteer for low-wage work (aver-



aging \$7,640 a year) in local non-profit organizations, all of them dedicated to improving education, environment, public safety or health. This is also a way to pay for your own higher education. A one-year commitment earns each member a \$4,725 grant.

But AmeriCorps is in trouble — not for poor performance (early results are impressive) — but because it's caught in the cross hairs of a predatory pre-election year. President Clinton cares about AmeriCorps a lot. Hence, his enemies want to kill it.

Their vehicle: a rescission bill that will cancel some 1995 spending that Congress previously approved. The House of Representatives has chopped by two-thirds the budget for AmeriCorp's par-

ent, the Corporation for National Service. CNS also manages VISTA, a 30-year-old program whose 4,000 members work on anti-poverty programs, and the new National Civilian Community Corps, which houses 1,000 members on scaled-back military bases and pays them to do community work. All of these programs enroll members for one-year stints (they can sign up for a second year).

If the House prevails, AmeriCorps will virtually end, says Eli Segal, the program's chief executive officer. Within three or four months, close to 15,000 workers would have to leave, perhaps without their promised education grant. VISTA membership would decline. Most NCCC workers would have to go home immediately.

The more moderate Senate bill cuts the CNS by only around 18 percent. That's enough to handle this year's programs and fund an extra 5,000 members in 1996, Segal says.

These conflicting bills will be reconciled when the House and Senate meet to agree on an overall rescission program, perhaps as early as this week. The Senate view

deserves to prevail. For those of you with questions:

■ Is AmeriCorps a big government program? Emphatically not. The CNS provides most of the money, but it doesn't tell anyone what to do. States and localities decide where AmeriCorps people will work. A sponsoring group has to raise at least 15 percent of each worker's pay and 25 percent of the program's cost, which is bringing new money into community service.

■ Is the pay too high? I've believed that enough workers could be drawn by the pay and benefits alone (they get health and child care, if needed). The extra educational stipend seemed excessive; I thought it might better be spent on hiring even more members.

But Nina Colombaro, 20, says she couldn't have worked for AmeriCorps without the stipend to help cover her sophomore year at Skidmore College. VISTA worker and pre-med student Brent Bloom, 23, who was pulling people out of Oklahoma City's federal building just 10 minutes after the blast, thinks he'd have joined VISTA anyway. But without the education grant, he says, "it would have been very, very

tough."

So maybe the grants helped attract dedicated workers.

■ What does AmeriCorps do? A sampling: tutoring slow learners, neighborhood cleanups, literacy training, feeding the elderly, parenting programs, neighborhood safety corps, crisis hot lines, drug-abuse counseling, building wheelchair ramps, immunization screenings, repairing small dams. Steven Bishop, the chief of police in Kansas City, Mo., praises workers who helped reclaim a gang- and drug-infested neighborhood and park.

■ Would all this get done anyway, as charity work? Some of it yes, but most of it, no. Chief Bishop has sought unpaid volunteers, but they usually want to work once a week and in an office, he says, not in crime-ridden neighborhoods.

Rep. Newt Gingrich derides AmeriCorps as "gimmicky," with low budget priority next to, say, programs for the disabled. I'd give it high priority next to, say, tax cuts on capital gains. The Oklahoma bombing is our nightmare. The idealism of the AmeriCorps workers is our hope.

Washington Post Writers Group

Foes aim to wound Clinton by downing AmeriCorps

ELLEN GOODMAN

It didn't seem like an omen at the time. The ceremony to begin AmeriCorps was delayed by just a few hours while workers removed the remains of a plane that had crashed against the president's house the night before.

The photos taken that September day show Clinton smiling and striding across the South Lawn, applauding the first troops of the new national service. It was a photo that would be seen on all the recruiting brochures: "AmeriCorps - Coming Soon to Communities Everywhere."

Now eight months later, the 20,000 members of a start-up AmeriCorps are immunizing kids, building houses, testing water, running abuse shelters, teaching and learning. They're working for a small wage, a sense of pride and purpose, and the promise of a college tuition voucher. But the newborn service has already become vulnerable to a lethal attack. This one is coming from the Congress and is aimed at the White House as deliberately as that Cessna.

What makes AmeriCorps such a juicy target for a polarized and politicized Con-

gress is not its worth to the country nor even its price, but its importance to Bill Clinton.

As Eli Segal, the entrepreneur who runs AmeriCorps as a model of '90s idealism - cost-effective altruism - admits ruefully, "We've sold national service in every zip code in America except one." The one where the money is handed out.

Segal is a former businessman who says ironically, "Capitalism was a lot easier than democracy." He's gone through an entire business cycle with AmeriCorps from start-up to full steam to salvage. He travels around these days trying to reassure anxious young corps members. And he worries that this new domestic peace corps will be killed by those whose main goal is, in a phrase, "not letting Bill Clinton win one."

National service is Bill Clinton's baby. When he spoke of it as a candidate, he pushed buttons that weren't connected to any cash register. In the White House, service became his "signature program." After the death of health care reform, he described AmeriCorps as "the one achievement I could say I was most proud of."

All of this has made it, in the words of one senator, "a sitting duck." Now the duck is on the chopping block, or the rescission

block of the Republican Congress.

The Gingrich-led House began by voting to cut the service's budget to only \$160 million, which would send many young people home, breaking their contract with AmeriCorps. A sober Senate opted instead for a modest amount of growth tagged at \$470 million. Soon the wrestling match known as the conference committee will decide the fate of national service.

The first attack on national service came when Newt Gingrich described it as "coercive volunteerism" - whatever that means. Others now call it a glorified jobs program. Still others ask with mock concern how we can defend AmeriCorps when we are cutting money for, say, school lunch. As if those were the only or the natural competitors for budget dollars.

For his part, Segal defends AmeriCorps, talking out of both sides of his mind as a businessman and believer. He talks about both "cost-benefit analysis" and "Americans helping Americans." He talks about both "investment banking" in young people and "old-fashioned barn-raising." He talks about both "cost-effective mechanisms for change" and "building citizenship."

"We are an optimistic people," he con-

cludes optimistically. "The American people always think we can fix things." But that belief puts national service at the center of this ideological debate - a dangerous place to be.

Clinton came into the White House preaching that government can make things better. The new Republicans took over Congress preaching that the government had a reverse Midas touch, it turned everything it touched into dross.

In this partisan world, the optimism generated by and about the young people who make up this corps challenges the idea that government can't do anything right. In zip code 20510, there are lots of folks who'd rather win an ideological debate than "fix things." There are more folks who'd rather defeat a president.

In the rooms where senators and congressman meet to wrestle down their differences and produce a budget, we're about to find out if these partisans can perform what you might call a national service.

...

CORRECTION: In Thursday's column, a woman whose husband died in the Vietnam was misidentified. She is Maureen Dunn.

Ellen Goodman is a Globe columnist.

In America

BOB HERBERT

Good Works? Bah!

Philip Edward Wu Jr. is an AmeriCorps member who has been working with Habitat for Humanity, helping to build homes in Georgia and Florida. He is a religious man who spent four years in the Army and has now dedicated his life to helping others.

"God gave me the mind and the heart to serve," he says.

This is tough turf for a reporter to cover because idealism is out and cynicism is in. Anything you write about Philip Wu is likely to sound as clichéd and corny as a reprise of John Kennedy's adjuration (so stirring in 1961) to "ask not what your country can do for you" etc.

"When I first joined AmeriCorps, I knew it was right," Mr. Wu said. "But I never imagined it would lead me into the experience I'm having. The 23 AmeriCorps members in Miami have [helped to build] 31 houses, and 40 more are completely framed."

In early May, he said, "several hundred AmeriCorps members put all our skills together to build 10 homes in five days in Americus, Ga." He described how one of the new homeowners, a fellow named Isaiah, "shed tears" of joy and disbelief as he watched the walls of his new house going up.

AmeriCorps is President Clinton's national service program, a late-20th-century gamble that there is still a spark of idealism left in a country that once defined the term. Like most of the program's 20,000 members, Mr. Wu puts in long days of very hard work for very little recompense. AmeriCorps members receive a \$600-a-month allowance and health benefits worth \$1,200 a year. After one year with the program they are entitled to a voucher worth \$4,725 that can be used only for education expenses.

With this minimal financial support, AmeriCorps members across the U.S. get up each morning, roll up their sleeves and start working at tasks that are guaranteed to make this a better country by nightfall. In rural Kentucky, reading scores have been raised since AmeriCorps members began giving remedial help to pupils. In the Pacific Northwest, AmeriCorps members are engaged in pollution cleanup and other projects aimed at replenishing the salmon run in the Columbia River. In the Overtown section of Miami, AmeriCorps workers cleaned up a

vacant lot that had been a hangout for drug dealers and turned it into a community garden. In Texas, a sustained effort by AmeriCorps resulted in the immunization of more than 100,000 infants.

In an era of funhouse values, AmeriCorps has been a magnet for young people who take their citizenship responsibilities seriously, and who express their patriotism quietly, through good works that foster a sense of community and, yes, even brotherhood.

*Gingrich bashes
AmeriCorps.*

Naturally, the rabid leadership of the Republican Party feels AmeriCorps must be destroyed. House Speaker Newt Gingrich was quoted in Newsweek magazine as saying: "I am totally, unequivocally opposed to national service. It is coerced voluntarism. . . . It's gimmickry."

The Speaker's sentiments are being turned into brutal reality by the Republican-controlled budget process. The current budget for AmeriCorps is \$575 million, which is a minuscule portion of the overall Federal budget, but which was intended to allow the program to expand to 33,000 members. But budget committees in both the House and the Senate have approved fiscal plans that reduce AmeriCorps funding to zero. If the plans become law, AmeriCorps will be wiped out. Its 20,000 members will be asked to pack up their ideals and go home.

What will be left will be the echo of an experiment. Somewhere in Americus, Ga., a fellow named Isaiah will remember the effort of a fellow named Philip Edward Wu Jr., who once helped to build him a home. In inner cities there will be youngsters who will remember the nice man or the nice lady who held their hands and walked them safely to school through a dangerous neighborhood. In some rural areas, elderly residents will remember the knock at the door that signaled the arrival of a hot meal, a kind word and companionship.

These are things, the Republicans tell us, that we cannot afford. □

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8 * New Initiatives

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MEMORANDUM

TO: Eli J. Segal
THROUGH: Shirley Sagawa
FROM: Catherine Milton
RE: Presidio Leadership Center

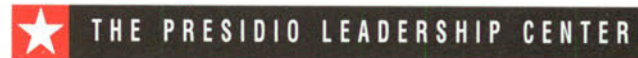
Attached is a progress report on the Presidio Leadership Center to be included in the Board of Directors book for the meeting in San Francisco.

Progress Report

June, 1995

The Presidio Leadership Center
Building 386, POBox 29995
The Presidio of San Francisco
California 94129
T: 415.561.5950 F: 561.5955

Corporation for National Service
AmeriCorps
Learn and Serve America
National Senior Service Corps
Getting Things Done.



Contents:

- I. Summary
- II. Background
- III. Meeting National Service Needs
- IV. Programs and Activities
- V. Operational Philosophy
- (attachment) PLC Learning Goals

I. Summary

Since our last report the Presidio Leadership Center has made tremendous progress towards our goals. If the theme of our 3-month progress report was "foundation laying and framework building," our current theme would have to be defined as "taking shape and finishing touches." With our staff in full gear and a calendar of events taking shape, we have completed the process of defining and refining our organizational mission and program structure. We are in final negotiations with our training contractors and we are set to launch our first training activities in just a few weeks. We are also preparing to use leading-edge technologies, such as video-conferencing and interactive Internet technology, to strengthen the networks among PLC alumni/ae. We have come a long way in a short period of time.

II. Background — Why a "Leadership Center"

The Presidio Leadership Center is an initiative of the Corporation for National Service which developed out of early thinking on capacity-building for national service organizations. As early as 1993, the Board of the Commission on National and Community Service identified key development strategies, one of which was to strengthen program leadership and build a national network of service professionals. Since that time, there has been a widely-acknowledged need to formalize the research and development of tools to train these national service professionals, and to deliver state-of-the-art training in a cost-effective way.

The rapid growth and decentralized network of national service programs has made excellence an ever more precious and necessary commodity. It is clear that the long-term success — indeed, the survival — of AmeriCorps and other national service programs is directly related to the quality of leadership and program output at the community level. This is precisely the need the Presidio Leadership Center will address with its seminars and training programs.

Following a partnership spawned during the 1993 Summer of Service, the National Park Service and the Corporation for National Service agreed to establish a leadership and training center at the Presidio of San Francisco. As the first of many community organizations taking up residence at the country's newest national park, The Presidio Leadership Center is on a rapid timeline to begin training activities this summer. Since the beginning of the year the PLC has developed its mission and goals, assembled a staff team, forged strong local and national allies, and developed a clear "product line" of training programs and activities to be carried out during the first two years.

III. Meeting National Service Needs

In developing the products and services that would address the most critical leadership and capacity-building needs of the national service community, the Presidio Leadership Center surveyed the "customers" we hope to serve.

Our surveys found that:

- **Program directors express a strong interest in learning key management and leadership concepts.** This includes: setting—and measuring progress against—specific outcome objectives; designing and implementing continuous program improvement; assessing oneself and establishing professional development goals;
- **Few organizations provide affordable, high-quality, comprehensive training for National Service executives.** When offered, such training often fails to focus on not-for-profit organizational challenges, or lacks grounding in proven professional management training standards. Some training opportunities for non-profit leaders do exist but typically cost more than most service organizations can afford.
- **Leadership training opportunities already provided by the Corporation for National Service meet a different, more specialized need.** Corporation training and technical assistance offerings address difficult and immediate problems, but do not focus on strengthening the long-term quality of leadership and service delivery within the organization.

In response to this knowledge, the PLC has designed programming that will specifically strengthen leadership and build identity among the executives of national and community service programs. Our specific goals are to:

- Equip leaders with proven management tools to increase their effectiveness in accomplishing the goals of their organizations;
- Enhance the sense of shared purpose and professional identity of leaders working in the service community;
- Support the development of new leaders who add to the diversity, richness and energy of those that guide service organizations;
- Strengthen the ability of leaders to weave service into the way their communities approach their challenges;
- Create a learning network of people who shape future PLC programs and the direction of the community service field.

IV. Programs and Activities

The PLC has identified four areas of work which will enable us to accomplish our goals. In the first year we hope to serve over 1,000 individuals by offering the following programs:

National Service Executive Leaders Program

This program provides an intensive leadership training experience for program directors of Corporation funded programs. An initial five-day workshop at the Presidio enhances leaders' capabilities in three areas: program management, strategic planning and implementation, and personal dimensions of leadership. Executives will be assigned to network teams and will be supported by a "coach" to work on specific management problems. The entire class will reconvene at the end of the year to evaluate their progress and be trained as trainers to share their learning with others in the field. Interactive video conferencing will be used as both a teaching and networking tool for participants in this program.

- Curriculum: A 5-day intensive seminar at the Presidio followed by 7-months of facilitated follow-up and networking among classmates .

Executives will be trained in their areas of greatest need related to program management, strategic planning, analytical thinking, and personal dimensions of leadership. Participants will also be trained to train others in their own programs or regions. Case studies will be an integral tool and will help weave a continuous improvement approach into Corporation funded

programs. A Curriculum Advisory Committee has been established to review curriculum specifics, including: Frances Hesslebaum, Peter F. Drucker Foundation; Jeff Bradach, Harvard Business School; Tom Erlich, Corporation Board of Directors; Stephanie Clohesy, W.K. Kellogg Foundation Advisor. (see attachment: learning goals)

- **Capacity:** *Year One: 210 leaders—Year Two: 300 leaders*

The first cohort of 30 National Service Executive Program participants will arrive at the Presidio for training in September.

- **Tuition:** *Service to others*

For the first two years of the program, executives will pay only the cost of their travel to and from the Presidio for the five-day seminar. The "tuition" expected of National Service Executives will be to provide service to others, by formally and informally sharing their learning from the program.

- **Delivery:** *The country's best minds will create, review, and deliver the curriculum*

We issued an RFP in March to identify trainers for PLC programs. A "blue ribbon" panel reviewed proposals and advised us on programmatic issues. The selected training contractors will begin their work this summer.

Presidio Seminars

These seminars convene leaders to exchange ideas and best practices in the four national service issue areas and to coordinate local, regional, and national service strategies. Each seminar will include a mix of participants (program directors, state commission staff, national and local policy experts, funders) and will produce a "White Paper" of concrete action steps towards tangible service and policy outcomes which can then be shared with a wider audience.

- **Topics:** The first seminar, to be held in June, will focus on the environment and community development. Another seminar in September will focus on youth development and national service.

- **Capacity:** Six two-day seminars in Year One, nine in year two, with about 30 participants attending each.

-**Output:** Articles to be published and distributed through a PLC newsletter, regular CNS channels, and the World Wide Web.

Center for Excellence in the Environment

The Center for Excellence in the Environment provides issue-specific assistance to National Service organizations. Through best-practice seminars, training for trainers, and local program networking, the Center is developing a framework to integrate environmental and community development programs. To date, the Center has coordinated a Presidio Service Week from April 15 to 22, a collaborative effort of 13 local, state, and national corps. The Center is hosting the first Presidio seminar on June 12 and 13. The meeting will pull together 40 environmental experts, funders, program directors, AmeriCorps Members, and Corporation staff to discuss the Center's programs. Over the summer, the Center will issue an RFP to select potential partners in designing the environmental technical assistance for the Corporation's programs.

Youth Leaders in Service

The Presidio Leadership Center is actively exploring ways to assist national service programs in helping their AmeriCorps members develop into productive citizens. On a pilot basis, we are working with the State Commission of California and local programs to develop a one-day "Life After AmeriCorps" conference for Bay-Area members, focusing on career and schooling options and their relationship to citizenship and continuing service.

Opportunities for "National Identity"

The Presidio Leadership Center envisions itself as a "incubator" for local events with the potential for wider linkages to national service...linkages that are spawning increased AmeriCorps exposure in our communities. Over the past few months, programs such as Earth Day 1995 and the Department of Education's Eisenhower Leadership Program have partnered with the Presidio Leadership Center for special events involving over 400 individuals in Presidio training sessions and 150 youth corps members from California. Next year we will help build AmeriCorps participation into national Earth Day activities and will seek other ways to spin off good ideas into nationally replicated models with AmeriCorps linkages.

V. Operational Philosophy

The approach of the PLC is to serve as an *integrator and broker*, bringing together the best trainers, thought leaders and practitioners in service and management development to meet the developmental needs of top leaders in a cost-effective way. Our approach is distinguished by several features:

- **Customer focus.** Our primary customers are top executives of service organizations, state commission leaders (both appointed Commissioners and senior staff) and Directors and senior program staff of the Corporation for National Service. We will continuously survey customers to identify their *most important* needs, to understand whether and how well these needs are being met, and to assess the costs and benefits of the PLC's acting on their needs.
- **Results orientation:** We will consistently and rigorously measure our performance against the measures of success which include:
 - Levels of satisfaction in training as reported by participants;
 - Steady increases in the number of applicants for the PLC's training programs and the number of participants in our other events.
 - Improvement in the performance of National Service Executives over time on specific measurable objectives they set for themselves related to the effectiveness of their organizations;
 - Rates of retention and promotion in the field among National Service Executive alumni/ae that are higher than those of peers who do not participate in this program.
- **Diversity of Participants:** The leaders we plan to serve, train, and who attend our seminars, have diverse management experience and challenges, which will enliven and enrich their experience. We will seek participants for the first two classes who will work with us to develop and improve the training program as well as be trained as trainers, facilitators or coaches for future classes.

PRESIDIO LEADERSHIP LEARNER LEARNING GOALS

BUILDING AND MAINTAINING A HIGH QUALITY SERVICE ORGANIZATION	STRATEGIC THINKING	PERSONAL DIMENSIONS OF LEADERSHIP
<ul style="list-style-type: none"> • <i>Developing your team to perform</i> - building individual staff skills, unleashing talent, challenging, giving feedback 	<ul style="list-style-type: none"> • <i>Creating a vision for yourself and your organization</i> - Making sure that your organization has a clear vision, mission, goals, and clear strategies for the long term 	<ul style="list-style-type: none"> • <i>Creating a vision for yourself and the organization</i> - Tapping into the creative/spiritual side as well as the intellectual side and being able to articulate why
<ul style="list-style-type: none"> • <i>Surpassing the expectations of your customers</i> - customer focus: identifying customers and stakeholders, and understanding what each of them values and expects (i.e. community residents and partners, Congress, local leaders, funders, participants) 	<ul style="list-style-type: none"> • <i>Aligning the organization with your vision</i> - Setting up and managing budgets, staff responsibilities, and organizational structure to work toward achieving your strategic plan 	<ul style="list-style-type: none"> • <i>Developing yourself as a leader</i> - Building skills in defining objectives and tasks, communicating, motivating and supporting others to work towards the vision, understanding the demands and opportunities of the role - Identifying and developing one's own leadership style and talents
<ul style="list-style-type: none"> • <i>Achieving ever better quality over time</i> - Evaluation that leads to Continuous Program Improvement: implementing CNS's philosophy of high quality -- setting and defining objectives, collecting data and measuring, and reporting progress and results 	<ul style="list-style-type: none"> • <i>Building win-win partnerships that produce results for you</i> - How to build worthwhile collaborations that enable your programs to succeed and how to draw strength from diversity in your organization and in the community 	<ul style="list-style-type: none"> • <i>Skills for life-long learning and renewal</i> - Reflecting and seeking opportunities for growth and support; commitment, long-term personal goals, etc.
<ul style="list-style-type: none"> • <i>Succeeding at the special management challenges of national service</i> - managing a multi-site organization - integrating service as a tool into the communities served 	<ul style="list-style-type: none"> • <i>Scanning critical information from your environment</i> - Spotting and understanding political, economic, cultural and other issues/trends that affect your program and the communities you serve and developing a habit of life time learning 	<ul style="list-style-type: none"> • <i>Being the visible representative for the program and national service</i> - Stepping forward in a variety of settings -- communicating, winning support, inspiring participation

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

9 * Recently Monthly Reports

Divider Title: _____

MEMORANDUM

CORPORATION
FOR NATIONAL
 SERVICE

Date: May 25, 1995

To: Eli J. Segal
Chief Executive Officer

From: Luise Jordan 
Inspector General

Subject: Monthly report

During this month, we issued two federal audit reports: National Association of Child Care and Resource Referral Agencies (NACCRRA) and the American Institute for Public Service, and a draft audit report: Magic Me, Inc. We opened two new investigations.

Attached is our amended audit schedule. The current status of each item is indicated parenthetically.

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AMENDED FISCAL YEAR 1995 AUDIT SCHEDULE -- 5/19/95 REVISION

The OIG's Audit Plan was established in September 1994. That plan has been revised to incorporate a new approach, direct our audit resources toward perceived risk areas, support the audit of CNS financial statements, accommodate additional training for OIG staff members, and perform audits requested by management. To accomplish this goal, OIG audits and other projects including continuing review of grantee Single Audit Act reports submitted to CNC will be guided by the following revised schedule.

First Quarter

- 1) Initial Year Review of AmeriCorps Grant: The National Association of Child Care Resources and Referral Agencies, Washington D.C. (COMPLETED)
- 2) Grant Audit: City Year, MA (COMPLETED)
- 3) Grant Audit: Delta Service Corps, ARK (PREPARING DRAFT)
- 4) Cooperative Agreement Closeout: American Institute for Public Service Delaware (COMPLETED)
- 5) New OIG Data Base to control the receipt and processing of A-128 & 133 audit reports. (COMPLETED)

Second Quarter

- 1) CNS Process for Certifications regarding lobbying Restrictions "Byrd Amendment" PL101-121 (31 USC section 1352) (COMPLETED)
- 2) Statement of Work to obtain the services of a CPA firm to audit the Corporation's FY 1994 Financial Statements (IN PROGRESS)
- 3) Statement of Work to contract with independent CPA firms to perform grant audits and initial year reviews of AmeriCorps grants during the third and fourth quarter of FY 1995 (COMPLETED)
- 4) Grant Audit: Financial Closeout -- DC Service Corps (ON HOLD)
- 5) Initial Year Review of AmeriCorps Grant: Magic Me, Inc., MD (ISSUED IN DRAFT)
- 6) Pre-Audit Survey of CNS Grants Process to support financial statement audit and determine specific issues for subsequent OIG audits (PREPARING DRAFT)

- 7) Pre-Audit Survey of CNS Procurement Process (COMPLETED)
- 8) Compliance and financial-related audit of the ACORN Housing Authority (AUDIT IN PROGRESS)
- 9) Desk Audit: Truth and Consequences Housing Authority Drug Alliance, Truth and Consequences, New Mexico (PREPARING DRAFT)
- 10) Initial Year Review of AmeriCorps Grant: ASPIRA Associates, Inc. Washington, DC (COMPLETED)

Third Quarter

- 1) Audit of the Corporation's FY 1994 Financial Statements (PLANNED)
- 2) Initial Year Review of AmeriCorps Grant: Local Initiatives Inc., NY (AUDIT IN PROGRESS -- CONTRACTED)
- 3) Initial Year Review of AmeriCorps Grant: Public Education Fund Network, Washington, DC (AUDIT IN PROGRESS)
- 4) Initial Year Review of AmeriCorps Grant: Neighborhood Green Corps Washington, DC (AUDIT IN PROGRESS)
- 5) Initial Year Review of AmeriCorps Grant: Association of Farm Workers, VA (AUDIT IN PROGRESS)
- 6) Grant Audit: Financial Closeout -- Multi Cap Inc. RSVP Boone County, WV (AUDIT IN PROGRESS)
- 7) Initial Year Review of AmeriCorps Grant: Youth Build USA, Inc., MA (PLANNED)
- 8) Initial Year Review of AmeriCorps Grant: Woodrow Wilson Foundation, NJ (PLANNED)
- 9) Initial Year Review of AmeriCorps Grant: Youth Volunteer Corps, KS (PLANNED)
- 10) Initial Year Review of AmeriCorps Grant: Teach for America, NY (PLANNED)
- 11) Initial Review of Commission Grant: Border Volunteer Corps, AZ (PLANNED)
- 12) Grant Audit: PENN SERVE Governor's Office of Citizen Service (PLANNED)

Fourth Quarter

- 1) Operational audit of the CNS Procurement processes
- 2) Operational Compliance Audits--management controls, monitoring, procurement, overall efficiency/effectiveness of:
 - (a) State Commissions;
 - (b) CNS Cluster and State Offices; and
 - (c) NCCC
- 3) Follow-up to City Year Audit
- 4) Initial Year Review of AmeriCorps Grant: National Center for Family Literacy, KY
- 5) Grant Audit: American Conservation and Youth Service Corps Montana
- 6) Grant Audit: Texas Education Agency
- 7) Grant Audit: Georgia Department of Community Affairs Atlanta, Georgia
- 8) Grant Audit: East Bay Conservation Corp, San Francisco


Other Activities

- 1) Joint team initiative (OIG and CNS officials): management study to assess the operations of the various AmeriCorps State Commissions (TO BE DETERMINED)
- 2) Survey of CNS data bases (TO BE DETERMINED - CONTRACT)
- 3) Revision to audit programs (ON GOING)
- 4) Design and implementation of OIG planning, scheduling, and reporting data base (TO BE DETERMINED - CONTRACT)
- 5) Review of Single Audit Act Reports (ON GOING)

May 30, 1995

MEMORANDUM FOR ELI SEGAL

From: Larry Wilson
Chief Operating Officer



CORPORATION
FOR NATIONAL
SERVICE

Subj: Report of the Chief Operating Officer

The Department of the Chief Operating Officer is responsible for automation, personnel, general counsel, equal opportunity and corporate analysis functions of the Corporation. This report outlines milestones of the Department for the period from April 15 through May 15, 1995.

1. The Corporation's automated database capabilities were greatly enhanced by the addition of a new production server for Oracle.

This server replaced the original server which was only designed to support the VISTA Management System (VMS) (which handles payroll and management information for the AmeriCorps*VISTA program). The new server will support the Trust Fund, Participant and Program systems in addition to VMS, and operates faster than the original Oracle server, which will now become a test/development server.

Automation also continues to emphasize customer service. In the first six months of Fiscal Year 1995 (October through March), over 2,000 calls were received by the Automation Help Desk and most of the problems reported were resolved within 24 hours.

2. The Corporation workforce continues to reflect a diversity of backgrounds, with minorities and women employed at rates above the overall Federal workforce, as well as the total national civilian labor force. A summary of the characteristics of Corporation employees, as of March 31, 1995, is attached. The total number of Corporation employees dropped by about 25 persons from the previous report of December 30, mainly due to the "buyout"; however, aside from a slight reduction in the percentage of African-American female employees, this did not markedly affect percentages previously reported.

3. Work continues on the Corporation Annual Report for FY 1994. Negotiations are currently in process with an 8(a) minority business accounting firm, and when they are concluded, the firm will provide an outside audit of the Corporation's financial statements for the past year.

4. Restructuring of the Corporation's field offices, which was initiated in 1994, moved into its final phases with the issuance of reassignment letters to affected employees. Staff in former Regional Offices who were displaced by the consolidation of the former nine regions into five "Clusters" supported by five "Service Centers" were reassigned. Those whose new jobs are in the same city were reassigned effective immediately (as of April 30) while those whose new jobs require moves to different communities are to report to their new assignments on July 3, 1995.

Attachments

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April 21, 1995

MEMORANDUM FOR THE BOARD OF DIRECTORS

FROM: RICK ALLEN *RA*
SUBJECT: EXTERNAL AFFAIRS UPDATE

CORPORATION
FOR NATIONAL
 SERVICE

As you would expect, the last month has been largely focused on the Congressional consideration of the FY'95 rescission package and the Corporation's appropriations for the next Fiscal Year. Many members of the Board have been very helpful in this period, including Chair Joseph and Committee Chair King, and colleagues Ehrlich, Naperstek, Kinsley, Gallagher and Shorestein. Many thanks to all.

1. Rescission Status: The enormous difference between the rescission packages passed by the House (which would take back 72% of AmeriCorps/Learn & Serve's funding for the current year, itself more than three-quarters complete) and the more modest Senate cut (about 20% of the total, or half of our increase from FY'94) now need to be harmonized in Conference. The Conferees haven't been selected on the House side, and it appears that no staff-level work is underway, so that we can anticipate that there will be no resolution of this issue until at least the middle of May. Although we oppose any rescission, we have been supporting the Senate position as the better of the alternatives.

The appropriations status of AmeriCorps*VISTA and

2. Recess Activities: With Congress Members back in their home Districts this month, we have encouraged programs to arrange for Members to visit national service projects. We anticipate that by the time Congress reconvenes, more than 70 Members (and/or their senior staff) will have had some level of contact with our programs. We encourage Board involvement in encouraging Congress Member visits (and accompanying them, where possible), and welcome all feedback you receive from the field about our programs generally or these efforts.

We have supported these activities with focused media work, and national service continues to receive terrifically supportive press coverage. Some highlights are attached.

The non-profit community has made its clear and unequivocal support manifest through letters to the editors, letters to Members of Congress and other methods. A push to demonstrate this support will be made when Congress reconvenes.

3. National Day of Service: The crew here at the Corporation and their colleagues at our partner organizations have arranged a spectacular start for what will become the annual celebration of service. Our thanks to those Board Members who will be attending events -- you will be joining a host of Governors, Mayors, administration officials, Members of Congress and other notables at what are now hundreds of events throughout the nation. April 25 is also the Rural Summit, and an AmeriCorps Member from a program in Marshalltown, Iowa will participate in a panel discussion with the President, Vice President and administration officials -- a wonderful opportunity to showcase the accomplishments of service in rural America.

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4. Public Attitudes About National Service: The attached should be of interest; it demonstrates that -- outside of one zip code centered on the Capitol -- national service is exceptionally popular. You may also find the message elements at the conclusion of the attachment helpful in your own speaking about AmeriCorps (and of general value regarding the other national service programs).

5. Learn & Serve National Identity Campaign: The Public Affairs staff has been meeting with their program staff colleagues to design a national identity campaign for Learn & Serve America. The three principal target audiences are schoolchildren, teachers and parents. Because Learn & Serve funding in large part flows through state education agencies, the program's identity for each of these audiences is weaker than the program's enormous membership and impact merit. One tool under investigation is an educational video, which would be funded from non-federal sources.

A major advance in Learn & Serve's visibility came through the recent national conference held in Philadelphia, featuring Board Member Kinsley and a video appearance by the First Lady.

6. Senior Corps: External Affairs has been actively engaged in promoting the Corporation's involvement in the upcoming (May 3-4) White House Conference on Aging. Senior service offers a wonderful message opportunity to showcase seniors' continuing contributions to their communities. Public Affairs has engaged in a massive effort, which includes distribution of fact sheets, Member profiles, and the attached Marketing Advisory to the project director network -- as well as literally hundreds of story pitches to media at the national, regional and local level.

Rounding out the activities, the latest in the series of Senior Corps videos, featuring Foster Grandparents, has been completed and copies will be sent to the Board in the upcoming weeks.

PUBLIC ATTITUDES ABOUT NATIONAL SERVICE

- AmeriCorps is highly popular: 91% of respondents in a national Gallup poll said they supported the concept.
- This support cuts across ideological and party lines. The Times-Mirror poll described in the January 24, 1995 *Los Angeles Times* (after the Speaker's criticism of AmeriCorps) showed that even 60% of self-described conservatives supported AmeriCorps.
- The April 7, 1995 Hart-Teeter poll (*Wall Street Journal*) found a substantial majority (57% to 35%) thought that "eliminating the national service program, which gives stipends and college tuition credits to young people in public service jobs" was the "wrong direction". Independents agreed nearly as strongly as Democrats, and even Republicans were evenly split. This represents a five percent increase in support over the previous month. Beyond the solid majority and positive trending, the poll is also notable because (i) Hart/Teeter were in the field in the midst of the Senate Republicans' three day savage floor assaults on AmeriCorps, and before supporters had fully mobilized, and (ii) the results of the focus group (discussed below) suggest that higher support would have been shown if the question was better phrased to reflect the four most-resonant characteristics of AmeriCorps.
- Focus grouping by Peter Hart and Associates suggest that four elements of AmeriCorps message, when combined, have an enormous appeal across the political spectrum:
 1. AmeriCorps reflects **core values**: it increases responsibility, provides opportunity, revitalizes citizenship and re-knits communities.
 2. AmeriCorps is a new and **smart way of governing**: national standards; state competitions and authority; local guidance through non-profits; strong involvement of corporations and foundations; and leveraged use of uncompensated volunteers.
 3. AmeriCorps is **for people like me**: middle class Americans appreciate the program's accessibility to anyone who takes the responsibility, without rigid income caps.
 4. AmeriCorps is **effective**: an independent evaluator found substantial accomplishments in just the first five months, in a survey of random AmeriCorps sites. The program is raising reading scores for school children; helping police close drug houses; building homes for working families; restoring lakes, rivers and parklands -- in hundreds of ways, getting things done for communities in every state.
- In this context, efforts to rescind FY'95 funding for AmeriCorps -- in the middle of the year and without a single hearing to determine whether the program works -- is seen as mean-spirited politics-as-usual.

April 21, 1995



Media Opportunities Related to the White House Conference on Aging

This special edition of the Senior Corps *Marketing Advisory* is being rushed to Project Directors in an effort to help you generate local media coverage in conjunction with the upcoming White House Conference on Aging (WHCOA) May 2-5, 1995.

Because of the conference, and the fact that May is Older Americans Month, we expect national and local media outlets to be more receptive to senior-related stories during April and May. Therefore, we want our Project Directors to *immediately* and *aggressively* promote both the Senior Corps and local programs to the media.

(Note: for more specific "how-to" information, consult your media guide. If you need to replace your media guide, call Nina Page at 202-606-5000, ext. 284)

THINK OF IT. THIS IS YOUR CHANCE TO HAVE:

- an SCP volunteer profiled in your local Sunday supplement;
- RSVP featured on a call-in radio show;
- the local news do a week-long series on the value of senior service to your community; or
- local officials/celebrities attend the kick-off of a new FGP project...so get ready!

KNOW WHAT YOU'RE "SELLING" TO THE MEDIA ABOUT YOUR PROGRAM

The value of preparation cannot be overstated when dealing with the media. You must know your program, the Senior Corps and the specifics of the WHCOA as best you can before you begin to "sell" this information to the media.

PROGRAM FACTS

Create a fact sheet about your program that includes program background, cash value of services rendered, tax dollars saved per year, etc. Be sure to include national statistics — and info about the WHCOA (see fact sheet).

IMPACT STORIES

Results-oriented impact stories get a reporter's attention. For example: "While health care costs continue to rise, the local SCP saves the state \$350,000 each year..."

PROFILES

Prepare profiles of volunteers with newsworthy backgrounds (see media guide). The WHCOA is an ideal segue for senior profiles!

DEVELOP YOUR PROGRAM'S TIES TO THE WHCOA

When speaking with the media, you will get results by mentioning the WHCOA,

but then you will need to tie the conference to your local program. Here are some tips:

- Mention that the value of senior service to America's communities is a conference topic
- Explain that the conference will discuss senior issues for the 21st century
- Clarify that the conference is a national story, but your program is the "local angle"
- Offer a volunteer profile as an example of who the WHCOA is focusing on
- Place the issue in economic terms: seniors are an underutilized and rapidly growing national resource.

MEMORANDUM FOR ELI SEGAL

CORPORATION
FOR NATIONAL
 SERVICE

From: Larry Wilson
Chief Operating Officer



Subject: Report of the Chief Operating Officer

The Department of the Chief Operating Officer is responsible for automation, personnel, general counsel, equal opportunity and corporate analysis functions in the Corporation. This report outlines milestones of the Department for the period from March 15 through April 15, 1995.

1. The Director of the Office of Automation, Guy Cavallo, was honored as one of the leaders within the Federal community in the use of information technology. Continued progress was made toward providing the Corporation with the most efficient and effective access to computer technology.

On March 21, 1995, the Corporation's Director of Automation, Guy Cavallo, was honored by being included as one of the Federal 100, by Federal Computer Week. The honorees came from both the Federal government and private industry, and were cited for making the largest impact on the Federal information world in 1994. In a message to the awards banquet, President Clinton cited the honorees for "bringing technological expertise and a commitment to making America the world leader in information technology".

Automation has installed a second file server to provide shared file space for Corporation employees who use Macintosh personal computers and as an integrated platform for Windows users. The tremendous growth of the Corporation has required that an additional file server be added to the network to provide access to those individuals. Among other accomplishments during the month, network faxing capability was extended to computers with DOS/Windows capability and a new Oracle production server was installed and is undergoing testing. Finally, development of the Trust Fund System has passed the two-thirds point in its development and will be placed in full production during May, 1995. It will provide the Corporation with a method of tracking all Trust Fund payments and managing pending education awards slots.

2. Action was taken to assure the Corporation and its programs are fully accessible to persons with disabilities.

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The Corporation's Equal Opportunity staff is completing a survey of all Corporation offices to assure they meet Federal requirements for accessibility for persons with disabilities. A survey of the headquarters building in Washington has been completed and reports from most field offices have been received. Where problems are identified, Corporation staff are following up with managers of the buildings to assure compliance. Equal Opportunity staff also met with other Corporation offices to agree on procedures for assuring that Corporation-sponsored and conducted training and other events are fully accessible to persons with disabilities, and to provide publications and notices in alternative formats.

3. Work continues on preparation of the Corporation Annual Report, including financial statements.

An Annual Report Coordinating Committee meets weekly to assure orderly progress toward publication of the Annual Report. They recently met with a minority-owned accounting firm, which is proposing to undertake the audit of Corporation financial activities for Fiscal Year 1994.


4. Implementation of Travel Payment Reinvention Project continues.

This project involves the introduction of PC-TRAVEL, a software package which automates the payment of travel vouchers for Corporation employees. As an initial step, Corporation employees were trained in proper procedures to follow when completing travel vouchers. In April, training was held for key employees in the use of PC-TRAVEL, with the cooperation of the U.S. Department of Agriculture's shared access facility. Corporate Analysis staff is working with the Corporation's field Service Centers to introduce PC-TRAVEL for field employees. Pilot implementation begins in early May, the goal is to pay Corporation travellers within three days of the filing of their travel vouchers if they use direct deposit or automatic funds transfer, and within five days if payment is by check.

MEMORANDUM

DATE: April 25, 1995

TO: Eli J. Segal
Chief Executive Officer

FROM: Luise S. Jordan 
Inspector General

SUBJECT: Report of the Office of the Inspector General (OIG)

CORPORATION
FOR NATIONAL
 SERVICE

Audit Activities:

The OIG will issue its Semiannual Report to Congress for the six-month period ended March 31, 1995 to the CEO for comment and the Board of Directors, as required by the National Service Trust Act of 1993.

This month we completed a pre-audit survey of the CNS procurement process. The survey was performed to document management controls in support of the anticipated CNS financial statement audit and to identify areas for future review by the OIG. We issued a draft report which identified several conditions that impact the procurement process.

We have completed the statement required to procure the services of an independent accounting firm for the audit of CNS 1994 financial statements. We expect that the contract will be awarded in the next few weeks.

We are also completing another pre-audit survey of the grants process. We have identified several areas for improvement and will issue a draft report by mid-May.

The OIG initiated an audit of an AmeriCorps grant awarded to the ACORN Housing Corporation (AHC) at the request of Eli Segal and as a result of concerns expressed by other Senior Executives and at least one member of the CNS Board of Directors.

Finally, we began 5 initial year reviews of new grantees. One audit was completed and four are in various stages of progress.

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Investigation Activities:

We opened one investigation and four complaint files involving various allegations of improprieties related to the Corporation's programs and operations. During this past month we also resolved one complaint.

Personnel Matters

On April 16, 1995, Mr. William Anderson assumed the position of Acting Assistant IG for Audit and Mr. Robert Shadowens the position of Acting Assistant IG for Investigations. On May 15, Mr. Douglas Hilton will begin as Counsel to the OIG.

FOUNDATION AND BUSINESS PARTNERSHIPS WITH AMERICORPS

Spring 1995 Update

INSIDE:

AmeriCorps: Year One
Redefining Public-Private Partnerships
Selected Partnerships
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PHOTOCOPY
PRESERVATION

AmeriCorps: Year One

Dear Friends of Service:

It has been a remarkable year for national service.

In the last year, the Corporation and its partners launched AmeriCorps, enabling 20,000 Members to address the education, public safety, environment, and human needs of communities across the country. Their efforts are leveraging the work of tens of thousands of additional volunteers and reinvigorating the ethic of civic responsibility in more than 1,200 communities. We established a partnership with states by supporting state commissions created by Governors to make possible a decentralized system of service that is directed at solving critical problems identified at the local level. We conducted a nationwide competition to select 350 AmeriCorps programs from among more than 1,500 proposals submitted at the state and federal level. We established the National Service Trust to hold the education awards earned by AmeriCorps Members. We supported the Summer of Safety program, through which 70 communities engaged more than 6,600 individuals in efforts to reduce crime, fear, and violence. And on April 25, we sponsored a National Day of Service with Youth Service America and the Points of Light Foundation, engaging hundreds of thousands of Americans in service activities across the nation.

In so many ways, these achievements are a testament to the commitment of visionary private and independent sector leaders who see community vitality as a part of the bottom line. Through hundreds of partnerships, businesses and foundations are making financial contributions; encouraging employees to volunteer alongside AmeriCorps members; donating products to enhance the delivery of services; providing expertise in human resource development and management; and offering employment opportunities to AmeriCorps graduates.

This publication briefly describes some of these investments and provides basic information on the AmeriCorps national network of programs. To those of you who have committed your time and talent to national service, we are truly grateful. To those of you who are seeking a way to rebuild your community and encourage responsibility, we encourage you to deploy your service through our State Commission, our Public Liaison Office, or

to get

PHOTOCOPY
PRESERVATION

Redefining Public-Private Partnerships

America has always counted on the engagement of its citizens for tackling its most challenging problems. Dedicated individuals have served our country and our communities in extraordinary ways, in times of national emergency as well as in everyday involvement.

As community issues become more urgent, and resources more strained, the impact of citizen involvement in community problem-solving must become heightened in new and innovative ways. In close partnership with our nation's foundations and businesses, AmeriCorps is combining private and public resources with human capital in order to address our most pressing education, public safety, human, and environmental concerns, in a highly effective and efficient manner.

AmeriCorps brings welcome assets to the service field at a critical time, deepening the impact of programs and extending the reach of volunteers. More than 350 national and local organizations operate AmeriCorps programs, creatively engaging over 20,000 AmeriCorps Members in over 1,000 communities nationwide. AmeriCorps partners include national nonprofits such as the YMCA and Habitat for Humanity, community-based organizations such as shelters and victims assistance programs, churches and synagogues, colleges and universities, and local school and police districts. The investments of hundreds of corporate giving programs and corporate, community, and private foundations have enabled these organizations to benefit from the added human resources that AmeriCorps brings to the fulfillment of their varied missions.

The depth and breadth of foundation and business involvement in AmeriCorps is great. Small community foundations and local businesses, as well as large national private foundations and corporations, are bringing people, products, and financial resources to the initiative. State Commissions are strengthened by the leadership of members from business and philanthropy. Direct support to AmeriCorps programs and to the organizations that are sponsoring AmeriCorps programs has leveraged millions of dollars in federal funding and thousands of hours of ongoing and focused service by capable and committed AmeriCorps Members.

Financial support from corporations and foundations is critical to meeting the immediate needs and sustaining the long term impact of AmeriCorps programs. Grants and contributions are made either directly to one or more local programs that address their giving priorities, or indirectly through collaborative funding mechanisms.

Businesses provide the expertise of loaned executives, the involvement of employee and retiree volunteers who work alongside AmeriCorps Members, and products such as uniforms, technology, equipment, and supplies used in the delivery of services. Marketing and communications resources have helped raise awareness and create a national identity for AmeriCorps. Foundations and businesses also are supporting training, technical assistance and evaluation activities that strengthen the quality of AmeriCorps programs and that create strong connections between programs regionally and nationally.

As our communities face more challenges with fewer resources, every dollar invested must yield the maximum return. AmeriCorps produces a range of beneficial outcomes:

It benefits communities in tangible ways, such as improved math scores, restored natural resources, safer streets, and immunized infants.

It leverages private contributions of financial and human capital: for instance \$3,000 in private funding is matched by as much as \$18,000 in federal dollars, 1,700 hours of AmeriCorps service, and thousands more hours of volunteer service performed over a one-year period.

It enhances the productive capacity of tens of thousands of Americans who, through AmeriCorps, earn a GED, attend college using their education awards, receive occupational training, and develop problem solving abilities and leadership and teamwork skills.

It builds communities by bringing together diverse organizations and institutions and people of many backgrounds to work collaboratively in addressing local issues.

It creates a pool of engaged citizens who are steeped in the service ethic, trained to serve, motivated to get things done, and committed to a lifetime of volunteerism.

There are many ways that foundations and businesses can become involved in AmeriCorps. Here is a check list of just a few:

- ✓ **Contribute** financial support to AmeriCorps programs, leveraging your own investments in priority issues to bring added federal support and human resources.
- ✓ **Create** a collaborative fund for local AmeriCorps programs, combining the resources of many local businesses and foundations around an issue, geographic area, or industry.
- ✓ **Provide** opportunities for employees to volunteer alongside AmeriCorps Members or serve as their mentors.
- ✓ **Lend** expertise in areas such as program evaluation, human resource development, media marketing, and project and fiscal management.
- ✓ **Donate** products like office equipment, uniforms, and supplies for the delivery of services; resources such as transportation, training; and meeting facilities and promotional opportunities such as print and electronic media space.
- ✓ **Assist** AmeriCorps graduates' transition from service into employment or educational opportunities.

Selected Foundation Models

- The **Charles A. Dana Foundation** supports AmeriCorps for Math and Literacy. This promising program, based at the Dana Center for Mathematics Education at the University of Texas-Austin, involves college students on a part-time basis in helping inner-city and rural elementary school children develop literacy and numeracy skills in Austin, and in Columbus through Ohio State University. AmeriCorps Members are using an adaptation of "Reading Recovery," an educational intervention that has been proven to raise the reading abilities of underachieving students in kindergarten through second grade. It is estimated that this cost-effective program will help more than 10,000 students over the next three years.
- The **Charles Stewart Mott Foundation** has made a three-year commitment to support the Genesee County AmeriCorps Program, a collaboration of eight agencies in Flint, Michigan. In this creative merger of local energies, AmeriCorps Members are organizing midnight basketball leagues, implementing conflict resolution techniques, and providing health care education and outreach. Just a few of the partners in this collaboration include the Urban League, Habitat for Humanity, the Girl Scouts, and the United Way. Mott's support has in turn spurred other foundations, such as the **Community Foundation of Greater Flint**, to pledge support to this venture.
- The **Ewing Marion Kauffman Foundation**, the **Hall Family Foundation**, and the **Greater Kansas City Community Foundation** have helped establish and support two AmeriCorps programs serving in the Greater Kansas City area. AmeriCorps Members in the United Way Neighborhood Corps of Kansas City are organizing projects that empower local residents to get involved in housing and arts initiatives. Through the Kansas City Urban Youth Initiative, AmeriCorps Members are reducing delinquent behavior of youth who are at-risk by involving them in educational, recreational, and cultural activities.
- The **Grand Rapids Foundation** is supporting local AmeriCorps programs serving youth throughout the Grand Rapids, Michigan area. For instance, AmeriCorps Members from the Grand Rapids Service Corps are tutoring and mentoring 250 elementary school students daily, as well as planning special initiatives such as renovating playgrounds. Support also is enabling Youth Volunteer Corps Members to engage local middle and high school students in violence prevention activities through service learning initiatives.
- The **Greater Worcester Community Foundation** is providing matching funds for the Worcester Community Action Council's AmeriCorps CityWorks program. Thirty AmeriCorps Members tutor students from the Worcester Public Schools, prepare and deliver meals to elderly residents, and run an arson prevention program called "Learn Not to Burn" for local elementary school students.

Houston Endowment supports Serve Houston's efforts to provide a wide variety of services to the Houston area. Serving in collaboration with the YMCA in gang-stricken areas, AmeriCorps Members run after-school clubhouses, work in food pantries, and plant community gardens. Serve Houston also is receiving support from corporations such as **Enron, Natural Gas Pipeline of America, Shell Oil, Tenneco Gas, and Pan Handle Eastern Corporation.**

- **The James Irvine Foundation** established the California Initiative for National and Community Service which supports the capacity of local communities to apply for federal funding and strengthen the quality of AmeriCorps programs. The Initiative supports the design and implementation of high-quality AmeriCorps programs throughout the state.

Northern California Grantmakers pooled their resources to create the Northern California National Service Collaborative Fund, a partnership of more than 10 regional grantmakers committed to helping AmeriCorps programs meet their financial match requirements. Members of this collaboration include the **James Irvine Foundation, the Evelyn and Walter Haas Foundation, and the Gap Foundation.** The fund already has dispersed its first round of grants to 13 AmeriCorps programs.

Regional Associations of Grantmakers have helped educate the philanthropic community about national service. Many associations have included presentations at their annual conferences and convened special sessions for their members. Examples include: the **Donors Forum of Chicago** sponsored by **Allstate Insurance Company**, the **Donors Forum of Ohio**, the **Southwest Conference of Grantmakers**, the **Maine Grantmakers Association**, the **Pacific Northwest Grantmakers Forum** and the **Rochester Grantmakers Forum.**

- **The Robert R. McCormick Tribune Foundation** supports AmeriCorps by convening key players and by conducting research studies related to national service. The Foundation sponsored conferences before the passage and during the implementation of the National and Community Service Trust Act of 1993. In March 1994, a two day meeting at the Catigny Conference Center provided commissioners on the Illinois Lieutenant Governor's Advisory Council on Voluntary Action with an opportunity to initiate planning and start-up activities for the state's response to the federal legislation. The Foundation is supporting public opinion polling and field research on AmeriCorps and its implementation in selected sites through the **George H. Gallup International Institute.**

The Skillman Foundation is covering the financial matching costs of all of the AmeriCorps Members in the greater Detroit area who are addressing the needs of children and youth. At **Big Brothers Big Sisters of Metropolitan Detroit "CircleNet"** AmeriCorps Members are mentoring 100 developmentally disadvantaged youth; at **Oakland University's AmeriCorps Oakland program** they are collaborating with **Pontiac schools, Oakland Probate Court** and community organizations to enable at-risk youth to re-enter the school system; and at the **Michigan Neighborhood AmeriCorps Program** they are planning neighborhood crime watch programs and engaging residents in community activities.

Selected Corporate Models

- **American Airlines** ensures that AmeriCorps Members are nationally recognized and have access to training. Over 300,000 travelers viewed the AmeriCorps video and print public service announcements on flights this winter. This spring, many other frequent flyers will meet AmeriCorps Members when American Airlines provides complimentary travel to national training sessions.
- **American Express** provides national leadership for the formation of local public-private partnerships by encouraging its regional offices to work in partnership with AmeriCorps. To promote this effort, each grant made to an AmeriCorps program by a local Employee Contribution Committee is matched one-to-one by the American Express Foundation. Current partnerships include the New York University Project Safety Net program, which links 25 liberal arts colleges and 10 historically black colleges in mobilizing AmeriCorps Members to address the issues of crime and violence among youth in six cities, and SCALE, where AmeriCorps Members perform intensive literacy outreach and tutoring work in Chapel Hill, North Carolina.
- **Fannie Mae**, the nation's largest investor in home mortgages, supports AmeriCorps Members who counsel low-income families about acquiring their own homes. Their financial and training resources enable the AmeriCorps components of the Local Initiatives Support Corporation (LISC) and the Neighborhood Reinvestment Corporation (NRC) to have a greater impact in re-building disadvantaged communities. Fannie Mae also supports the National Endowment for the Arts' Writers Corps where AmeriCorps Members serve in homeless shelters and schools to improve the educational achievement of school-aged youth and adults.
- **General Electric** provides special matching grants to bring AmeriCorps resources to United Way agencies in 11 cities in which General Electric has business operations. One example of a local partnership is Bridgeport, Connecticut where the GE Fund supports a collaborative effort among 30 organizations to provide literacy training, aid for families in shelters, and outreach to medically underserved populations. In another partnership, the Hunger Task Force of Milwaukee received funds for its innovative food pantries and urban gardens. In Henderson, North Carolina, the GE Fund supports AmeriCorps efforts to "rehab" homes for low-income residents.
- **Healthsource** and all of the AmeriCorps programs based in New Hampshire have formed an innovative alliance to provide their 118 AmeriCorps Members with high-quality health insurance. Healthsource, a leading national HMO, is covering the required 15 percent federal match for all of the AmeriCorps Members enrolled in its preferred provider networks. This plan offers comprehensive benefits and key training opportunities for AmeriCorps Members, many of whom are participating in CPR, first aid, and HIV-AIDS education classes.

- The **Surdna Foundation** has provided financial support to strengthen and enhance AmeriCorps in three critical areas. Graduates of AmeriCorps programs will benefit from planning and development activities that have been undertaken for an AmeriCorps Alumni Association. The role of AmeriCorps programs in sustainable community development is being identified and reinforced with support from Surdna. In addition, foundations are helping to identify and fulfill key areas of need for evaluation and research in the field of national service.

- Across Texas, foundations are investing in programs where AmeriCorps Members are getting things done. The **Burnett -Tandy Foundation** supports I Have a Dream AmeriCorps in Fort Worth, Texas, a program that provides tutoring and mentoring to second, third and fourth graders in a local public housing development; the **Hogg Foundation** supports the Mental Health Institute's efforts to reduce child abuse; with the financial help of the **Center Foundation**, Just Serve AmeriCorps Members are fighting crime through the U.S. Department of Justice's Operation "Weed and Seed"; and the **Meadows Foundation** has supported several organizations currently running AmeriCorps programs, including the American Institute for Learning's Casa Verde Builders Program where AmeriCorps Members are building 24 energy-efficient, environmentally sensitive homes in low-income areas of Austin.

- Foundations have played a key role in assisting the expansion efforts of national service programs, such as Public Allies. The **MacArthur Foundation** has made a three-year commitment to support Public Allies in an effort to promote positive youth development in the Chicago area. In Delaware, the **Laffey McHugh Foundation** and the **Longwood Foundation** collaborated with AmeriCorps in support of Public Allies' expansion to Wilmington; after AmeriCorps funds had ensured Public Allies stability in Milwaukee, Wisconsin, the **Helen Bader Foundation, Inc.** pledged support for Allies placed specifically in programs that affect children in at-risk families; and the **Z. Smith Reynolds Foundation** provided matching support to Public Allies' expansion in Durham, North Carolina. On a national level, the **W. K. Kellogg Foundation** has made a major commitment to help Public Allies solidify its growth. This money will facilitate resource sharing between city programs, provide training and technical assistance for staff and Allies, and ensure that Public Allies has a solid foundation as a national program.

- **The Sony Corporation of America** is committed both to fostering national recognition of AmeriCorps and to supporting the community-based activities of AmeriCorps Members. During the national AmeriCorps launch, Sony ran public service announcements on its Times Square "Jumbotron" and organized a major concert in New York City. As a house sponsor for the AmeriCorps/Habitat for Humanity Blitz Build, Sony underwrote the construction costs of a house for a low-income family built by AmeriCorps Members and Sony employees. Sony also supports the hands-on efforts of public safety programs such as Harlem Peace Makers, where AmeriCorps Members are integrating conflict resolution programs into the school curriculum and Building Up LA (a coalition of 60 community-based organizations), where Members are operating safe havens for local children.

- **Timberland and Digital Equipment Corporation** are committed to replicating and expanding the successful AmeriCorps City Year program in communities across the nation over the next five years. Timberland's comprehensive partnership includes sponsorship of AmeriCorps teams, a national marketing campaign with proceeds benefiting the program, uniforms for AmeriCorps Members and staff, employee volunteer activities, and employment opportunities for graduates. Digital is helping to build computer networks among City Year sites. Many other national companies support local AmeriCorps City Year programs in communities across the country. A sampling includes **Amoco, Apple Computer, Bank of Boston, Boston Company/Mellon Bank, Gillette, Reebok, NationsBank of South Carolina, Laidlaw, NYNEX, and U.S. Health Corporation.**

- **Time Warner** mobilizes its extensive communications resources to promote AmeriCorps. To highlight the launch of AmeriCorps, Warner Music sponsored a major concert in Nashville, Tennessee and *People Magazine* ran a full-page AmeriCorps public service announcement. Time Warner was a national sponsor of the first annual National Day of Service and supported the work of three interns to help implement this partnership among the Corporation for National Service, the Points of Light Foundation, and Youth Service America. Time Warner is also committed to enhancing community-based AmeriCorps literacy initiatives. It plans to link its award-winning "Time to Read" literacy program with local AmeriCorps Members, providing them with workbooks, magazine subscriptions, and training.

- **Xerox** has committed multi-year support to enhance the programmatic capacity of a broad range of AmeriCorps programs. The Xerox Foundation's contribution to the Partnership for National Service, a nonprofit organization created to foster innovative public-private partnerships with AmeriCorps programs, may assist initiatives such as developing training materials for AmeriCorps Members and programs; hosting regional meetings and focus groups; and providing "mini-grants" to support creative local programmatic activities.

IBM is collaborating with the Public Education Fund Network to design and implement a new national AmeriCorps program that is working to improve the educational and technological skills of students. In this partnership, retired IBM employees and AmeriCorps Members serve together in Atlanta, Charlotte and New York City public schools to integrate new technologies into the classroom and computers into the curriculum. IBM has invested a range of financial, product, and employee resources into this partnership. Using a conservative estimate, the combined 20,000 hours of service performed in the first quarter in all three cities has a market value of \$1 million. By the end of this first year, the program will have provided over \$3.5 million in computer services to resource-starved schools.

J.P. Morgan supports the AmeriCorps Leaders program which places outstanding national service graduates as staff in new and emerging AmeriCorps programs. This collaboration with the major contributions of the **Ewing Marion Kauffman** and **W. K. Kellogg Foundations** enlists the community service skills and expertise of 85 former VISTA and Peace Corps volunteers to enhance the capacity of local programs to implement effective and efficient programs. AmeriCorps Leaders are helping to train AmeriCorps Members and supervise their service activities, and are building strong networks between AmeriCorps programs both regionally and nationally.

Microsoft has designed a state-of-the art communications network to link all of the AmeriCorps programs in Washington State via the Internet. Through the donation of expert consultants, computer software, and modems, over 800 AmeriCorps Members in 41 different program sites will be able to rapidly communicate with one another and the AmeriCorps state and national offices. Every AmeriCorps Member and program staff member will have an electronic mail address and will be able to share ideas, submit common applications, discuss local issues, and explore post service career and education networks. Microsoft will train representatives from each AmeriCorps program to install the system later this spring.

NIKE is linking its **P.L.A.Y. (*Participate in the Lives of Active Youth*)** initiative with AmeriCorps programs in six cities in which Nike has substantial business operations. The proposed partnership cities are: Atlanta, Chicago, Los Angeles, Memphis, New York City and Portland, Oregon. NIKE will fund the implementation of innovative AmeriCorps community service projects to provide sports and fitness opportunities for young people such as the renovation of urban play spaces and the formation of sports leagues in community-based safe havens. In addition to forging a national partnership, NIKE was a sponsor of the National Day of Service in its home city of Portland, Oregon.

AmeriCorps programs are a welcome asset for the volunteer sector, which is faced with increasing pressures of growing social needs and reduced full-time volunteer forces. At all levels and as a part of their mandate to get things done, AmeriCorps programs recruit, train, supervise and work alongside unpaid volunteers. A full-time commitment over a year allows AmeriCorps Members to extend the reach of volunteers, providing intensive, long term relief following floods, earthquakes, and other disasters; keeping services running during the low-volunteer hours of a working day; and organizing community-wide efforts in which more volunteers can participate such as river clean-ups, public park restorations, and housing renovations.

AmeriCorps Members are ordinary Americans doing extraordinary things. They are postponing more lucrative work to take on some of the toughest assignments in America for a \$600 a month stipend and help with education loans. AmeriCorps Members come from all backgrounds, ages, races, education levels, regions, and religions. AmeriCorps Members are statutorily prohibited from displacing either paid or unpaid volunteers or workers, from doing advocacy, or engaging in partisan political activity. And AmeriCorps is diverse in every way -- not by quotas or dictates from Washington, but by the efforts and goodwill of the local non-profits that make up AmeriCorps.

AmeriCorps Basics

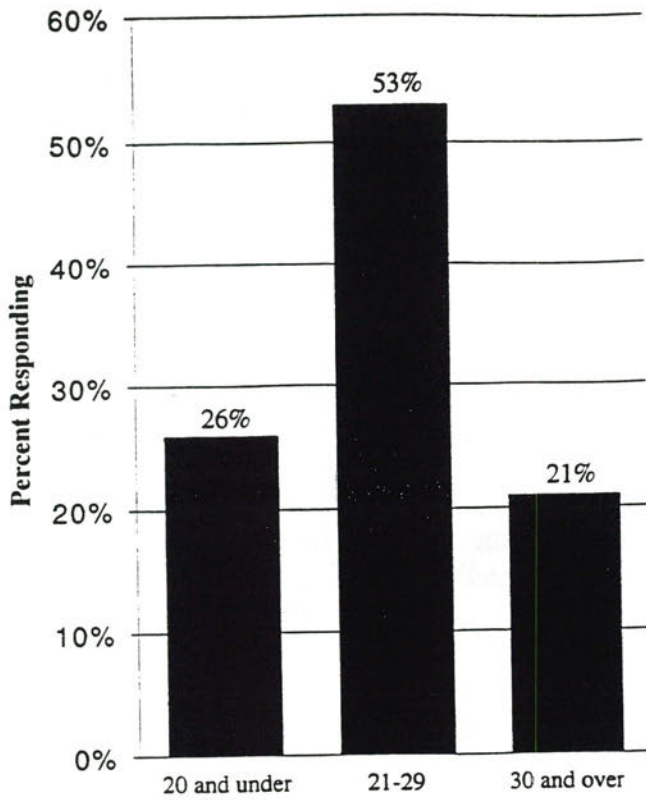
AmeriCorps is the culmination of three creative forces – a thriving grassroots service movement led by organizations such as Campus Compact, Youth Service America, the National Youth Leadership Council, and the Campus Outreach Opportunities League – a bipartisan congressional effort since 1990 – and the leadership of President Clinton who signed the National and Community Service Trust Act into law in 1993, creating the Corporation for National Service and its cornerstone program, AmeriCorps.

Although there are as many types of AmeriCorps programs as there are unique needs in our nation's communities, all AmeriCorps programs have four goals in common: First, **getting things done**. AmeriCorps programs help communities meet their needs by providing services with direct and demonstrable results. Second, **strengthening communities**. AmeriCorps programs unite individuals of different backgrounds in a common effort to improve their communities. AmeriCorps programs encourage a wide range of organizations – from private businesses to local government and church groups – to become involved in their efforts. Third, **encouraging responsibility**. Through service and civic education, AmeriCorps enables members to see themselves as problem-solvers, not problems; to become leaders, not just followers; and to fulfill their responsibility and recognize their rights. Fourth, **expanding opportunities**. AmeriCorps helps those who help America. In return for devoting a year of their lives to national service, AmeriCorps Members receive education awards for post-secondary education or training to pay off student loans. Some also garner important job skills and relevant employment experience through their service activities.

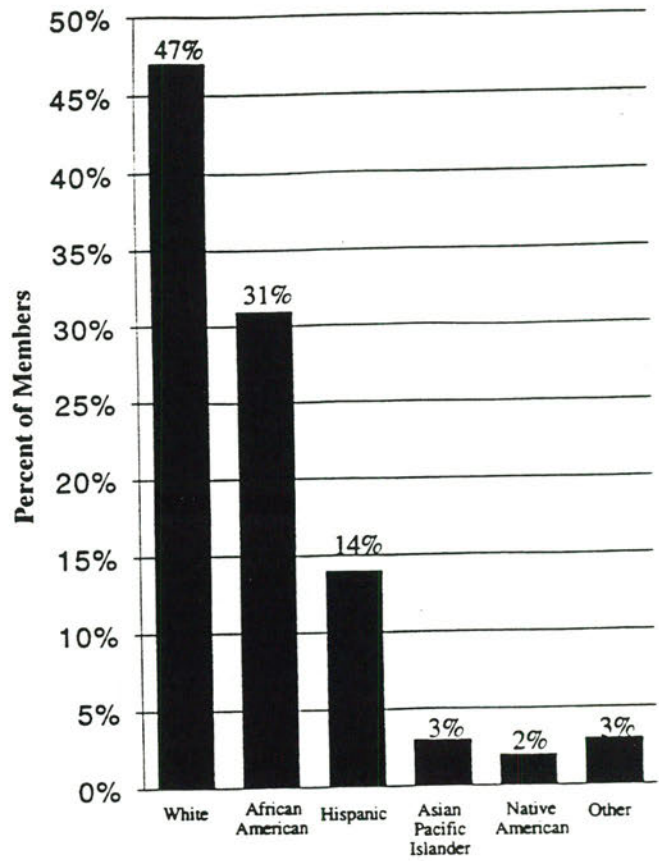
AmeriCorps emphasizes quality above all else and supports programs designed at the community level. The basic premise is simple – local communities know their problems best and are most capable of inventing innovative and entrepreneurial solutions. The wide range of possible AmeriCorps programs, as well as a series of keen competitions for available funds, gives the Corporation and the states the latitude and flexibility to fund only those programs of highest quality.

AmeriCorps is a smart investment, leveraging federal and private resources. AmeriCorps programs must provide on their own at least 25 percent of the operating costs of the program and at least 15 percent of the Members' living allowance. This requirement serves three essential purposes. First, it stretches federal funds and guarantees an efficient allocation of resources. Second, it helps ensure that programs will be sustainable in the future. Finally, it serves as a quality check. Only programs that are considered valuable by their communities merit local financial support.

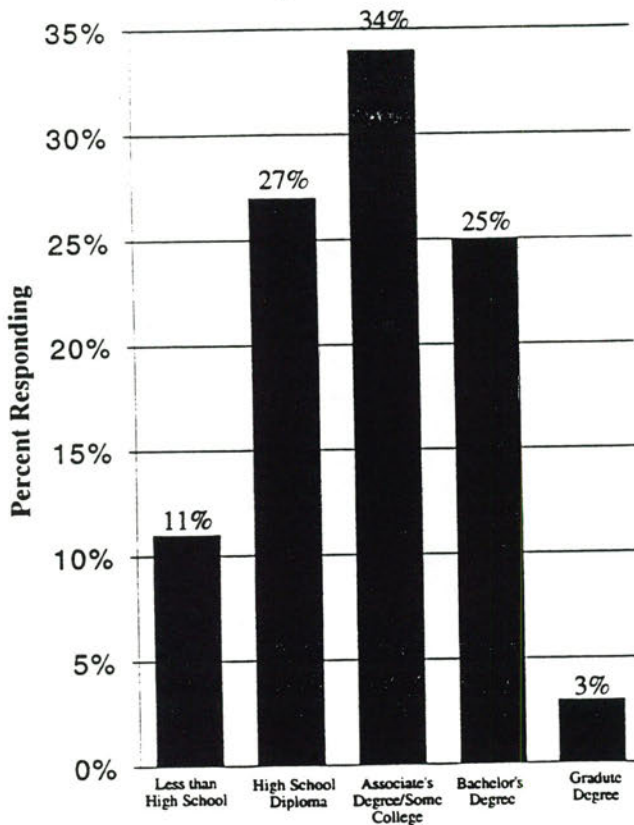
AmeriCorps: Age



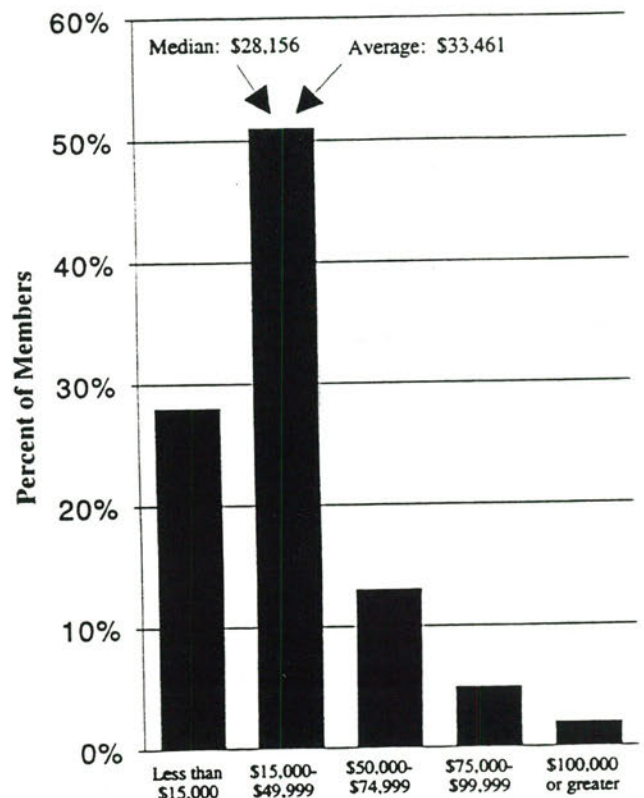
AmeriCorps: Ethnicity



AmeriCorps: Education Level



AmeriCorps: Household Income



Demographics

Collected by the Corporation for National Service, Office of Evaluation
March 1995

The 20,000 members of AmeriCorps are serving in every type of community, in all 50 states.

AmeriCorps Members come predominantly from middle-class families. More than half come from families with annual household incomes between \$15,000 and \$50,000. Overall, median family income is \$28,156 and average family income is \$33,461. AmeriCorps' \$4,725 post-service education benefit is a significant help for working families struggling to afford college.

The majority of AmeriCorps Members are in the traditional "college-age years" -- their twenties. Roughly a quarter are recently out of high school, and about a fifth are part of the rapidly growing "non-traditional college student" age category -- over 30 years old.

AmeriCorps Members fall into three nearly equal groups in terms of educational background. Thirty-eight percent were headed toward college or the job market, having either dropped out of high school or having graduated. Another 28 percent held either college or graduate degrees. The final third had attained an associate's degree or some other college education -- many in this category are currently in college or planning to return. This diversity underscores the advantage of having the AmeriCorps post-service educational award available to pay for college, graduate, or trade school -- or pay back student loans.

AmeriCorps Members reflect America's ethnic diversity. Roughly half are Caucasian, about a third African American, 14 percent are Hispanic, 3 percent are Asian/Pacific Islander, and 2 percent are Native American.

Education

The AmeriCorps Members helped children and youth from impoverished urban and rural communities to succeed in school. They taught in classrooms, established new learning programs in and out of school, and prepared preschoolers for the demands of school. Specific accomplishments include the following:

- Taught 1,430 and tutored 7,638 pre-school, elementary, and junior high school students in basic educational skills.
- Conducted enriched learning programs and initiated new ones - such as computer-based reading instruction, peer tutoring, scientific experimentation, and programs for children with special needs for 6,414 children.
- Established after-school and vacation programs to reinforce the academic involvement of 4,656 children.

The AmeriCorps Members helped at-risk children succeed in school by assisting them and their families to develop their sense of civic and community responsibility and to become more stable, more self-sufficient, and more involved in the community. Specific accomplishments include the following:

- Organized and supervised community service projects for 4,469 at-risk children and youth. Projects included neighborhood cleanups and providing food for elderly people.
- Counseled, taught parenting skills, and/or provided problem solving assistance to 390 families, 183 teen parents, and the low-income families of 440 children at risk of failing in school.
- Provided literacy or employment -related training for 694 adults.
- Provided intensive educational support - including regular counseling - to 30 troubled teenagers living in group homes and 33 low-income children, including 22 homeless preschoolers.

Getting Things Done

AMERICORPS*USA AT FIVE MONTHS

A Summary of Accomplishments from 52 Randomly Selected Sites

March 21, 1995

Important note: The following report aggregates and summarizes the bulk of the accomplishments of 1,654 AmeriCorps* USA Members serving at 52 sites that were selected randomly from across the nation. Listed accomplishments represent the efforts of approximately 8% of AmeriCorps*USA's operating sites during the first five months of operation-- from September, 1994 through January, 1995.

The accomplishments are grouped within AmeriCorps*USA's four issue areas: education, public safety, health and human needs, and environment and neighborhood restoration. The list, while both long and diverse, is not exhaustive; not every accomplishment has been captured. Nevertheless, the list summarizes the major accomplishments of the selected sites.



AGUIRRE INTERNATIONAL

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Health and Human Needs

The AmeriCorps Members made independent living easier for disabled, elderly, or hospitalized individuals by providing direct support service and by recruiting and organizing community volunteers. Specific accomplishments include the following:

- Helped 123 elderly persons, 50 visually impaired adults, and 9 visually impaired children live independently.
- Provided job-related training, independent living assistance and/or medical referrals for 135 mentally ill or developmentally disabled persons.
- Organized weekly social activities for 400 elderly nursing home residents.
- Constructed wheel-chair accessible trails, ramps, or sidewalks at 3 parks, 5 low-income homes, and 4 public buildings.
- Obtained donated materials, trained 58 volunteers, and repaired the homes of 296 elderly persons.

The AmeriCorps Members provided emergency medical services, as well as health training and education. Specific accomplishments include the following:

- Trained 1,144 inner-city residents in CPR.
- Provided emergency medical services to over 1,500 people.
- Screened 1,100 low-income children for lead toxicity and other health risks.
- Provided health counseling, education, or referrals and transportation to 220 low-income families and over 5,000 individuals.
- Disseminated health care information to 4,567 individuals.
- Distributed 150 children's car seats to low-income families.
- Conducted immunization screenings - immunizing 158 individuals and notifying 500 others of their families' need to be immunized.
- Administered 301 HIV tests and counseled patients regarding results.
- Conducted workshops and distributed information on AIDS and tuberculosis to over 7,000 people.

The AmeriCorps Members helped meet the basic needs of low-income and homeless people for food and shelter. They improved low-income housing, fed the hungry, and improved the methods of service referral and delivery. Specific accomplishments include the following:

- Renovated 238 inner-city housing units and 99 rural homes; began renovation of 121 more.
- Refurbished 2 homeless shelters and began to renovate 3 buildings - one for seniors, one for battered women, and one for the formerly homeless.
- Distributed food to more than 16,625 low-income people and packed 7,000 dinners and 32,000 breakfasts for the hungry.
- Found shelter for 400 homeless families, and sorted and distributed clothes to 350 homeless individuals.
- Secured hospice housing for 27 people with AIDS and helped feed (on a weekly basis) 1,250 people who have AIDS or who are HIV positive.
- Provided housing information or counseling to over 500 low-income and homeless families.
- Secured donated furniture, repaired it, and delivered it to 300 newly-housed families.

Public Safety

The AmeriCorps Members started neighborhood safety programs, mobilized neighbors, and improved community/police relations, resulting in safer communities. Specific accomplishments include the following:

- Escorted 8,500 children to school through safe corridors.
- Started 258 neighborhood safety programs and patrolled 250 vacant buildings to prevent violence, drug-dealing and other illegal activities.
- Initiated 2 programs to improve community/police relations, including assisting a police mobile unit.

The AmeriCorps Members worked to prevent violence in school by teaching mediation techniques, resulting in decreased incidence of violence and negative behavior. Specific accomplishments include the following:

- Resolved 414 school conflicts that might otherwise have ended in violence or with students dropping out of school because of fear of violence.
- Taught conflict resolution techniques to 8,119 school children.
- Counseled and taught alternatives to violence to 1,350 potential and actual gang members and 54 parents of children at risk of becoming involved in gangs.
- Initiated 3 programs to train school and community members to implement violence prevention activities.
- Secured donated materials and created a memorial garden and mural in memory of 3 children slain in the streets.

The AmeriCorps Members worked to prevent violence and drug abuse in families and communities and provided direct assistance to victims of crime as well as referring them to needed services. Specific accomplishments include the following:

- Conducted workshops for 220 at-risk individuals about family violence prevention.
- Answered crisis hotline calls and made referrals for 878 victims of sexual and domestic violence.
- Provided each of 470 victims of sexual and domestic violence with 30 days of counseling and assistance.
- Counseled 35 elementary or high-school students in crisis as a result of rape, violence, or home difficulties.
- Counseled 1,180 teenagers about alcohol and drug abuse.
- Conducted home visits about drug or alcohol abuse prevention with 120 community residents.

National Service Network

LOCATION	PROGRAM NAME	ISSUE AREA #1	ISSUE AREA #2
ALABAMA	Ms. Elaine Wiggins, AL National & Community Service Commission		(205) 242-7110
Auburn, AL	Alabama Council on Human Relations, Inc.	Education	Human Needs
Birmingham, AL	Birmingham AIDS Outreach (BAO)	Human Needs	
Birmingham, AL	Boston University School of Public Health		
Birmingham, AL	National Community AIDS Partnership	Human Needs	
Birmingham, AL	FamilyServe, U.S. Department of HHS	Human Needs	
Birmingham, AL	Youth Volunteer Corps of America	Education	Public Safety
Dothan, AL	Troy State University at Dothan	Public Safety	
Montgomery, AL	Montgomery YMCA	Human Needs	
Tuscaloosa, AL	The University of Alabama	Human Needs	
ALASKA	AK State Community Service Commission		(907) 269-4611
Anchorage, AK	Improving Disadvantaged Neighborhoods - EPA	Environment	Education
Anchorage, AK	Nine Star Enterprises, Inc.	Education	Human Needs
Anchorage, AK	RurAL CAP	Education	
Juneau, AK	Southeast Alaska Guidance Association (SAGA)	Environment	Education
AMERICAN SAMOA	Ms. Sheila Wiegman, American Samoa Conservation Corps		(684) 633-2304
Pago Pago, AS	American Samoa Conservation Corps		
ARIZONA	Ms. Mimi Gulden, AZ National & Community Service Commission		(602) 542-3461
Bisbee, AZ	Border Volunteer Corps		
Casa Grande, AZ	Youth Volunteer Corps of America	Education	Public Safety
Flagstaff, AZ	AZ Board of Regents for and on Behalf of NAU-ACUTE	Education	Public Safety
Flagstaff, AZ	Rural Health Office, University of Arizona	Education	Human Needs
Flagstaff, AZ	Youth Volunteer Corps of America	Education	Public Safety
Mesa, AZ	City of Mesa, Arizona	Public Safety	Human Needs
Miami, AZ	Rural Health Office, University of Arizona	Education	Human Needs
Nogales, AZ	Border Volunteer Corps		
Phoenix, AZ	ACORN Housing Corporation	Human Needs	
Phoenix, AZ	Arizona Conservation Corps	Environment	Human Needs
Phoenix, AZ	AZ Council of Ctrs for Children & Adolescents	Education	Human Needs
Phoenix, AZ	Teach for America	Education	
Sells, AZ	Border Volunteer Corps		
Somerton, AZ	Border Volunteer Corps		
(statewide), AZ	AmeriCorps/USDA Rural Development Team	Environment	
Tucson, AZ	National Center for Family Literacy	Education	
Tucson, AZ	Rural Health Office, University of Arizona	Education	Human Needs
Tucson, AZ	Youth Volunteer Corps of America	Education	Public Safety
Window Rock, AZ	Navajo Nation	Environment	
ARKANSAS	Ms. Alice Shands, AR Commission on National & Community Service		(501) 682-6214
Conway, AR	University of Central Arkansas	Public Safety	
Little Rock, AR	Association of Farmworker Opportunity Programs		
Little Rock, AR	University of Arkansas for Medical Sciences		
(statewide), AR	AmeriCorps/USDA Rural Development Team	Environment	
(statewide), AR	Delta Service Corps		
Texarkana, AR	Arkansas Family Network	Education	
West Helena, AR	Teach for America	Education	
CALIFORNIA	Dr. Linda Forsyth, CA Commission on Improving Life Through Service		(916) 323-7646
Bakersfield, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Berkeley, CA	Regents of the University of California at Berkeley		
Compton, CA	Interior AmeriCorps	Environment	
Concord, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Escondido, CA	EYE Counseling and Crisis Services	Public Safety	
Fortuna, CA	California Conservation Corps	Education	Environment
Fremont, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
French Camp, CA	Magic Me, Inc.	Education	
Fresno, CA	AmeriCorps Youth Fair Chance Project - U.S. Department of Labor	Human Needs	Education
Hayfork, CA	California Conservation Corps	Environment	
Hollister, CA	Interior AmeriCorps	Environment	
Inglewood, CA	Children's Health Fund	Human Needs	
Inglewood, CA	Collaboration to Help Homeless Veterans	Human Needs	
La Jolla, CA	Summerbridge National	Education	
Livermore, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education

Environment and Neighborhood Restoration

The AmeriCorps Members responded to emergencies, including post-disaster environmental restorations, and worked to improve emergency response capacity in parks and public lands. Specific accomplishments include the following:

- Inspected and repaired 87 small dams, protecting 200 farms.
- Provided disaster recovery assistance to 350 land owners recovering from a flood; activities included sand and soil deposit mapping, advice on pasture and hayland management, watershed mapping, and computer simulations to plan floodplain management.
- Fought 2 major forest fires and saved 1 national park road from washing out.
- Joined at least 5 search and rescue efforts.

The AmeriCorps Members restored and stabilized the natural environment and wildlife habitats. Specific accomplishments include the following:

- Planted 212,500 trees.
- Restored 320 acres of wild land areas by repairing fire and flood damage, re-planting to prevent erosion, and fencing off wetlands to prevent illegal dumping.
- Restored or stabilized 27 miles of riverbed and stream banks to improve the habitat of salmon; fenced another 7 miles to keep cattle from destroying spawning grounds; repaired three aquaculture tanks with a capacity to rear 1,000,000 salmon fry per year.
- Removed 2,000 lbs. of trash from an urban river.
- Monitored water quality in 2 parkland areas.
- Surveyed 5,700 acres of National Forest land as part of reforestation programs to monitor reforestation efforts; conducted biological inventories on 12,000 acres of wetland.
- Built, restored, or maintained 311 campsites, 88 miles of parkland trails, 17 bridges, and 1 mile of forest service road.
- Cleaned up storm debris and trash on 3 beaches, protected sand dunes on one beach, and built one wildlife observation platform and 3 duck blinds.

The AmeriCorps Members improved neighborhoods, parks, and recreation facilities by converting vacant lots, renovating buildings, repairing public facilities, and conducting recycling and conservation programs, resulting in a heightened sense of community ownership. Specific accomplishments include the following:

- Renovated 11 community buildings, including an inner-city medical clinic, community centers, and public schools.
- Converted 29 overgrown lots into green space; built 7 community gardens; planted trees along 30 city blocks.
- Cleaned 27 miles of road, restored 1 community reservoir, removed illegally dumped garbage from one community; and unclogged more than 14,000 storm drains.
- Created 4 playgrounds, designed 1 picnic area, and improved safety at 1 scenic overlook.
- Restored, repaired, and maintained 19 historical landmarks and a traditional tribal longhouse.
- Completed 61 inner-city neighborhood clean-ups --- including a city-wide graffiti removal.
- Distributed 1,375 low flush toilets and 1,700 water conserving showerheads in low-income neighborhoods --- along with over 1,400 water conservation guide.
- Recycled 920 inefficient toilets and 1,120 inefficient showerheads.

The AmeriCorps National Service Network

COLORADO	Mr. Scott Kieselbach, Community Partnership Office		(303) 894-2750
Alamosa, CO	Office of Rural Job Training	Human Needs	
Colorado Springs, CO	Youth Volunteer Corps of America	Education	Public Safety
Denver, CO	ACORN Housing Corporation	Human Needs	
Denver, CO	Cole Coalition, Inc.	Education	Human Needs
Denver, CO	Community College of Denver		
Denver, CO	Office of Rural Job Training	Education	
Denver, CO	Sheridan School District #26	Education	Human Needs
Denver, CO	Volunteers of America Colorado Branch, Inc.	Public Safety	
Durango, CO	AmeriCorps/USDA Rural Development Team	Environment	
Edgewater, CO	Office of Rural Job Training	Human Needs	
Glenwood Spgs. CO	Colorado Mountain College	Education	Public Safety
Grand Junction, CO	Office of Rural Job Training	Education	
CONNECTICUT	Ms. Nancy Mandell, CT Commission on National & Community Service		(203) 566-6154
Bridgeport, CT	Department of Police - City of Bridgeport		
Bridgeport, CT	The ASPIRA Association, Inc.	Public Safety	Education
Bridgeport, CT	Volunteer Center of Greater Bridgeport	Education	Human Needs
Hartford, CT	I Have a Dream Foundation	Education	
Hartford, CT	Local Initiatives Support Corporation	Human Needs	
Hartford, CT	Neighborhood Reinvestment Corporation	Human Needs	
New Britain, CT	Neighborhood Reinvestment Corporation	Human Needs	
New Haven, CT	Green Corps	Environment	
New Haven, CT	I Have a Dream Foundation	Education	
New Haven, CT	Leadership, Education and Athletics in Partnership	Education	
New Haven, CT	Neighborhood Reinvestment Corporation	Human Needs	
Stamford, CT	Neighborhood Reinvestment Corporation	Human Needs	
DELAWARE	Mr. Vellie Melson, DE Commission on National & Community Service		(302) 577-6650
Dover, DE	Dover Housing Authority	Human Needs	
Wilmington, DE	National Multiple Sclerosis Society	Human Needs	
Wilmington, DE	Public Allies		
DISTRICT OF COLUMBIA	Ms. Ressie Walker, DC Commission on National & Community Service		(202) 727-6979
Washington, DC	ACORN Housing Corporation	Human Needs	
Washington, DC	DC Service Corps	Human Needs	Public Safety
Washington, DC	Environmental Careers Organization, Inc.	Environment	
Washington, DC	Environmental Protection Agency	Environment	
Washington, DC	George Washington University		
Washington, DC	Green Corps	Environment	
Washington, DC	I Have a Dream Foundation	Education	
Washington, DC	Local Initiatives Support Corporation	Human Needs	
Washington, DC	Mid-Atlantic Network of Youth & Family Services (MANY)	Human Needs	Education
Washington, DC	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Washington, DC	National Endowment for the Arts	Education	Human Needs
Washington, DC	Public Allies		
Washington, DC	Teach for America	Education	
Washington, DC	AmeriCorps/USDA Rural Development Team	Environment	
Washington, DC	Hope VI AmeriCorps - U.S. Department of Housing and Urban Dev.	Human Needs	
Washington, DC	Transit Ambassadors Program	Human Needs	
FLORIDA	Dr. Chris Gilmore, FL Governor's Commission on Community Service		(904) 934-4000
Brooksville, FL	City of Brooksville	Environment	
Clearwater, FL	Neighborhood Reinvestment Corporation	Human Needs	
Ft. Lauderdale, FL	Broward County Sheriff's Office	Education	Public Safety
Fort Myers, FL	The Coalition for a Drug Free Lee County	Public Safety	
Frostproof, FL	Frostproof Care Center, Inc.	Human Needs	
Homestead, FL	Habitat for Humanity International, Inc.	Human Needs	
Homestead, FL	Interior AmeriCorps	Environment	
Jacksonville, FL	Neighborhood Economic Development Initiative	Human Needs	
Miami, FL	Children's Health Fund	Human Needs	
Miami, FL	Habitat for Humanity International, Inc.	Human Needs	
Miami, FL	National Service Legal Corps		
Miami, FL	Summerbridge National	Education	
Miami, FL	United Way of Dade County	Public Safety	
Orange Park, FL	YMCA of the USA	Environment	Education
Pensacola, FL	Escambia-Pensacola Human Relations Commission	Public Safety	

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Long Beach, CA	San Diego State University Foundation	Public Safety	
Los Angeles, CA	Green Corps	Environment	
Los Angeles, CA	Local Initiatives Support Corporation	Human Needs	
Los Angeles, CA	Los Angeles Unified School District	Public Safety	
Los Angeles, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Los Angeles, CA	National Center for Family Literacy	Education	
Los Angeles, CA	Neighborhood Reinvestment Corporation	Human Needs	
Los Angeles, CA	Occidental College	Education	Human Needs
Los Angeles, CA	San Diego State University Foundation	Public Safety	
Los Angeles, CA	Teach for America	Education	
Los Angeles, CA	Just Serve - U.S. Department of Justice	Public Safety	
Los Angeles, CA	AmeriCorps Youth Fair Chance Project - U.S. Department of Labor	Human Needs	Education
Los Angeles, CA	National Service Legal Corps		
Los Angeles, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Napa, CA	East Bay Conservation Corps	Education	Human Needs
Oakland, CA	Improving Disadvantage Neighborhoods - EPA	Environment	
Oakland, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Oakland, CA	San Diego State University Foundation		
Oakland, CA	Spanish Speaking Unity Council	Education	Human Needs
Oakland, CA	Teach for America	Education	
Pasadena, CA	Neighborhood Reinvestment Corporation	Human Needs	
Pomona, CA	Cal Poly Pomona Foundation, Inc.	Education	Human Needs
Riverside, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Ross, CA	Summerbridge National	Environment	
Sacramento, CA	California Conservation Corps	Environment	Education
Sacramento, CA	Green Corps	Environment	
Sacramento, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Sacramento, CA	National Community AIDS Partnership	Education	
Sacramento, CA	National Multiple Sclerosis Society	Human Needs	
Sacramento, CA	Summerbridge National	Education	
San Diego, CA	Local Initiatives Support Corporation	Human Needs	
San Diego, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
San Diego, CA	San Diego Consortium & Private Industry Council	Education	Public Safety
San Diego, CA	San Diego State University Foundation	Public Safety	
San Diego, CA	San Diego State University Foundation	Public Safety	
San Diego, CA	The Urban Corps of San Diego	Public Safety	
San Diego, CA	Bay Area Community Resources	Education	Human Needs
San Francisco, CA	California Court Appointed Special Advocate Assoc.	Public Safety	Human Needs
San Francisco, CA	Environmental Careers Organization, Inc.	Environment	
San Francisco, CA	Green Corps	Environment	
San Francisco, CA	Local Initiatives Support Corporation	Human Needs	
San Francisco, CA	National Endowment for the Arts	Education	Human Needs
San Francisco, CA	Partners In School Innovation	Education	
San Francisco, CA	Real Alternatives Program		
San Francisco, CA	San Diego State University Foundation	Public Safety	
San Francisco, CA	Summerbridge National	Education	
San Francisco, CA	Volunteer Center of San Francisco	Education	
San Francisco, CA	YMCA of the USA	Environment	Education
San Jose, CA	City Year, Inc.	Education	Environment
San Jose, CA	Environmental Careers Organization, Inc.	Environment	
San Jose, CA	Green Corps	Environment	
Santa Ana, CA	Civic Center Barrio Housing Corporation	Human Needs	
Santa Barbara, CA	YMCA of the USA	Environment	Education
Santa Clara, CA	National Multiple Sclerosis Society	Human Needs	
Santa Clara, CA	Interior AmeriCorps	Environment	
Santa Monica, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Santa Rosa, CA	Sonoma County People for Economic Opportunity	Public Safety	
(statewide), CA	AmeriCorps/USDA Rural Development Team	Environment	
Stockton, CA	Association of Farmworker Opportunity Programs	Human Needs	Environment
Stockton, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Ukiah, CA	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Visalia, CA	Association of Farmworker Opportunity Programs	Human Needs	Environment

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Notre Dame, IN	University of Notre Dame	Environment	Education
St. Paul, IN	YMCA of the USA	Environment	
Whiting, IN	Environmental Careers Organization, Inc.		(515) 281-9043
IOWA	Ms. Jodi Heuberger, IA Commission on Community Service	Education	
Ames, IA	Iowa State University Extension	Human Needs	Environment
Des Moines, IA	Association of Farmworker Opportunity Programs	Public Safety	
Des Moines, IA	Iowa Coalition Against Domestic Violence	Education	
Grinnell, IA	I Have a Dream Foundation	Human Needs	
Marshalltown, IA	Mid-Iowa Community Action Incorporated	Environment	
(statewide), IA	AmeriCorps/USDA Rural Development Team		(913) 234-1423
KANSAS	Ms. Patricia Kells, KS Commission on National and Community Service	Human Needs	Environment
Horton, KS	Kickapoo Nation		
Kansas City, KS	Kansas City Consensus	Human Needs	
Kansas City, KS	United Way of Wyandotte County	Human Needs	
Manhattan, KS	Kansas State University	Education	Public Safety
Overland Park, KS	Youth Volunteer Corps of America	Environment	
Salina, KS	AmeriCorps/USDA Rural Development Team	Human Needs	
Shawnee Mission, KS	National Multiple Sclerosis Society	Education	Human Needs
Topeka, KS	Topeka Youth Project	Human Needs	Environment
Wichita, KS	Association of Farmworker Opportunity Programs	Human Needs	Environment
Wichita, KS	Wichita State University		(502) 564-5330
KENTUCKY	Mr. David Crowley, KY Community Service Commission	Human Needs	
Frankfort, KY	Homeless and Housing Coalition of Kentucky, Inc.	Education	
Franklin, KY	Simpson County Board of Education	Human Needs	Education
Gray, KY	AmeriCorps Youth Fair Chance Project - U.S. Department of Labor	Education	
Louisville, KY	National Center for Family Literacy	Education	
Louisville, KY	Summerbridge National	Education	Public Safety
Louisville, KY	The Neighborhood Place	Education	
Morehead, KY	Morehead State University	Education	
Richmond, KY	Eastern Kentucky University	Education	
(statewide), KY	AmeriCorps/USDA Rural Development Team	Environment	(504) 342-2038
LOUISIANA	Ms. Sara Sims, LA Serve Commission	Human Needs	Education
Baton Rouge, LA	Mid City Redevelopment Alliance	Education	
Baton Rouge, LA	Literacy AmeriCorps	Education	
Baton Rouge, LA	Teach for America	Human Needs	
New Orleans, LA	ACORN Housing Corporation	Human Needs	
New Orleans, LA	Neighborhood Reinvestment Corporation	Education	Environment
New Orleans, LA	New Orleans Youth Action Corps	Education	
New Orleans, LA	Summerbridge National	Education	
New Orleans, LA	Summerbridge National	Human Needs	Environment
Shreveport, LA	Shreveport Green	Education	
Shreveport, LA	Teach for America		
(statewide), LA	AmeriCorps/USDA Rural Development Team	Environment	
(statewide), LA	Delta Service Corps		(207) 624-6041
MAINE	Mr. Robert Blakesly, ME Commission on National & Community Service	Education	
Augusta, ME	Job Training Administrative Office	Human Needs	Environment
Augusta, ME	Maine DCAP	Human Needs	Environment
Ellsworth, ME	Association of Farmworker Opportunity Programs		
Portland, ME	Portland West Neighborhood Planning Council	Environment	
(statewide), ME	AmeriCorps/USDA Rural Development Team		(410) 225-1216
MARYLAND	Dr. Marilyn W. Smith, Governor's Commission on Service	Education	Environment
Annapolis, MD	Maryland Conservation Corps (MD DNR - Public Lands & Forestry)	Environment	
Annapolis, MD	AmeriCorps/USDA Rural Development Team	Human Needs	
Baltimore, MD	Action for the Homeless, Inc.		
Baltimore, MD	Boston University School of Public Health	Human Needs	
Baltimore, MD	Habitat for Humanity International, Inc.	Education	
Baltimore, MD	Magic Me, Inc.	Public Safety	Environment
Baltimore, MD	Maryland Conservation Corps (MD DNR - Public Lands & Forestry)	Human Needs	
Baltimore, MD	Neighborhood Reinvestment Corporation	Education	
Baltimore, MD	Teach for America	Human Needs	Education
Baltimore, MD	AmeriCorps Youth Fair Chance Project - U.S. Department of Labor	Environment	
Baltimore, MD	Transportation AmeriCorps	Education	
Baltimore, MD	University of Maryland at Baltimore		

The AmeriCorps National Service Network

St. Petersburg, FL	St. Petersburg Junior College Criminal Justice Institute	Public Safety	
Stuart, FL	United Way of Martin County	Education	
Tallahassee, FL	Lake County Board of County Commissioners	Public Safety	
Vero Beach, FL	Youth Volunteer Corps of America	Education	Public Safety
Winter Haven, FL	Family Serve - U.S. Department of HHS	Human Needs	
GEORGIA	Ms. Lynn Thornton, GA Commission on National & Community Service		(404) 657-7827
Albany, GA	City of Albany	Education	Public Safety
Americus, GA	Habitat for Humanity International, Inc.	Human Needs	
Atlanta, GA	Improving Disadvantaged Neighborhoods - EPA	Environment	
Atlanta, GA	Georgia Department of Community Affairs		
Atlanta, GA	Georgia School-Age Care Association, Inc.	Human Needs	
Atlanta, GA	Hands On Atlanta, Inc.	Education	Human Needs
Atlanta, GA	Metro Atlanta Task Force for the Homeless	Education	
Atlanta, GA	National Center for Family Literacy	Education	
Atlanta, GA	National Multiple Sclerosis Society	Human Needs	
Atlanta, GA	New York University/Faculty Resource Network	Public Safety	
Atlanta, GA	Public Education Fund Network	Education	
Decatur, GA	YouthBuild USA, Inc.	Human Needs	
Douglas, GA	City of Douglas	Human Needs	
Gainesville, GA	AmeriCorps/USDA Rural Development Team	Human Needs	
Gainesville, GA	ADD CORPS - U.S. Department of HHS	Human Needs	
Macon, GA	Mid State Children's Challenge Projects Inc.	Education	Human Needs
Milledgeville, GA	Teach for America	Education	
Savannah, GA	Neighborhood Reinvestment Corporation	Human Needs	Education
GUAM	Mrs. Julia Biaz, Volunteers are Important People, Governor's Office		(671) 472-8937
Agana, Guam	Guam Community Service Program		
HAWAII	Ms. Aulani Wilhelm, HI State Commission on National & Community Service		(808) 586-8675
Honolulu, HI	Hawaii Lawyers Care	Public Safety	
Pahala, HI	Institute for a Sustainable Future, Inc.	Environment	
IDAHO	Ms. Judy Ounderkirk, ID Commission for National & Community Service		(208) 334-3843
(statewide), ID	Lewis-Clark State College	Education	
(statewide), ID	Idaho Department of Parks and Recreation	Education	
(statewide), ID	Salmon Corps - U.S. Department of Energy	Environment	
ILLINOIS	Ms. Allyson Zedler, Lieutenant Governor's Advisory Council on Voluntary Action		(312) 814-5225
Bellefonte, IL	Bellefonte Area College	Human Needs	
Chicago, IL	ACORN Housing Corporation	Human Needs	
Chicago, IL	Chicago Commons Association	Human Needs	
Chicago, IL	Chicago Youth Centers	Human Needs	
Chicago, IL	City Year, Inc.	Education	Environment
Chicago, IL	Environmental Careers Organization, Inc.	Environment	
Chicago, IL	I Have a Dream Foundation	Education	
Chicago, IL	Latino Youth, Inc.	Human Needs	Education
Chicago, IL	National Service Legal Corps		
Chicago, IL	Mid-America Chapter, American Red Cross	Human Needs	
Chicago, IL	Neighborhood Reinvestment Corporation	Human Needs	
Chicago, IL	Public Allies		
Chicago, IL	HRSA Model Health Service Corps - U.S. Department of HHS	Human Needs	
Chicago, IL	Uptown Habitat for Humanity	Human Needs	
Chicago, IL	YMCA of the USA	Environment	Environment
Chicago, IL	City of Decatur, Illinois	Human Needs	
Ina, IL	Rend Lake College	Education	
Springfield, IL	Illinois Department of Energy and Natural Resources	Environment	
Springfield, IL	Illinois Department of Public Aid	Human Needs	Education
(statewide), IL	AmeriCorps/USDA Rural Development Team	Environment	
INDIANA	Ms. Amy Conrad Warner, IN Commission on Community Service		(317) 233-4273
Elkhart, IN	City of Elkhart	Environment	
Fort Wayne, IN	YMCA of the USA	Environment	Education
Gary, IN	YouthBuild USA, Inc.	Human Needs	
Indianapolis, IN	Environmental Careers Organization, Inc.	Environment	
Indianapolis, IN	Marion County Family Advocacy Center, Inc.	Human Needs	
Indianapolis, IN	Martin University	Education	
Indianapolis, IN	National Multiple Sclerosis Society	Human Needs	
Indianapolis, IN	State Student Assistance Commission of Indiana (SSACI)	Education	

The AmeriCorps National Service Network

Minneapolis, MN	Pillsbury Neighborhood Services, Inc.	Human Needs	
Minneapolis, MN	Two or More, Inc.	Human Needs	
Owatowna, MN	Southeastern Minnesota Initiative Fund	Education	Human Needs
St. Paul, MN	City of Saint Paul	Education	Human Needs
St. Paul, MN	National Service Legal Corps		
St. Paul, MN	Local Initiatives Support Corporation	Human Needs	
St. Paul, MN	Neighborhood Housing Association	Education	
St. Paul, MN	Neighborhood Reinvestment Corporation	Human Needs	
(statewide), MN	AmeriCorps/USDA Rural Development Team	Environment	
MISSISSIPPI	Ms. Marsha Meeks Kelly, MS Commission for National & Community Service		(601) 982-6738
Clarksdale, MS	Children's Health Fund	Human Needs	
Jackson, MS	Operation Shoestring Inc.	Education	Public Safety
Oxford, MS	North Mississippi Regional Center	Human Needs	Education
Port Gibson, MS	Mississippi Cultural Crossroads	Education	Environment
(statewide), MS	AmeriCorps/USDA Rural Development Team		
(statewide), MS	Delta Service Corps	Environment	
MISSOURI	Mr. Steve Schad, MO Commission on Community Service		(314) 751-0382
Cape Girardeau, MO	Southeast Missouri State University	Education	
Columbia, MO	AmeriCorps/USDA Rural Development Team	Environment	
Jefferson City, MO	Association of Farmworker Opportunity Programs	Human Needs	Environment
Kansas City, MO	Kansas City Consensus		
Kansas City, MO	National Service Legal Corps		
Kansas City, MO	Local Initiatives Support Corporation	Human Needs	
Kansas City, MO	National Council of the Churches of Christ in the USA	Public Safety	Human Needs
Kansas City, MO	Youth Volunteer Corps of America	Education	Public Safety
Kansas City, MO	YouthNet of Greater Kansas City	Education	Public Safety
Kansas City, MO	YouthNet of Greater Kansas City		
Maplewood, MO	National Multiple Sclerosis Society	Human Needs	
St. Joseph, MO	Inter/Serv	Education	Human Needs
St. Louis, MO	American Youth Foundation	Education	
St. Louis, MO	Grace Hill Neighborhood Services	Environment	Education
St. Louis, MO	YouthBuild USA, Inc.	Human Needs	
MONTANA	Ms. Mary Blake, MT Community Services Advisory Council		(406) 444-5547
Bozeman, MT	Montana Conservation Corps, Inc.	Environment	
Browning, MT	Blackfeet Nation	Public Safety	Human Needs
Harlem, MT	Fort Belknap Community Council	Environment	Human Needs
Helena, MT	Association of Farmworker Opportunity Programs	Human Needs	Environment
Missoula, MT	Missoula Aging Services	Human Needs	
Pablo, MT	FamilyServe - U.S. Department of HHS	Human Needs	
NEBRASKA	Mr. Thomas Miller, NE Commission on National & Community Service		(402) 471-6225
Lincoln, NE	Community Action of Nebraska, Inc.	Public Safety	
Lincoln, NE	AmeriCorps/USDA Rural Development Team	Environment	
NEVADA	Ms. Christine Bundren, NV Commission for National & Community Service		(702) 486-7997
Fallon, NV	St. John's Lutheran Church	Education	
Reno, NV	Community Chest		
NEW HAMPSHIRE	Mrs. Mollie-Ann White, NH Commission on National & Community Service		(603) 228-9500
Bedford, NH	New Hampshire College and Univ. Council		
Berlin, NH	Tri-County Community Action Program, Inc.	Education	Environment
Charlestown, NH	Student Conservation Association, Inc.	Environment	
Concord, NH	NH Department of Justice		
Laconia, NH	AmeriCorps/USDA Rural Development Team	Environment	
NEW JERSEY	Ms. Rowena Bopp, NJ Commission on National & Community Service		(609) 633-9629
Camden, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Cedar Knolls, NJ	National Multiple Sclerosis Society	Human Needs	
Hackensack, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Hillside, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
New Brunswick, NJ	New Jersey Public Interest Research Foundation	Environment	
Newark, NJ	Community Agencies Corporation	Education	Environment
Newark, NJ	Improving Disadvantaged Neighborhoods - EPA	Environment	
Newark, NJ	Green Corps	Environment	
Newark, NJ	NJ Chapter-Natl. Comt for Prevnt of Child Abuse	Education	
Newark, NJ	The ASPIRA Association, Inc.	Public Safety	Education

The AmeriCorps National Service Network

Baltimore, MD	University of Maryland at Baltimore	Education	
Bowie, MD	Bowie State University	Education	Human Needs
Crownsville, MD	Governor's Office on Volunteerism		
Frostburg, MD	Frostburg State University	Environment	Human Needs
Salisbury, MD	Association of Farmworker Opportunity Programs	Human Needs	Environment
Silver Spring, MD	Montgomery County Government, Department of Police	Public Safety	
Takoma Park, MD	Environmental Careers Organization, Inc.	Environment	
Towson, MD	National Multiple Sclerosis Society	Human Needs	
Wheaton, MD	Maryland Conservation Corps (MD DNR - Public Lands & Forestry)	Public Safety	Environment
MASSACHUSETTS	Ms. Kate Mehr, MA National and Community Service Commission		(617) 542-2544
Amherst, MA	AmeriCorps/USDA Rural Development Team	Environment	
Becket, MA	YMCA of the USA	Environment	Education
Beverly Farms, MA	Environmental Careers Organization, Inc.	Environment	
Boston, MA	Boston University School of Public Health		
Boston, MA	City Year Boston	Education	Environment
Boston, MA	Environmental Careers Organization, Inc.	Environment	
Boston, MA	Improving Disadvantaged Neighborhoods - EPA	Environment	
Boston, MA	Green Corps	Environment	
Boston, MA	Local Initiatives Support Corporation	Human Needs	
Boston, MA	YMCA of the USA	Environment	Education
Boston, MA	Youth Volunteer Corps of America	Education	Public Safety
Brockton, MA	Old Colony Y Services Corps	Environment	Human Needs
Brockton, MA	YMCA of the USA	Environment	Education
Cambridge, MA	Cambridge Community Services	Education	
Cambridge, MA	Magic Me, Inc.	Education	
Cambridge, MA	Summerbridge National	Education	
Chelsea, MA	ROCA Inc. of North Suffolk Mental Health Association	Human Needs	Education
Fall River, MA	YMCA of the USA	Environment	Education
Lawrence, MA	Lawrence Youth Commission	Education	Human Needs
Lowell, MA	Lowell YWCA	Education	Public Safety
Lynn, MA	North Shore Employment Training	Environment	
Pittsfield, MA	Berkshire Training and Employment Program	Environment	
Roxbury, MA	YouthBuild Boston, Inc.	Human Needs	Environment
Somerville, MA	YouthBuild USA, Inc..	Human Needs	
Springfield, MA	Corporation for Public Management	Public Safety	Education
Springfield, MA	National Service Legal Corps		
Waltham, MA	National Multiple Sclerosis Society	Human Needs	
Worcester, MA	Worcester Community Action Council	Public Safety	Education
MICHIGAN	Mr. Frank Dirks, MI Community Service Commission		(517) 335-4295
Ann Arbor, MI	Environmental Careers Organization, Inc.	Environment	
Ann Arbor, MI	The Regents of The University of Michigan	Human Needs	
Battle Crk. MI	Youth Volunteer Corps of America	Education	Public Safety
Detroit, MI	The Regents of The University of Michigan	Human Needs	
Detroit, MI	Youth Volunteer Corps of America	Education	Public Safety
East Lansing, MI	Michigan State University	Environment	
Escanaba, MI	Youth Volunteer Corps of America	Education	Public Safety
Flint, MI	United Way of Genesee and Lapeer Counties	Human Needs	
Flint, MI	Youth Volunteer Corps of America	Education	
Grand Rapids, MI	Grand Rapids Service Corps	Human Needs	Education
Grand Rapids, MI	Youth Volunteer Corps of America	Education	
Kalamazoo, MI	Local Initiatives Support Corporation	Human Needs	
Lansing, MI	Local Initiatives Support Corporation	Human Needs	
Marquette, MI	Youth Volunteer Corps of America	Education	Public Safety
Muskegon, MI	Youth Volunteer Corps of America	Education	Public Safety
Rochester, MI	Oakland University	Education	
Saginaw, MI	United Way of Saginaw County	Public Safety	Education
Southfield, MI	Big Brothers/Big Sisters of Metropolitan Detroit	Human Needs	
Southfield, MI	National Multiple Sclerosis Society	Human Needs	
(statewide), MI	AmeriCorps /USDA Rural Development Team	Environment	
Ypsilanti, MI	Eastern Michigan University	Education	
MINNESOTA	Ms. Mary Jo Richardson, MN Commission on National & Community Service		(612) 296-1435
Minneapolis, MN	Environmental Careers Organization, Inc.	Environment	
Minneapolis, MN	National Multiple Sclerosis Society	Human Needs	

The AmeriCorps National Service Network

Greensboro, NC	The University of North Carolina at Greensboro	Education	
Jefferson, NC	New River Area MH, DD & SA Programs	Human Needs	
Raleigh, NC	National Service Legal Corps		
Raleigh, NC	NC Low Income Housing Coalition	Human Needs	
Raleigh, NC	North Carolina State University	Education	
Raleigh, NC	Summerbridge National	Education	
(statewide), NC	AmeriCorps/USDA Rural Development Team	Environment	
NORTH DAKOTA	Ms. Peg O'Leary, State Contact Agency		(701) 777-4754
Bismarck, ND	FamilyServe - U.S. Department of HHS	Human Needs	
Fargo, ND	National Multiple Sclerosis Society	Human Needs	
Fort Totten, ND	FamilyServe - U.S. Department of HHS	Human Needs	
(statewide), ND	AmeriCorps/USDA Rural Development Team	Environment	
OHIO	Ms. Kitty Burcsh, Governor's Community Service Commission		(614) 728-2916
Athens, OH	Ohio University	Human Needs	Education
Bowling Green, OH	Association of Farmworker Opportunity Programs	Human Needs	Environment
Bowling Green, OH	Toledo Area Private Industry Council	Education	Human Needs
Cincinnati, OH	Summerbridge National	Education	
Cleveland, OH	Case Western Reserve University		
Cleveland, OH	Environmental Careers Organization, Inc.	Environment	
Cleveland, OH	National Council of the Churches of Christ in the USA	Education	Human Needs
Cleveland, OH	Neighborhood Centers Association	Education	
Columbus, OH	City Year, Inc. ;	Education	Environment
Columbus, OH	Greater Columbus Arts Council	Public Safety	
Columbus, OH	Ohio Coalition for the Homeless	Human Needs	
Columbus, OH	Ohio Department of Youth Services	Education	Human Needs
Columbus, OH	AmeriCorps/USDA Rural Development Team	Environment	
Columbus, OH	University of Texas at Austin	Education	
Dayton, OH	National Community AIDS Partnership	Education	
Dayton, OH	University of Dayton	Human Needs	Education
Newark, OH	Center for Alternative Resources	Education	
Toledo, OH	National Service Legal Corps		
Toledo, OH	Toledo Area Private Industry Council	Education	Human Needs
OKLAHOMA	Ms. Nancy Deavers, Governor's Commission on Community Service		(405) 235-7278
Muskogee, OK	Youth Volunteer Corps of America	Education	Public Safety
Enid, OK	Rural Health Projects, Inc.	Human Needs	
Oklahoma City, OK	Association of Farmworker Opportunity Programs	Human Needs	Environment
Oklahoma City, OK	Habitat for Humanity International, Inc.	Human Needs	
Oklahoma City, OK	LIFE, Inc. (Love for the Independent Frail Elderly)	Human Needs	
Stillwater, OK	AmeriCorps/USDA Rural Development Team	Environment	
Tahlequah, OK	Environmental Careers Organization, Inc.	Environment	
Tulsa, OK	National Community AIDS Partnership	Education	
Tulsa, OK	Youth Volunteer Corps of America	Education	Public Safety
OREGON	Ms. Martis Miller, OR Community Service Commission		(503) 725-5903
Bend, OR	Central Oregon Community College Foundation	Education	Environment
Eugene, OR	University of Oregon Office of Research		
Portland, OR	Improving Disadvantaged Neighborhoods - EPA	Environment	
Portland, OR	Green Corps	Environment	
Portland, OR	I Have a Dream Foundation	Education	
Salem, OR	Oregon Housing and Community Services Department	Environment	
(statewide), OR	AmeriCorps/USDA Rural Development Team	Environment	
The Dalles, OR	Salmon Corps - U.S. Department of Energy	Environment	
Tillamook, OR	YMCA of the USA	Environment	Education
Troutdl, OR	Northwest Service Academy	Environment	
Troutdl, OR	Western Rural Development Center		
PENNSYLVANIA	Mr. John W. Cosgrove, PennSERVE: The Governor's Office of Citizen Service		(717) 787-1971
Allentown, PA	Neighborhood Reinvestment Corporation	Human Needs	
Bethlehem, PA	Summerbridge National	Education	
Ebensbg, PA	Appalachia Intermediate Unit 8 - PA Mountain Service Corps	Education	Environment
Harrisburg, PA	National Service Legal Corps		
Harrisburg, PA	National Multiple Sclerosis Society	Human Needs	
Harrisburg, PA	PA Association of Colleges and Universities	Education	Environment
Harrisburg, PA	Pennsylvania Campus Compact/PACU	Education	Environment
Harrisburg, PA	Pennsylvania Conservation Corps	Environment	

The AmeriCorps National Service Network

Newark, NJ	YMCA of the USA	Environment	Education
Pamona, NJ	New York University/Faculty Resource Network	Public Safety	
Patterson, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Patterson, NJ	New Jersey Community Development Corporation	Human Needs	
Pennsauken, NJ	I Have a Dream Foundation	Education	
Randolph, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Somerset, NJ	AmeriCorps/USDA Rural Development Team	Environment	
Trenton, NJ	Big Sisters & Brothers of Mercer & Ocean Co's	Education	Human Needs
Trenton, NJ	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Trenton, NJ	New Jersey Youth Corps	Education	Environment
Trenton, NJ	Just Serve -U.S. Department of Justice	Public Safety	
Trenton, NJ	Urban Schools Service Corps	Education	
Union City, NJ	Union City Day Care Program, Inc.	Education	
NEW MEXICO	Ms. Valerie Gonzalez, NM Commission for National & Community Service		(505) 841-2983
Embudo, NM	Siete del Norte Community Development Corporation	Environment	Public Safety
Las Cruces, NM	Neighborhood Reinvestment Corporation	Human Needs	
Santa Fe, NM	Santa Fe Community College		
Shiprock, NM	Navajo Nation	Environment	
(statewide), NM	AmeriCorps/USDA Rural Development Team		Environment
NEW YORK	Mr. Nikki Smith, NY Commission on National & Community Service		(518) 473-8882
Albany, NY	NY State Council on Children and Families	Education	
Bronx, NY	Bronx Youth Conservation Corps (BYCC)	Environment	
Bronx, NY	National Endowment for the Arts	Education	Human Needs
Bronx, NY	New York University/Faculty Resource Network	Public Safety	
Bronx, NY	AmeriCorps Youth Fair Chance Project	Human Needs	Education
Brooklyn, NY	ACORN Housing Corporation	Human Needs	
Brooklyn, NY	Bedford Stuyvesant Community Conference Inc.	Public Safety	
East Aurora, NY	AmeriCorps/USDA Rural Development Team	Environment	
New York, NY	ASPIRA of New York, Inc.	Public Safety	
New York, NY	Children's Health Fund	Human Needs	
New York, NY	City Volunteer Corps Inc.	Environment	Public Safety
New York, NY	Green Corps	Environment	
New York, NY	I Have a Dream Foundation	Education	
New York, NY	Neighborhood Reinvestment Corporation	Human Needs	
New York, NY	New York State Urban Development Corporation	Education	
New York, NY	New York University/Faculty Resource Network	Public Safety	
New York, NY	NYPD National Service Police Cadet Corps	Public Safety	
New York, NY	Public Education Fund Network	Education	
New York, NY	Rheedlen Centers for Children and Families		
New York, NY	Teach for America	Education	
New York, NY	YMCA of the USA	Environment	Education
New York, NY	YouthBuild USA, Inc.	Human Needs	
New York, NY	Phoenix House Foundation, Inc.	Public Safety	
Plattsburgh, NY	Clinton County Youth Bureau	Education	
Rochester, NY	Monroe Community College	Public Safety	
Rochester, NY	National Center for Family Literacy	Education	
Syracuse, NY	Environmental Careers Organization, Inc.	Environment	
Syracuse, NY	New York State Corps Collaboration c/o Year Round Syracuse	Environment	
Vernon, NY	Oneida Indian Nation of New York	Environment	Public Safety
Yonkers, NY	Environmental Careers Organization, Inc.	Environment	
NORTH CAROLINA	Ms. Diane Jackson, NC State Commission on National & Community Service		(919) 715-3470
Asheville, NC	Environmental Careers Organization, Inc.	Environment	
Carrboro, NC	Day Care Services Association	Education	
Chapel Hill, NC	The University of North Carolina at Chapel Hill	Education	Environment
Charlotte, NC	National Multiple Sclerosis Society	Human Needs	
Charlotte, NC	New York University/Faculty Resource Network	Public Safety	
Charlotte, NC	Public Education Fund Network	Education	
Charlotte, NC	University of North Carolina at Charlotte	Education	
Charlotte, NC	YMCA of the USA	Environment	Education
Durham, NC	Public Allies		
Durham, NC	The Leadership Academy	Education	
Enfield, NC	Teach for America	Education	
Greensboro, NC	New York University/Faculty Resource Network	Public Safety	

The AmeriCorps National Service Network

Austin, TX	Middle Earth Youth Options	Education	Human Needs
Austin, TX	Texas Department of Mental Health and Mental Retardation	Human Needs	
Austin, TX	The University of Texas at Austin	Education	Public Safety
College Station, TX	Texas Agricultural Extension Service	Environment	
Corpus Christi, TX	Texas Department of Mental Health and Mental Retardation	Human Needs	
Dallas, TX	ACORN Housing Corporation	Human Needs	
Dallas, TX	Dallas Youth Services Corps	Human Needs	Education
Dallas, TX	Greater Dallas Community of Churches	Education	Human Needs
Dallas, TX	National Multiple Sclerosis Society	Human Needs	
Dallas, TX	TX Dept. of Mental Health & Mental Retardation	Human Needs	
El Paso, TX	Boston University School of Public Health		
El Paso, TX	East Central El Paso Community Development	Human Needs	Public Safety
El Paso, TX	Improving Disadvantaged Neighborhoods - EPA	Environment	
El Paso, TX	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
El Paso, TX	The University of Texas at El Paso	Education	Public Safety
Fort Worth, TX	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Fort Worth, TX	Summerbridge National	Education	
Fort Worth, TX	Just Serve - U.S. Department of Justice	Public Safety	
Fort Worth, TX	AmeriCorps Youth Fair Chance Project - U.S. Department of Labor	Human Needs	Education
Ft. Worth, TX	I Have a Dream Foundation	Education	
Galveston, TX	Seaborn Conservation Corps - U.S. Department of the Navy	Environment	Education
Harlingen, TX	Texas Department of Mental Health and Mental Retardation	Environment	
Houston, TX	ACORN Housing Corporation	Human Needs	
Houston, TX	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
Houston, TX	Literacy AmeriCorps	Human Needs	
Houston, TX	SERVE HOUSTON	Human Needs	Education
Houston, TX	Teach for America	Education	
Houston, TX	Collaboration to Help Homeless Veterans	Human Needs	
Killen, TX	Central Texas Armed Services YMCA Killeen	Public Safety	Education
Laredo, TX	FamilyServe - U.S. Department of HHS	Human Needs	
Lubbock, TX	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
McAllen, TX	Teach for America	Education	
McAllen, TX	Interior AmeriCorps	Environment	
Pharr, TX	Community Advocacy of South Texas, Inc.	Education	
San Antonio, TX	Children's Association for Maximum Potential (CAMP)	Human Needs	
San Antonio, TX	National Association of Child Care Resource & Referral Agencies	Human Needs	Education
San Antonio, TX	Just Serve - U.S. Department of Justice	Public Safety	
San Antonio, TX	Youth Volunteer Corps of America	Education	
(statewide), TX	AmeriCorps/USDA Rural Development Team	Environment	
US VIRGIN ISLANDS	Mr. Roger W. Dewey, St. Croix Foundation for Community Development, Inc.		(809) 773-9898
Christiansted, US VI	St. Croix Foundation for Community Development, Inc.		
St. Croix, US VI	Lutheran Social Services of the Virgin Islands	Education	Education
UTAH	Mr. Michael Call, UT Commission on National & Community Service		(801) 538-8611
Moab, UT	Grand County Council	Environment	
Price, UT	AmeriCorps/USDA Rural Development Team	Environment	
(rural), UT	Navajo Nation	Environment	
Salt Lake City, UT	Mathematics, Engineering, Science Achievement (MESA) Program	Education	
Salt Lake City, UT	YOUTH FORCE: The Salt Lake County Service & Conservation Corps	Education	
St. George, UT	Dixie College of Adult Education	Education	
VERMONT	Ms. Kathleen Ferguson, VT Commission on National & Community Service		(802) 828-4982
Brattleboro, VT	Vermont Association for the Blind and Visually Impaired	Human Needs	
Lyndonvl, VT	Lyndon State College	Education	
(statewide), VT	AmeriCorps/USDA Rural Development Team	Environment	
VIRGINIA	Ms. B.J. Northington, VA Commission on National & Community Service		(804) 692-1952
Alexandria, VA	Northern Virginia Urban League, Inc.	Human Needs	
Charlottesville, VA	National Multiple Sclerosis Society	Human Needs	
Fairfax, VA	George Mason University	Education	
Fairfax, VA	National Endowment for the Arts	Education	Human Needs
Leesburg, VA	Mid-Atlantic Network of Youth & Family Services (MANY)	Human Needs	Education
Reston, VA	Interior AmeriCorps	Environment	
Richlands, VA	Southwest Virginia Community College	Education	
Richmond, VA	Virginia Campus Outreach Opportunity League		

The AmeriCorps National Service Network

Knox, PA	Keystone School District	Education	Environment
Newport, PA	Visions International Inc.	Human Needs	Public Safety
Philadelphia, PA	ACORN Housing Corporation	Human Needs	Education
Philadelphia, PA	Environmental Careers Organization, Inc.	Environment	
Philadelphia, PA	Green Corps	Environment	
Philadelphia, PA	Habitat for Humanity International, Inc.	Human Needs	
Philadelphia, PA	National Center for Family Literacy	Education	
Philadelphia, PA	Philadelphia Bar Foundation	Public Safety	
Philadelphia, PA	The ASPIRA Association, Inc.	Public Safety	Education
Philadelphia, PA	HRSA Model Health Service Corps - U.S. Department of HHS	Human Needs	
Philadelphia, PA	ADD CORPS - U.S. Department of HHS	Human Needs	
Philadelphia, PA	Just Serve - U.S. Department of Justice	Public Safety	
Philadelphia, PA	YouthBuild USA, Inc.	Human Needs	
Pittsburgh, PA	I Have a Dream Foundation	Education	
Pittsburgh, PA	National Council of the Churches of Christ in the USA	Education	Human Needs
Pittsburgh, PA	Literacy AmeriCorps	Human Needs	
Pittsburgh, PA	National Multiple Sclerosis Society	Human Needs	
Pittsburgh, PA	HRSA Model Health Service Corps - U.S. Department of HHS	Human Needs	
Pittsburgh, PA	Youth Volunteer Corps of America	Education	Public Safety
Pittsburgh, PA	YouthBuild Pittsburgh, Inc.	Human Needs	
Pittsburgh, PA	Union-Snyder Office of Human Resources	Human Needs	Education
Selinsgrove, PA	Summerbridge National	Education	
Sewickley, PA	Mid-Atlantic Network of Youth & Family Services (MANY)	Human Needs	Education
State College, PA	YouthBuild USA, Inc.	Human Needs	
York, PA			
PUERTO RICO	Dr. Jorge Luis Reyes, PR State Commission of Community Service		(809) 721-7877
Arecibo, PR	Youth Service Center, Inc.	Human Needs	Education
Ponce, PR	Centros Sor Isolina Ferre, Inc.	Education	Public Safety
RHODE ISLAND	Mr. David Karoff, RI Commission for National & Community Service		(401) 461-6305
Pawtucket, RI	City of Pawtucket	Education	
Providence, RI	City Year, Inc.	Education	Human Needs
Providence, RI	Local Initiatives Support Corporation	Human Needs	
Providence, RI	Summerbridge National	Education	
Providence, RI	The RI Children's Crusade for Higher Education	Education	
SOUTH CAROLINA	Ms. Jean Moore, SC Commission on National & Community Service		(803) 734-0398
Anderson, SC	Youth Volunteer Corps of America	Education	Public Safety
Clinton, SC	Youth Volunteer Corps of America	Education	Public Safety
Columbia, SC	City Year, Inc.	Education	Environment
Columbia, SC	Office of the Governor, Division on Aging	Human Needs	
Columbia, SC	South Carolina Department of Mental Health	Human Needs	
Columbia, SC	South Carolina Victim Assistance Network	Human Needs	
Columbia, SC	University of South Carolina	Education	
Columbia, SC	Youth Volunteer Corps of America	Environment	Education
Spartanburg, SC	AmeriCorps/USDA Rural Development Team	Environment	
(statewide), SC			
SOUTH DAKOTA	Mr. Bob Randall, General Convention of Sioux YMCA's		(605) 365-5232
Dupree, SD	General Convention of Sioux YMCAs	Education	Human Needs
Rosebud, SD	Family Serve - U.S. Department of HHS	Human Needs	
Brookings, SD	AmeriCorps/USDA Rural Development Team		
TENNESSEE	Ms. Carol White, TN Commission on National & Community Service		(615) 532-9250
Chattanooga, TN	Neighborhood Reinvestment Corporation	Human Needs	
Knoxville, TN	Knoxville-Knox County Community Action Committee	Education	Human Needs
Memphis, TN	Exchange Club Center for the Prevention of Child Abuse	Public Safety	
Memphis, TN	Memphis City Schools	Education	
Memphis, TN	AmeriCorps Youth Fair Chance Project	Human Needs	Education
Nashville, TN	Nashville Healthcare Partnership	Human Needs	
Nashville, TN	Student Health Coalition of Center for Health Services	Human Needs	
Nashville, TN	AmeriCorps/USDA Rural Development Team	Environment	
(statewide), TN			
TEXAS	Ms. Randi Shade, TX Commission for National & Community Service		(512) 463-1814
Arlington, TX	Comm Srvs Dev Ctr, School of Social Work, UT at Arlington	Education	Human Needs
Austin, TX	American Institute for Learning	Human Needs	Environment
Austin, TX	AmeriCorps for Math and Literacy	Human Needs	
Austin, TX	Austin Housing Authority		
Austin, TX	National Service Legal Corps		
Austin, TX	Mental Health Association in Texas	Education	Public Safety

AmeriCorps National Network of Programs



The AmeriCorps National Service Network

Richmond, VA (statewide), VA	Virginia Commonwealth University AmeriCorps/USDA Rural Development Team	Education Environment	Human Needs
WASHINGTON	Mr. Bill Bass, WA Commission on National & Community Service		(206) 586-8292
Lacey, WA	Department of Ecology/Washington Conservation Corps	Environment	
Mountlake Terrace, WA	Neutral Zone	Education	Public Safety
Olympia, WA	Community Youth Services	Human Needs	Education
Olympia, WA	Improving Disadvantaged Neighborhoods - EPA	Environment	
Olympia, WA	Transportation AmeriCorps	Environment	
Olympia, WA	Washington State Employment Security Department	Education	Environment
Pasco, WA	Pasco School District #1	Education	Human Needs
Quilcene, WA	AmeriCorps/USDA Rural Development Team	Environment	
Redmond, WA	Youth Volunteer Corps of America	Education	Public Safety
Seattle, WA	Environmental Careers Organization, Inc.	Environment	
Seattle, WA	National Service Legal Corps		
Seattle, WA	Local Initiatives Support Corporation	Human Needs	
Seattle, WA	National Council of the Churches of Christ in the USA	Human Needs	
Seattle, WA	Literacy AmeriCorps	Human Needs	
Seattle, WA	Teach for America	Education	
Seattle, WA	Just Serve - U.S. Department of Justice	Public Safety	
Seattle, WA	AmeriCorps Youth Fair Chance Project - Department of Labor	Human Needs	Education
Seattle, WA	YMCA of the USA	Environment	Education
Spokane, WA	Educational Service District 101	Environment	Human Needs
(statewide), WA	AmeriCorps/USDA Rural Development Team	Environment	
(statewide), WA	Salmon Corps - Department of Energy	Environment	
Tacoma, WA	National Community AIDS Partnership	Education	
Trout Lake, WA	Northwest Service Academy	Environment	
WEST VIRGINIA	Ms. Jean Ambrose, WV Commission for National & Community Service		(304) 340-3627
Charleston, WV	Regional Family Resource Network	Human Needs	Education
Huntington, WV	Children's Health Fund	Human Needs	
South Charleston, WV	National Multiple Sclerosis Society	Human Needs	
(statewide), WV	AmeriCorps/USDA Rural Development Team	Environment	
Sutton, WV	West Virginia Coalition Against Domestic Violence	Public Safety	Environment
Glenwood City, WI	WestCAP Volunteer Program	Human Needs	Education
WISCONSIN	Mr. Larry Swoboda, WI National & Community Service Board		(608) 266-8234
Hubertus, WI	YMCA of the USA	Environment	Education
Kenosha, WI	Kenosha Voluntary Action Center	Education	
Madison, WI	Operation Fresh Start, Inc.	Human Needs	
Madison, WI	AmeriCorps/USDA Rural Development Team	Environment	
Madison, WI	Just Serve - U.S. Department of Justice	Public Safety	
Milwaukee, WI	Milwaukee Community Service Corps	Environment	
Milwaukee, WI	Open Door Community Center, Inc.	Human Needs	Education
Milwaukee, WI	Public Allies		
Milwaukee, WI	AmeriCorps/USDA Rural Development Team	Environment	
Wausau, WI	North Central Technical College	Human Needs	
WYOMING	Ms. Beverly Morrow, WY Comm. for National & Community Service		(307) 777-5396
Casper, WY	Wyoming Congress of Parents and Teachers (Wyoming PTA)	Education	
Cheyenne, WY	Laramie County Community College	Education	
Worland, WY	Association of Farmworker Opportunity Programs	Human Needs	Environment

Thursday,
April 27, 1995

The Detroit News

THE FINAL WORD

ANOTHER VIEW: MICHELLE ENGLER AND GEORGE ROMNEY

Volunteerism: There's no free lunch

This week, National Volunteer Week, is an occasion to recognize and thank volunteers for the work they have done in our communities and country throughout the year.

Volunteers serve as carpenters, mentors, tutors, coaches, board members and nurse's aides in such places as hospitals, schools, senior centers, housing projects, homeless shelters, prisons and soup kitchens. Volunteers provide needed services that can be measured in the hundreds of millions of dollars, but valued more in the hearts of all who have been touched by their good works. Yet rather than consider what the work of volunteers accomplishes, let us consider what their work means.

Is it too much to say that volunteerism is an antidote to the social and moral decay that afflicts our society? We think not. As society grows increasingly divided by race, class, education, crime, culture and politics, we must rediscover and renew what binds our communities.

The greatness of America is built on a foundation of the volunteer tradition. In the face of disaster as well as in times of plenty, Americans have always generously volunteered their time and resources for the good of their communities and country. Democracy is strengthened when individuals volunteer to help others in need and work in the interest of the community. It is weakened when individuals work for self-interest alone.

Healthy communities are formed by citizens who come together in support of the common good; communities break apart when groups form to set themselves apart from the rest. As President Dwight Eisenhower wrote, "to blend without coercion, the individual good with the public good is the essence of citizenship in a free society."

The volunteer tradition is not something we should take for granted. Like all important traditions, it requires practice and commitment. Volunteerism doesn't just happen, we must make it happen. Volunteerism is not just a nice thing, it is a serious thing that can address the serious problems facing our communities.

All policy-makers from across the political spectrum must start taking this resource seriously. The left must recognize that, in light of the limits of government-run solutions, the work of volunteers provides an important alternative. The right must stop lauding the virtues of volunteerism without recognizing that volunteers require support and resources from both the public and private sectors.

There is no free lunch when it comes to volunteerism or community problem-solving. Let's stop pretending there is. Partisan solutions alone have failed to solve society's problems. Individuals and society must recognize that the resolution of our problems requires commitment and sacrifice from everyone.

We cannot resolve our communities' problems without greater leadership, not just from our elected leaders, but from every citizen and every sector of society. Let's put aside partisanship and let people lead through the example of their common-sense solutions and voluntary actions.

There is no magic bullet or simple cure. Community problem-solving is hard work. We have the resources, but we must find the will.

In Michigan, churches, and non-profit organizations like volunteer centers, United Ways and community foundations, have been setting the example for volunteer problem-solving. An important public-private collaboration involving the Michigan Community Service Commission and the Michigan Nonprofit Forum is helping to further strengthen volunteerism in our state. Initiatives like AmeriCorps, the new national service program, while leaving room for improvement, are important examples.

None of these efforts alone will do the job, but together they represent the best of America; the shared commitment of government, business and volunteer community organizations to build communities and brighten our hope in the future.

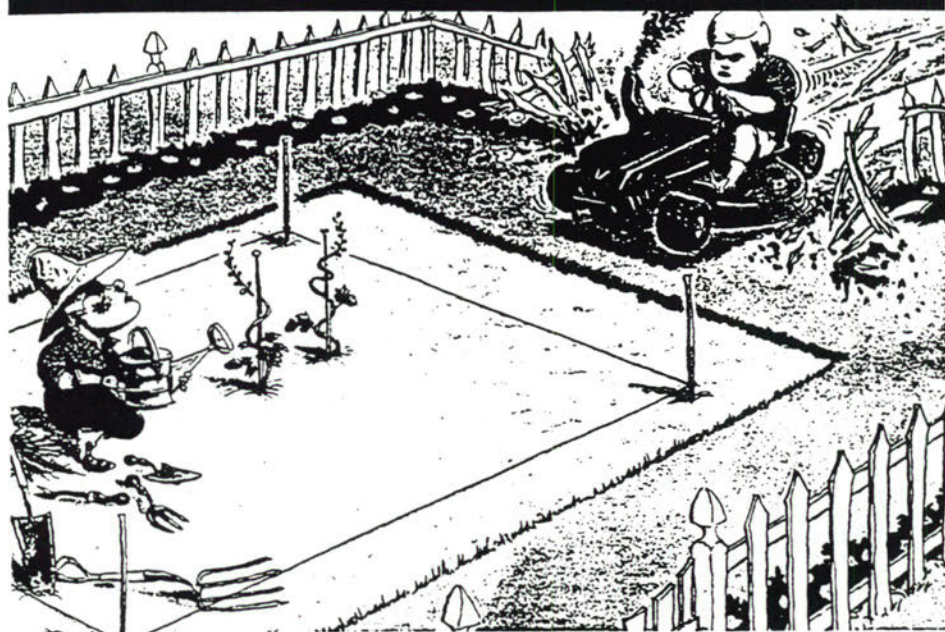
Michelle Engler is first lady and chair of the Michigan Community Service Commission. George Romney is a former governor of Michigan and founder of the National Volunteer Center.

National Debate

Selected Press Clips
Spring 1995

WHEN SUCCESS FAILS

WHAT REALLY BUGS THE GOP ABOUT STUDENT LOANS AND AMERICORPS IS THAT THEY WORK



[A TOUGH ROW TO HOE: GINGRICH TRIMS THE FEDERAL BUDGET.]

THE NEW REPUBLICAN MAJORITY IN CONGRESS is on a search-and-destroy mission: cutting back a federal government it considers wasteful and ineffective. And it has had some genuine backing from voters who have lost faith in government's ability to do anything right.

But Americans may be starting to wonder about the Republicans' choice of targets. For one thing, they're indiscriminately cutting the good as well as the bad in government. While voters want to see a few smart bombs dropped on the federal bureaucracy, the GOP high command seems to prefer carpet bombing. For another, proposals to cut virtually every program designed for the poor — from school lunches to home-heating assistance — have made the GOP look like a bunch of schoolyard bullies. But there is a third, less-noticed characteristic of the Republicans' approach: They're going after programs that help the young.

Consider two relatively new measures, AmeriCorps, the national-service program,

and the federal direct-lending program for college loans. Both were created by President Clinton to expand educational opportunities and encourage greater commitment to the community by young people — goals that liberals and conservatives alike can endorse. They are not "give-aways to the poor"; they primarily serve middle-class young people. And while neither program has had time to establish a clear track record of success, the results are very encouraging so far. Yet both are high on the GOP hit list.

So why do Republicans hate these programs so much? In a word, politics. Most immediately there is the desire to embarrass a Democratic president and deny him accomplishments he might point to during the 1996 election campaign. Bill Clinton has made clear how important these two programs are to him — particularly AmeriCorps, saying it is the program of which he is the proudest. It provides 20,000 young people with a mini-

mum-wage stipend and a \$4,725 annual college-tuition credit in exchange for full-time public-service work (for a maximum of two years). Participants generally work not for government agencies but for nonprofit charities, tutoring poor children, working with the mentally disabled, weatherizing homes, even assisting the New York City police department by monitoring recreation areas.

Without the context of presidential politics, it would be hard to account for the especially brutal treatment of national service in the recent budget-cutting process. Newt Gingrich, in his characteristically understated way, signaled his intentions regarding AmeriCorps soon after being elected speaker of the House: "I am totally, unequivocally opposed to national service. It is coerced volunteerism. It's gimmickry." In late March his colleagues focused on AmeriCorps for major cuts in the so-called rescission bill, which retroactively cut \$17 billion from the federal budget approved by Congress last year. While this amounts to only about a 1 percent cut in the total federal budget, AmeriCorps would lose more than two-thirds of its funding under the House version. As national-service chief Eli Segal says, "This cut kills AmeriCorps."

Just how the GOP planned the execution is instructive, however. The original House Appropriations Committee bill, which already included a massive \$210 million cut from AmeriCorps, posed a problem for Republicans as well as Democrats: It cut some popular veterans' programs by \$206 million. In order to restore funding for vets, additional cuts had to come from somewhere else. Yet the Republican leadership allowed only a single amendment, one that took all the funds from national service, nearly doubling the already large cut. Democrats had to choose: Vote against veterans or vote to destroy AmeriCorps. Predictably, most went with the veterans, who have the edge in numbers and political clout.

It was shrewd parliamentary politics, and conservative Republicans must have privately enjoyed the symbolic contrast of pitting those who served the country militarily against the peacetime volunteers of today. But the cynical use of veterans' popularity succeeded in angering many of the more conservative pro-military Democrats as well as veterans' groups, who felt they were being used in a phony trade-off.

By setting up this fake generational conflict, Republicans may be misjudging the political dynamic. Student loans and national service are middle-class issues, and Bill Clinton is eager for a fight on this terrain. He wants to be seen as the champion of expanded educational opportunities for the middle class and is proposing such things as a tax deduction for college tuition as part of his "Middle-Class Bill of Rights." Higher education and health care, in fact, are the two areas where Clinton believes government can most help the middle class. Having lost in his effort to deliver health-care security, he will fight particularly hard on the education front, telling college journalists that "the veto pen is always there" to head off cuts

G U Y M O L Y N E U X

4/25/95

Volunteers work to stop crime

Creators Syndicate

DEAR ANN LANDERS: A few months back, you got a letter about crime and violence from "Burned Up in Connecticut." You asked



**ANN
LANDERS**

readers for suggestions. I'd like to suggest national service.

AmeriCorps, the new "domestic Peace Corps," began less than a year ago. Already, 20,000 young Americans have committed to serve full-time for a year. Among their many

objectives, none is more important than preventing crime and violence.

AmeriCorps members patrolled parks and recreation areas in New York City last summer. Police report that, for the first time in memory, there were no assaults in these areas. AmeriCorps members in Pittsburgh helped a community survive the death of a high school student caught in a crossfire. According to school officials, the members prevented a likely retaliation that would have had monumental impact on the entire east side of the city. AmeriCorps members in Atlanta are teaching middle school children to resolve their conflicts without violence. We can't stop crime and violence unless we address related problems that are just as big and troubling. The first 20,000 AmeriCorps members are building homes for and with working families, making sure that mothers in underserved communities get prenatal care and teaching grade school children to read. They are joined by half a million seniors in the National Senior Service Corps. Thousands of school-age

and college students in Learn and Serve America are making service a part of their learning experience.

Today, April 25, these three federally administered programs are coming together in a National Day of Service. They'll do community service projects alongside members of Congress, civic leaders, university presidents and millions of ordinary people who volunteer because they want to help make communities safer and stronger. For those who have never served, April 25 is a perfect day to begin.

— Eli J. Segal, CEO, Corporation for National Service, and assistant to the president, Washington, D.C.

DEAR ELI SEGAL: What a splendid idea. For more information, readers can write to: Eli Segal, Corporation for National Service, 1201 New York Ave., N.W., Washington, D.C. 20525.

THE CHRONICLE OF PHILANTHROPY

The Newspaper of the Non-Profit World

• April 29, 1995 •

National Service's Uncertain Future

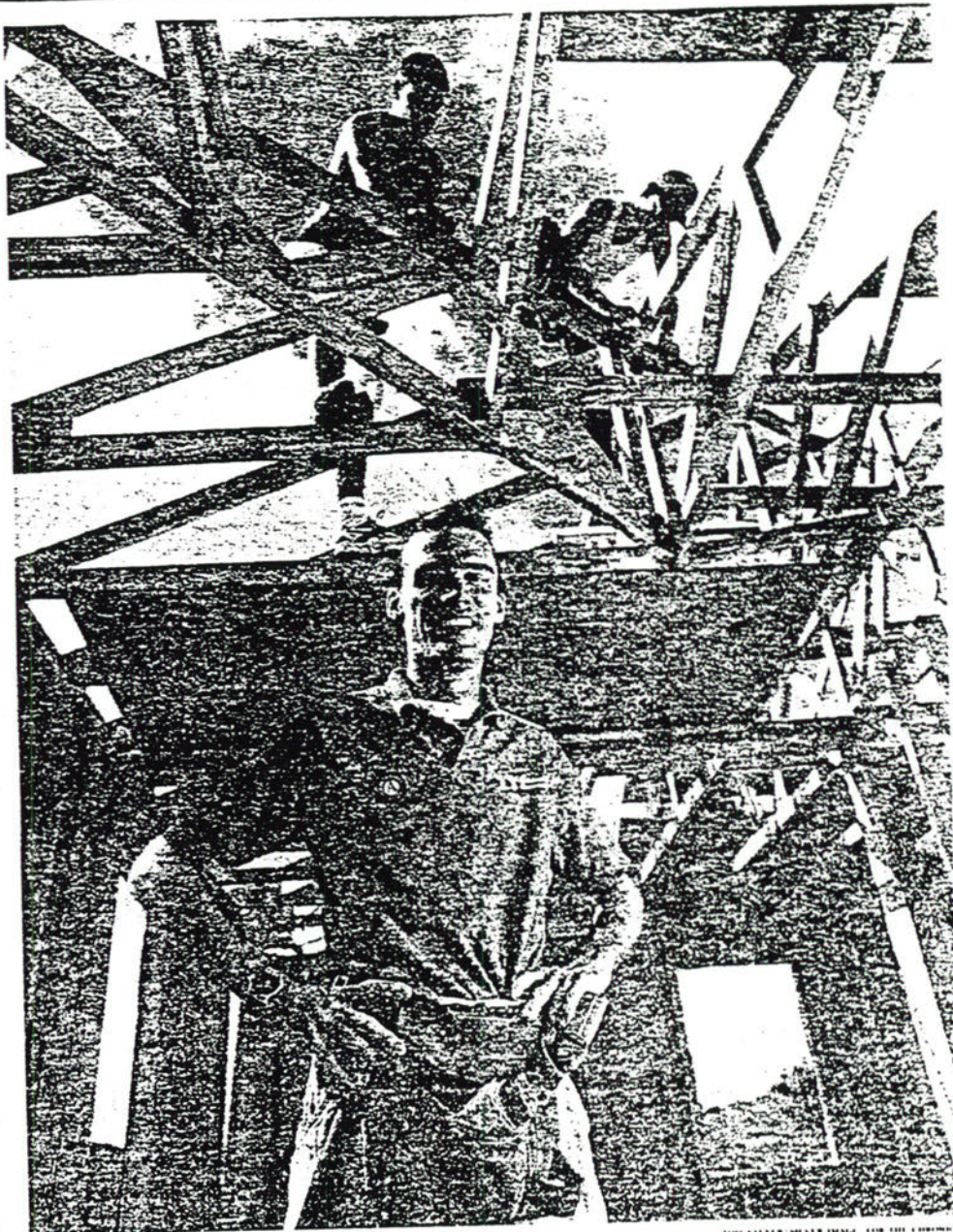
Charities say AmeriCorps program has been a boon to good works, but Congress may kill it

By JENNIFER MOORE
and AMANDA ROCQUE

CHARITIES ACROSS THE COUNTRY got a welcome infusion of manpower last fall from the 20,000 members of AmeriCorps, the new national-service program. For seven months, AmeriCorps members have been counseling crime victims, building houses for the poor, tutoring needy kids, working on conservation projects, and helping many charities achieve far more than they thought possible.

Now many non-profit leaders are worried that they may soon lose that help. Both houses of Congress have approved retroactive cuts in spending on the program and signaled that they are unlikely to provide the hundreds of millions of dollars that would be necessary to keep corps members on the job in years to come. Some lawmakers are talking about shutting down AmeriCorps altogether.

Janet Schrock, who is supervising 80 AmeriCorps members working with the National Council of Churches to provide tutoring, help for homeless teenagers, and recreational and other activities in inner-city neighborhoods, says she is devastated by the developments on Capitol Hill. "Why in the world does Congress want to destroy something that is already up and running and that sparks the enthusi-



Kevin McPeak, of Habitat for Humanity's Miami affiliate, says national-service workers have allowed the charity to build additional homes for the poor. See story on Page 12.

NATIONAL AFFAIRS

to student-aid programs.

Clinton is also playing to a traditional Democratic strength with this agenda. Voters are predisposed to believe that Democrats care more than Republicans about education and making it available to all. Clinton's direct-lending program is one example. The program takes the middlemen — banks and loan-guarantee agencies — out of the college-loan business, making it cheaper and more efficient. Yet Republicans have attacked it. Republican Sen. Nancy Kassebaum of Kansas calls direct lending a "federal takeover of a successful public/private sector partnership."

Kassebaum is a sponsor of legislation that will immediately cap growth of direct lending and will change the way the system's costs are "scored," or calculated, in the federal-budget process, so that the savings direct lending generates are hidden, making it vulnerable to further assaults. In addition, Republicans are reportedly also considering a proposal to eliminate the federal subsidy that allows students to avoid paying interest on their college loans while they are in school, so interest would begin accruing on the first day of class. In essence, Republicans will be proposing to take money out of the pockets of college students to pay for unnecessary subsidies to bankers in the traditional loan program. This just reinforces the impression that the GOP puts the interests of the rich ahead of the country's working families.

There is already evidence in the polls to suggest that neither of these issues is a winner for the Republicans. By a solid 52 percent to 36 percent margin, the public feels that eliminating the national-service program is a step in the wrong direction rather than in the right direction. Among younger voters (18 to 34) the verdict is an even stronger 63 percent to 33 percent. Ending the direct-lending program is opposed by a somewhat narrower margin overall — 47 percent to 41 percent — but again young people register very strong opposition (56 percent to 34 percent). These younger voters were an important component in Bill Clinton's 1992 victory, but many of them voted for Republican candidates in 1994. These issues could help push them back into the Democratic column.

OF COURSE, MANY REPUBLICANS INSIST that they are motivated not by political calculation but by good old-fashioned ideology. And there is some truth in this. The true believers are so convinced that government cannot do anything right that they label the programs failures without even looking at the evidence. And if the programs appear to be successful? Well, that just means someone hasn't looked hard enough yet.

The problem is that even a hard look hasn't uncovered the type of gross abuse or waste that conservatives have been searching for. Indeed, what is striking about GOP attacks on the two programs is how little they have actually found to criticize.

Wisconsin Rep. Thomas Petri, for example, circulated a letter purporting to show that Cindy Perry, one of the AmeriCorps members Clinton introduced to the nation during this year's State of the Union Address, was receiving \$34,000 in payments and services for her work. Petri ridiculed the notion that people being compensated at that level could be considered volunteers.

But Petri's claims turned out to be an example of how it can be easier to manufacture facts than find them. Perry actually receives only \$12,365 a year, and a

GUY MOLYNEUX, a Democratic pollster, works with Peter D. Hart Research Associates.

third of that is her education award, which she will get only after her service is completed. Petri had exaggerated her compensation nearly threefold.

Republicans are right in saying that AmeriCorps members are not volunteers in the strict sense of the word. But neither Clinton nor AmeriCorps calls them volunteers; the claim is that they are providing public service. And they clearly are, often working at demanding jobs for far below what most could earn in the private sector. The stipend provides them with only enough to live on; without it the program would be limited to the sons and daughters of the wealthy. And even at a cost of \$20,000 per participant, the program's \$575 million budget constitutes only one-third of 1 percent of the federal budget — hardly enough to make a major dent in the deficit.

AmeriCorps as a threat to their efforts. On the contrary, they actively compete to have members placed in their organizations, even though the organizations have to partially match the federal dollars put in. One thing many AmeriCorps participants do, in fact, is expand the capacity of groups to recruit and use part-time volunteers. Private charities also know that their organizations have been receiving public funds of various kinds for many years without any evident corruption.

Republican attacks on the direct-student-loan program are based on even shakier ground. Direct lending is an alternative to the traditional federal student-loan program, in which private lenders provide the capital but repayment is guaranteed by the feds. Instead, the government lends the money directly to students. Potential savings are substantial because paperwork is reduced and the middleman is removed. Students are also spared the hassle of having their loans sold from bank to bank over the years. Loan servicing and collection, which most analysts agree is best handled privately, is contracted out on a competitive-bid basis.

The program also makes it possible for students to repay loans on a pay-as-you-can basis. Students with lower-than-average incomes will have a lower monthly fee, with the government eventually writing off a portion of their loans. This would allow college graduates the choice of pursuing socially useful though relatively nonlucrative careers such as teaching — which the burden of college debt now makes an untenable option for many middle-class people.

After some original skepticism, colleges and universities are enthusiastically signing on, and the program is growing rapidly. Financial-aid administrators report that their paperwork is more streamlined, that students are getting their funds more quickly and that questions and confusion are down. Jerome Supple, the president of Southwest Texas State University, observes that "it is rare that the federal government creates a program that both saves money and improves service to its constituents. Direct lending is such a program."

Ironically, the current student-loan system is in many respects precisely the kind of flawed government effort that conservatives should be seeking to change. It is a classic case of socialized risk (for the taxpayers) and privatized reward (for the banks). But since Republicans aren't about to propose the end of college loans, and the alternative is government just doing the job directly, they are defending the port-laden status quo over the more efficient alternative.

THE FIGHTS OVER NATIONAL SERVICE and direct lending are part of a larger political struggle with implications well beyond 1996. Democrats are trying to find new ways to make government more efficient and also more relevant to the lives of middle-class Americans. Conservative Republicans will have none of this. John Walters, president of the New Citizenship Project, a conservative foundation that has led the attack on national service, makes this explicit. He notes that the Democratic effort to "reinvent government" is "the new liberal formula to save big government. Conservatives will have to meet this challenge and overcome it... and AmeriCorps is as good a ground as any to fight this out."

So it may be that conservatives are not indifferent to the true effectiveness of AmeriCorps and direct lending as it first appears. Perhaps they are going after them with such gusto precisely because of the possibility for demonstrating — especially in the eyes of younger voters — that government can be effective. Is it these programs' potential for success, rather than for failure, that most concerns Republican hard-liners?

DOES THE GOP KNOW WHICH WAY IS UP?

Eliminating the national-service program

All respondents

Ages 18 to 34



Ending direct lending of student loans

All respondents

Ages 18 to 34



The Republicans have also raised a philosophic objection: National service undermines the ethic of service by transforming it into government employment. Iowa's Republican Sen. Charles Grassley says that "it turns upside down the concept of volunteerism in American life by paying people to do government-defined volunteer tasks." Republicans argue that AmeriCorps will actually make it harder in the future for community groups to recruit "true" volunteers and thus undermines — rather than encourages — the spirit of volunteerism.

Yet there is little empirical evidence to back this theory up. AmeriCorps members generally report a tremendous learning experience without suggesting that their commitment to public service has somehow been endangered. "I can actually help people," says Rosalina Morse, a 27-year-old AmeriCorps participant from Rochester, N.Y. "When I'm done with this, it's not going to end here. It's not going to stop after my 1,700 hours are over."

Nor do volunteer-based organizations seem to see

which recommended eliminating AmeriCorps.

Advocates say that charge is based on a fundamental misunderstanding of why participants receive educational benefits. They say AmeriCorps is not like a college-loan program; participants are receiving a benefit as compensation for the community-service work they do.

The Corporation for National Service points out that almost 30 per cent of this year's participants come from families with incomes of less than \$15,000 and 80 per cent from families that make less than \$50,000.

"There is a misconception that AmeriCorps is a bunch of rich kids," says Kristeen McLain, an AmeriCorps member from a middle-income family. She is working at the I Have a Dream Program in Chicago, which provides mentors and scholarships for low-income students. "We have members from the suburbs and members from Cabrini, which is a housing project in Chicago. This is not just a bunch of college kids who don't know what to do with their lives."

She adds that the AmeriCorps stipend doesn't go far in Chicago and other urban areas. "I came from a much higher-paying, salaried position," she says. "I have had to adjust my rent and start sleeping on a couch."

Seeking Private Money

Although the federal government has been providing the bulk of the money to run AmeriCorps, the Clinton Administration has been trying to attract private funds to support the program. Mr. Segal estimates that local groups have raised about \$20-million so far to help pay for AmeriCorps.

To people like Mr. Walters of the New Citizenship Project, the fact that AmeriCorps can win millions in private donations is proof that the entire effort could be supported without any federal money. He acknowledges that some charities may not be able to raise enough private money to pay their AmeriCorps members, but he says programs that cannot generate sufficient donations are probably so poorly run or so unnecessary that they should not exist.

Stanley S. Litow, president of the IBM International Foundation,

says it is "totally unrealistic" to think that private philanthropy can shoulder the bill for AmeriCorps.

His company has provided \$120,000 for AmeriCorps programs in three cities that work with schools to train teachers and parents, set up computer networks, and repair old computers that sit unused in school closets.

"That's a substantial contribution from the IBM community," says Mr. Litow. "But we would never be able to fund the full cost of the stipends for the volunteers. And that's really what makes this program go."

Too Ambitious?

Critics and supporters alike say they fear the Clinton Administration was too ambitious when it designed the national-service program.

Mr. Walters says the program is trying to be a job-training program, an educational grant program, and a national volunteer program—and is failing at all three.

"AmeriCorps has a problem because it's losing coherence as a program," he says.

Henry Chang, a 23-year-old AmeriCorps member working at Habitat for Humanity of Greater Miami, says he thinks the President's attempt to more than double the number of participants next year is a mistake. He believes the program will be most efficient if it sticks close to 20,000 people in each of the next five years.

"I really do believe in the program, but I think it's over-budgeted," he says. "I think it will take at least five years to work the kinks out."

Sandi Murphy, AmeriCorps program coordinator for the Iowa Coalition Against Domestic Violence, says the program may have been started too quickly. She oversees 18 AmeriCorps members who provide crisis counseling and organize support groups for victims of abuse. Negotiations over her program's budget dragged on into October, a month after the program's scheduled start, she says. She also says she often received conflicting information from the Corporation for National Service and the Iowa commission that selects most of the AmeriCorps projects for the state.

"Most of this year has been growing pains," she says. "The Corporation for National Service is still learning how to run a multi-million-dollar program, but I think that a lot of the kinks that were plaguing this first year should be worked out by next year."

Many AmeriCorps members say they were frustrated when they first started work because their charity supervisors did not have a clear idea of what they wanted done. That, most of them say, is because the groups had only a month or two between the time they were notified and the time they were expected to have the program up and running.

Even with 20,000 participants, AmeriCorps has not come close to meeting the appetite that charities and government agencies have for low-cost workers. More than 1,500 non-profit groups applied last year to have AmeriCorps members work with their programs. Only 350 were selected, and the competition for the next round of grants is expected to be even fiercer now that more charities know about AmeriCorps.

Selection Process Continues

Although the AmeriCorps budget is in limbo, the Corporation for National Service is continuing the process of selecting the charities that will participate in the program starting in September. Applications are due next month.

Meanwhile, AmeriCorps participants and charity leaders are trying to cope with the uncertainty. Nancy Zachar, who supervises 14 AmeriCorps members at the I Have a Dream Program in Chicago, says she is worried that the wrangling in Congress could make it hard for her to plan effectively. "I'm afraid that we are not going to know until June, and then we are going to have to start [the program] in September," she says.

Schlender Johnson, an AmeriCorps member who helps run health workshops and provide immunizations through the Children's Health Fund in Mississippi, says: "People keep asking if we are going to be here next year, and we keep saying that we don't know because of the state of everything."

"I think that a lot of government programs are like that: You are here one month and gone the next month."

asm of folks that believe in serving children and the poor?" she asks.

"I don't understand how Congress can do this with a clear conscience."

'A Perverse Dynamic'

But to some people in the non-profit world, the demise of AmeriCorps could not come too soon.

John P. Walters, who served as deputy director of drug policy in the Bush Administration, persuaded foundations and other donors to help him create the non-profit New Citizenship Project specifically to challenge AmeriCorps.

"The program should be terminated," he says. "It creates a perverse dynamic of people coming in with the stipend and educational benefits the AmeriCorps program provides, in contrast to the much more numerous and extensive hard work that's done by young people—and not-so-young people—who are really and truly giving of their own time. And that's corrosive."

The battle over AmeriCorps is forcing many people to confront knotty questions about how best to encourage people to do good works:

Does paying people to perform community service attract a diverse and talented corps of people who otherwise could not afford to give up their time? Should wealthy people get the same financial rewards for volunteering as poor people? Will people who get paid to do community service when they are young expect rewards for volunteering throughout their lives? Is it government's role—or that of private organizations—to foot the bill for paid community service?

Taking Back the Money

Opponents of AmeriCorps have already scored major victories. The House of Representatives has voted to take back \$416-million—about 70 per cent of the sum that Congress had already given to AmeriCorps and Learn and Serve, a program that encourages high-school youngsters to volunteer. The reduction the Senate has voted for is much smaller, but still significant: it would rescind 18 per cent from this year's budget.

Key senators and representatives have also indicated that they will not support the Clinton Administration's proposal to provide \$800-million in fiscal 1996, which would be enough to support 47,000 community-service workers.

The final decision about the 1995 budget will not be made for several weeks. When Congress returns from its holiday recess next week, representatives of both chambers will meet to work out a compromise.

Most of the AmeriCorps programs have invited their representatives to take a firsthand look at their work during the Congressional recess.

National-service advocates have also organized rallies, marches, and service projects, to coincide

with National Volunteer Week (April 22-29) to help draw attention to efforts like AmeriCorps.

Much of the activity is planned for April 25, dubbed National Youth Service Day by Youth Service America, the Corporation for National Service, and the Points of Light Foundation. More than 4,000 volunteer projects are planned for that day, from working in soup kitchens and planting gardens for anti-hunger programs to cleaning up recreation centers and schools.

President Clinton, who made national service a big part of his election campaign, has been loudly criticizing the budget cutters. In a speech to AmeriCorps members in Dallas this month, he vowed his continued support for the program, but stopped short of specific promises about what actions he would take. "I'll stay with you," he pledged, "and together we can save it."

Debate Over Cost

No matter how much pressure Mr. Clinton is able to put on Congress, it seems inevitable that AmeriCorps will see its budget reduced.

The Administration estimates that the average participant costs about \$18,000 per year. That includes the educational benefits that AmeriCorps members receive: up to \$4,725 a year for college tuition, vocational training, or paying off college debts. The federal government also subsidizes a minimum-wage stipend. To obtain the services of an AmeriCorps member, charities must be willing to pay 15 per cent of living allowances.

Sen. Charles E. Grassley, an Iowa Republican who is leading the fight against AmeriCorps, says the White House is understating how much it costs. Based on estimates from a summer-service program conducted last year, he put the cost at \$30,000 per participant.

"I support the notion of national service and, by and large, the activities performed by the spirited AmeriCorps participants," says Mr. Grassley. "Where the President and I part company is that he supports an expensive bureaucracy, and I don't."

The disagreement over cost could be cleared up soon. The General Accounting Office, Congress's auditing arm, is expected to issue a report next month that will show a breakdown of AmeriCorps's expenditures.

Eli Segal, the Clinton Administration official who oversees AmeriCorps, says it is wrong to talk only about how much the government is spending.

"We've got to focus on moving the debate from costs to cost-benefit analysis," he says. "Costs are relevant, but the question is, Are they worth it?"

The answer to that question is Yes, Mr. Segal told a key House subcommittee last month, rattling off some of the benefits: "470 crime victims have received counseling and assistance . . . 400 homeless families have a place to stay and 16,000 needy Americans have food to eat . . . 7,638 children had tutors and more than 1,430 school kids had skilled teachers."

Nobody questions that most AmeriCorps participants are doing good work and improving the lives

of many people. But many of the critics say they cannot understand why government has to pay for that kind of charitable activity.

House Speaker Newt Gingrich, Republican of Georgia, says AmeriCorps represents "coerced volunteerism" because many poor people feel they cannot turn down a chance to obtain money to pay for college or vocational training.

Other critics say that the spirits of unpaid volunteers will be dampened if they have to work alongside people who are being paid to do the same tasks. Mr. Walters of the New Citizenship Project says he does not know of any specific complaints from unpaid volunteers, but he says it is just "common

sense" that people who are paid nothing for their service will start to wonder why they, too, are not entitled to something in return. "It creates an unhealthy dynamic," he says.

AmeriCorps supporters say the opposite has been true. They note that most volunteers can spare, at most, only a few days or hours a week, and are not jealous when someone else is paid a small stipend to put in far more time.

Allison Burris, a 23-year-old AmeriCorps member who is working for the Border Volunteer Corps, which serves people along the Arizona-New Mexico state line, says she has not felt any tension with unpaid volunteers.

"Sometimes what we're doing is what other volunteers don't have

time to do or they can't do," she says. "There's not a lot of people who can come into a school district and volunteer all day long, five days a week. I don't think anybody questions that you deserve \$4.25 an hour for that."

Some charity leaders say the AmeriCorps members have made it possible to recruit and supervise far more volunteers than usual.

The Habitat for Humanity affiliate in Miami, for example, has long received help from about 200 college students a week during spring vacations. This year, Habitat has been able to accommodate 300 to 350 students a week because several AmeriCorps members were available to train and supervise them.

"Without the AmeriCorps coordinators, the volunteers who don't have construction skills would be walking around without a clue," says Mark Cooper, a Florida International University official who organizes students to work with Habitat.

Benefits for the Rich

What makes some critics of AmeriCorps most angry is that wealthy participants receive the same pay and educational benefits as the poor.

"Kids from upper-income families who would likely attend college anyway if AmeriCorps didn't exist compete with children from impoverished families for volunteer slots," says a policy paper from the House Republican Conference.

Cuts will destroy the core of American values

By Theodore M. Hesburgh

The House of Representatives is proposing retroactive cuts that would shut down AmeriCorps, the new national service program. The House would reduce current funding for AmeriCorps by more than two-thirds—funding that was approved last year by a bipartisan coalition in Congress. Believing as I do in the importance of national service and the great potential of AmeriCorps, I urge, on this issue, that we put politics aside and not back away from a program that invests in American values, promotes citizenship and enables people to work together and solve their communities' problems.

Perhaps no concept so permeates the history of our nation nor captures the essence of our religious and ethical tradition as does service. I have seen many types of national service, from the Civilian Conservation Corps, which I served as chaplain from 1940 to '41; to the Peace Corps; to the bipartisan commission I co-chaired in 1979, which recommended a new national service initiative; and to AmeriCorps, the latest and best conceived movement for national service. In the recent debate about AmeriCorps facts sometimes seem to get lost, and that's a shame—not just for the 20,000 Americans interested in joining it, but for the hundreds of communities around the country that AmeriCorps has reached and the thousands that need its touch.

That is where the real AmeriCorps begins: in local communities. It works in our biggest cities, like New York, where the New York's police department reports that recreation areas policed by AmeriCorps members in a 1994 pilot program were free of assaults for the first time in years. Or in Kansas City, Mo., where AmeriCorps members shut down crack houses and build programs that give youth alternatives to drugs and gangs.

AmeriCorps works in smaller cities and tiny rural hamlets, too. Notre Dame has seen AmeriCorps' value. That's why I joined, fielding 40 extraordinary college graduates who teach in South Bend, Ind., schools in the summers and in 30 severely strapped schools in four Southern states during the school year. The principals say AmeriCorps members' spirit and commitment have enriched their students' lives and re-energized their teachers. Those students wouldn't make it without AmeriCorps members—and the 40 members couldn't live out their commitment without AmeriCorps.

AmeriCorps is guided by a corporation (the Corporation for National Service), but it has also moved most of the decision-making closest to problems by giving authority and responsibility to the states and by having programs operated by local non-profits. AmeriCorps is funded by Congress, but it requires local companies and foundations to foot a substantial part of the bill. And AmeriCorps is headed by business people, monitored by a private-sector board, and wedded to competition, not politics, as the method by which grants go out and participants join up.

Some have wondered whether the \$600 a month living allowance AmeriCorps members, and the \$4,725 scholarship or student loan repayment they can earn through a full year's service, destroy the spirit of service. It hasn't done so in the Peace Corps. It hasn't in AmeriCorps. Those of us in the clergy take a vow of poverty. Citizens need only take a vow of responsibility. AmeriCorps does demand sacrifice from its members. And for those who answer the challenge, it provides not only the opportunity to pay for college, but the higher gift of making a difference, and the lifelong satisfaction of building community.

Our church has always called parishioners to aid those in need, and Americans of all faiths have been the most generous people on earth. But more is needed. Weekend volunteers return to their jobs Monday mornings, as do parents to their children and the clergy to their congregations. AmeriCorps is designed to make the most out of what each American can give in time and talent—that's why those organizations that have always made service their mission, from the Red Cross to Habitat for Humanity to the YMCA to the Multiple Sclerosis Society—350 in all—have been proud to join the AmeriCorps network.

Sixteen years ago our commission concluded that service was critical to the education and development of young Americans for adult lives of productive work and good citizenship. National Service was a non-partisan idea then, as it was when President Bush signed a national service law in 1990. It was a non-partisan idea when Congress created AmeriCorps less than a year and a half ago, as it was when the first AmeriCorps members began serving last fall.

It should be free from political gamesmanship now and given a chance to succeed. Values matter, now more than ever. Let AmeriCorps help nourish the roots of citizenship, so that all our American dreams can flower.

The Rev. Theodore M. Hesburgh is a former president of the University of Notre Dame.

I Looked: AmeriCorps Works

By Amy Wu

LIKE House Speaker Newt Gingrich and fellow Republicans, I once bashed the AmeriCorps program shamelessly. I saw it as a jobs program and chastised the young people involved as money grubbers who dared to call themselves "volunteers."

But I have been transformed from cynic to convert. After months of talking with people in the program and watching them plant trees in empty lots, settle disputes in run-down urban schools, immunize children, combat water pollution, and clean graffiti-plagued streets, I am enlightened. These young people, who are labeled "slackers" and "MTV-addicted couch potatoes," are diligent, enthusiastic, hard working, and maintain a balance of idealism and realism.

On a chilly, bright November morning I followed a group of college-aged AmeriCorps workers into New York's Lower East Side where they were transforming a parking lot into a bright and cheerful place. I fired hardball questions at people who were coating parking meters with paint and scouring away at graffiti. "So why did you *really* want to join this program?" I asked each person, one eyebrow lifted in suspicion.

I wanted to believe that they joined because they didn't know what else to do, that they needed the money, that this was an easy alternative to taking out a loan, that it would be a highlight on their résumés, that they would admit with frankness that the dollars were a lure, that they cared more about changing their lives than other peoples'.

I did receive frank answers, but there was a freshness to them. One young woman said she was tired of having her generation labeled so negatively and wanted to show the world the other side of the story.

"I don't sit around and whine all day," she said angrily. "I keep busy. I like helping people. Is there something weird about that?"

In an age when high-profile politicians, high-powered executives, and even religious

leaders perform "random acts of kindness" for money, book advances, and appearances on talk shows, there is something rare about people doing something just because they want to help, to make a difference, to give something back for all they have been given.

A few of them grew up in upper-middle-class suburbia, went to ivy League schools, and now want to give back to society. Others grew up in poor neighborhoods, battled the hardships of the streets, triumphed, and want to help and inspire those still living in the war zone.

And the money? If you take the grants given to the students and divide by the hours, they are making minimum wage or less. One young man laughed at the notion that he was in it for the money. "If I wanted to make real money, I'd go find me a part-time job," he said. As for recognition? There's hardly any. "The media love to write about those slackers, hackers, and young people that just goof off," he said. "I guess that stuff sells."

After weeks of talking with these young people, watching them toil in the dangerous neighborhoods, rundown schools, and understaffed medical clinics, it was obvious that the communities were benefiting. AmeriCorps has made a difference.

AmeriCorps shouldn't be abolished. It should be endorsed, encouraged, and expanded. Thousands of young people were turned away last year because the 20,000 slots were filled. Many are waiting for more slots to open. AmeriCorps isn't a political issue like abortion, but, tragically, it is treated as one. Republicans believe it's a waste of money. Mr. Gingrich believes it's coercive and forced volunteers. In truth, the fact that AmeriCorps was President Clinton's idea is the real reason Republicans want to kill it.

If AmeriCorps is axed, it won't be because it didn't work, but because of Washington politics.

■ Amy Wu is a student at New York University majoring in history.



An effective program for young people shouldn't be a victim of partisan politics.

AmeriCorpse?

By Robert D. Putnam

JAFFREY, N.H.

It used to be that only liberal knees jerked, but the affliction is spreading to the new majority in Washington. Congressional conservatives, blinded by partisan spite, are on the verge of destroying a model for the sort of leaner, decentralized Government that the Contract for America promises: President Clinton's AmeriCorps national service program.

Last week, the House voted to eliminate almost all of its \$500 million budget, and its fate rests in the hands of the Senate's moderate Republicans, who will vote next week.

Before they vote, the senators should consider Katie Truesdale and Brian Jerose, with whom I shared a recent breakfast at the base of snowy Mount Monadnock here. The breathtaking views from its summit make Monadnock the most-climbed mountain in the country. But the rigorous winters and the steps of a million boots have eroded the trails first cut by Civilian Conservation Corps workers in the 1930's.

The state doesn't have the money or repairs, so Ms. Truesdale, Mr. Jerose and 18 other AmeriCorps volunteers are rebuilding the trails and winnowing cabins. When not on the moun-

Like the 350 other AmeriCorps projects across the country — from anticrime efforts in Chicago to tutoring underprivileged children in Dallas — the Monadnock project began as a local initiative and is supported by a partnership of nonprofit groups, state and local governments and local businesses. It even has the support of the state's conservative Republican Governor, Stephen Merrill. The community support is vital: since the Monadnock volunteers' cabins lack running water, they depend on the local American Legion and a nearby Christian conference center for warm showers.

Mike Walsh, the manager of Monadnock State Park, said that the trail renovation hasn't been the project's only success. "These kids are inspiring youngsters in the high school and local officials to get more engaged in community affairs," he said. "It's like a year-round barn-raising."

The energy around the Monadnock breakfast table contrasts with the decline of civic engagement in America. Voting in national elections is down by 25 percent over the last 30 years. Participation in most traditional forms of public involvement — churches, the P.T.A., the Red Cross, unions and even mundane groups like bowling leagues — have all plummeted.

Against this backdrop, only the ideologically blinkered would abort a promising project in community service that reinforces civic virtue. Before the new Congressional majority does away with AmeriCorps, its members should visit this rock-ribbed corner of conservative New Hampshire to see grassroots revitalization at work. □

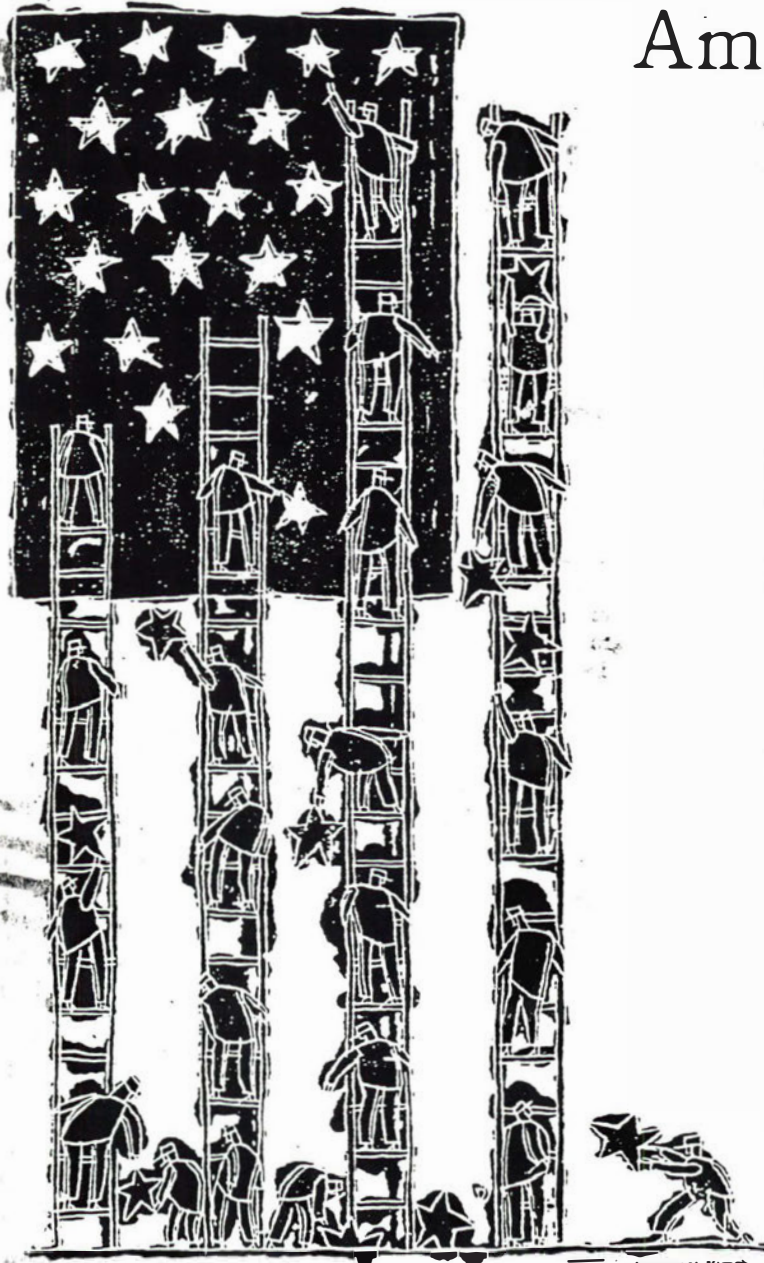


We need
national service.

tain, they teach classes on the environment at local schools and serve hot meals at a senior center. For their year of service, the volunteers receive a small living allowance and a \$4,725 voucher for higher education.

Ms. Truesdale had hoped to enter college last September but didn't have enough money; she plans to begin the pre-medical program at Dennison College this fall with the help of her national service voucher. Mr. Jerose, who graduated from the State University of New York at Geneseo last May, is planning on graduate school in soil sciences. "I simply cannot imagine leaving this project and not staying involved with community service," he said.

Robert D. Putnam is author of the forthcoming "Bowling Alone: Civic Disengagement in America."



Vincent X. Kirach

Clinton Favorite, AmeriCorps, Is Fine Target

By CATHERINE S. MANEGOLD

WASHINGTON, March 30 — The National Service Corps, a fledgling Federal program modeled after the Peace Corps but intended to revitalize American communities, not foreign ones, takes up about one-thirtieth of one percent of the nation's \$1.6 trillion 1995 budget. But small as it is, it makes a perfect bull's-eye.

From the moment that President Clinton called the corps a "proud achievement" that is "changing the way government works," Republican Congressional leaders started taking aim.

"We have a wounded President," said Representative Christopher Shays, a Connecticut conservative who was the only House Republican to break party ranks and oppose major cuts when the National Service Corps, more commonly known as AmeriCorps, came up in the debate

over cutting the current budget.

"AmeriCorps is something the President deserves to be proud of," Mr. Shays said. "But it's a target for those people who don't even want to give him that."

The national service corps is only one of hundreds of programs the Republicans have identified for budget savings. Republican opponents of the program say they see it as one more instance of government on an expansion track. While some concede it has appealing aspects, they cite a higher goal of cutting government.

Earlier this month, the House cut 72 percent of AmeriCorps' budget and seemed prepared to send most of its 20,000 public-service workers home. In a tangled series of parliamentary maneuvers, House Republicans had tied the corps' future to projected cuts in money for veterans.

That put Democrats in the uncomfortable position of having to vote against veterans if they wanted to vote for the national service program. The veterans won, and \$416 million was cut from the \$579 million allotted to AmeriCorps for 1995.

That, said Eli J. Segal, the National Service Corps' chairman, left just about enough cash to "pack everything up and send it to a warehouse."

The Senate today called for a more conservative trim of \$210 million, which would leave the corps frozen in its first-year budget but would end plans for expansion.

The final budget cut will eventually be worked out in conference sessions between House and Senate leaders. Then Mr. Clinton will have to decide how far he wants to go to save a program he calls an example of how a stream-lined, service-oriented government should work.

Caught in the middle are the AmeriCorps members who were drawn to the program by the promise of training and grants for college tuition and the notion that they might be doing good for their country.

Even AmeriCorps' detractors say the program could be a good idea.

"I haven't seen a single non-worthy project," said Senator Charles E. Grassley, Republican of Iowa, who has called for a Government Accounting Office study of AmeriCorps' expenditures and efficacy.

"But the President hasn't done the cause of AmeriCorps any good by calling it the so-called 'monument' of his Administration," he said. "He raised the political stakes. So it's easier to take potshots."

The program fans workers out across the country to work in fields like education, the environment and police training. Local communities that compete to participate can tailor their programs to specific needs, for example, the reclaiming of fire-damaged forests in California or police-cadet training in New York City.

Corps members, who work for minimum wage, earn grants for college while they provide a community service.

"It is described as a Democratic program with a Republican delivery system, and it is," said Mr. Shays, quoting Representative Steve Gunderson, Republican of Wisconsin. "It is designed to really give power to state and local governments, and it has a community focus."

THE 100 DAYS

Passing Judgment

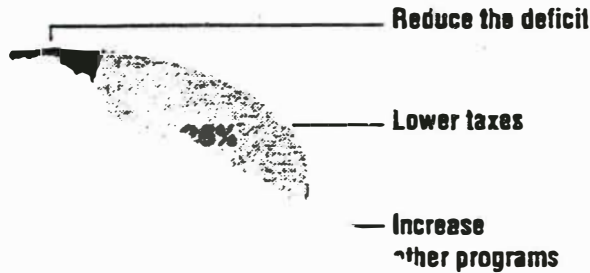
Q: For each of the proposals made by the Republicans, tell me whether you feel this is a step in the right or wrong direction:

	Wrong Direction	Right Direction
Giving the president a line-item veto	20%	65%
Establishing a six-month moratorium on new federal regulations affecting business and local government	18%	60%
Making unwed mothers under the age of 18 ineligible for welfare	38%	54%
Replacing the school-lunch program and other federal nutrition programs with block grants to the states	51%	41%
Cutting spending for public television and radio	57%	37%
Cutting the national-service program, which gives stipends and college credits to young people in public-service jobs.	57%	35%



Q: If Congress reduces spending on some programs this year, should these savings mainly be used to reduce the deficit, to lower taxes, or to increase spending for other programs?

FOR L
Melina



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