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Folder Title:

National Civilian Community Corps (1): National Civilian Community Corps An AmeriCorps Program [Folder 2]

Stack:
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PHOTOCOPY
PRESERVATION



National Civilian Community Corps

PHOTOCOPY
PRESERVATION



National Civilian Community Corps

Washington, DC 20525
1-800-94-ACORPS • 1-800-833-3722 (TDD)

PHOTOCOPY
PRESERVATION

“Getting Things Done!”



J U B I L E E E N T E R P R I S E

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THE
SPIRIT
OF
RENEWAL

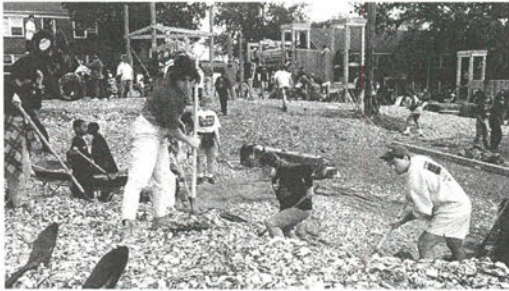


J U B I L E E E N T E R P R I S E



J U B I L E E E N T E R P R I S E

BUILDING HOPE NEIGHBORHOOD BY NEIGHBORHOOD



Founded in 1990 in response to the region's growing crisis in affordable housing, Jubilee Enterprise has been helping to renew lives and revitalize communities through the recreation of decent, affordable, multi-family housing. Working with both residents and communities, and with

the generous assistance of local governments, banking and corporate partners, Jubilee Enterprise has reclaimed properties that were in danger of being lost as affordable housing. 🖐️ Today, Jubilee Enterprise is the largest non-profit developer and asset manager in Washington, D.C. Jubilee Enterprise acts as developer, overseeing modest, resident-in-place rehabilitation and as asset manager providing advisory, financial and community management services. 🖐️ After five years of effort, and with a wide array of experience on which to reflect with residents on our progress, there is no question that the approach is working. 🖐️ In fact, in today's climate of shrinking government and private resources, Jubilee Enterprise offers its work as a model for the future of affordable housing. Jubilee Enterprise has clearly demonstrated that there is a way to bring back to private ownership failed projects. And it has been done by developing our greatest resources—local communities, the people within them who are eager for change, and the powerful partnerships created to develop each project.



J U B I L E E E N T E R P R I S E

NEIGHBORHOODS AND LIVES RENEWED



The spiritual and community renewal that accompanies property rehabilitation is as dramatic as the physical transformation is obvious.



✎ As abandoned units and unused public spaces are reclaimed from drug dealers, as years of neglect, flooded basements, broken windows, leaking roofs and broken plumbing and sewage lines are repaired, so too are residents transformed. No longer living without hope, residents' fear and anger diminish. Their lives change as much as the properties themselves. ✎ And, as residents of Jubilee Enterprise properties bring their vision, energy and determination to these broad community redevelopment initiatives, their positive impact is certain to be more far-reaching than the rehabilitation of their individual properties. ✎

The growth of Jubilee Enterprise presents new opportunities to enhance the lives of residents through expanded community management programs—one of the most exciting new developments for Jubilee Enterprise and its community partners.

Weekly Progress Report

AmeriCorps * National Civilian Community Corps
Southeast Campus

I. Identification

Week Beginning: 12/1/96 Unit/Team: R/5 Team Leader: Ed Kendrick
 Project Name Jubilee Number: _____ Round Trip Travel From Lodging to Site 1 hr.
 Service Category: (circle one) Environment Education Public Safety Unmet Human Needs

II. Summary of A*NCCC Project Services

	Weather: Temp/Hum/ Conditions (i.e., Rain)	Total # Non- CM volunteer- teers	Total Non-CM Volunteer Hours of Service.	Max. # CM on site	Team Total Hrs. of Service- (Excluding Meals)	Team Total Training Hours	(Service plus Training) Total Team Hours
Sun <u>12/1</u>	N/A						
Mon <u>12/2</u>	38/53 Sunny	0	0	11	115.5	0	115.5
Tues <u>12/3</u>	38/50 Sunny	0	0	11	82.5	0	82.5
Wed <u>12/4</u>	28/39 Sunny	0	0	10	95	0	95
Thur <u>12/5</u>	32/43 Cloudy	0	0	10	115	0	115
Fri <u>12/6</u>	31/42 Rain	0	0	12	96	0	96
Sat <u>12/7</u>	N/A						
Weekly Totals		0	0		504	0	504

Instructions & Examples

II. Summary of A*NCCC Project Services

	Weather: Temp/Hum/ Conditions (i.e., Rain)	Total # Non- CM volunteer- teers	Total Non-CM Volunteer Hours of Service.	Max. # CM on site	Total Hrs. of Service- CM (Excluding Meals)	Total Service Learning Hours	Total Team Hours
Sun <u>1/18/97</u>	Time Off						
Mon <u>1/19/97</u>	85/75%/Rain	N/A	N/A	10	0	80	80
Tues <u>1/20/97</u>	85/50%/Clear	8	16	11	82.5	0	82.5
Total		8	16		82.5	80	162.5

Weather: List Degree/Humidity/Condition for each workday.

II. Outcomes

A. Quantitative:

What did you do this week? List what your team accomplished this week. Use numeric values. (Examples, 75 trees grafted; 120

- Painted 2,864 sqft of wall, 1 door, 3 window frames, and detail work.
- Scraped 5 doors, 30 sqin of glass, 8 sqft of wall
- Removed 500 staples, 15 nails, 2 ft of paneling, 152 ft of carpet tack, 57 ft of window trim, 50 sqft of carpet, 6 cabinets, 7 drawers, 45 door knobs, 4 cabinet door handles, hinges, & clasps
- Installed 45 windows, 800 ft of 2 inch thick pipe, using 60 sawzall cuts
- Installed 2 ft of panelling, 60 windows
- Sanded 130 sqft
- Applied 47 sqft of drywall compound
- cut 3 sqft of sheet rock
- Caulked 6 1/2 windows
- Inspected, repaired, or replaced 71 light switches or outlets
- mopped/swept 300 sqft
- Built 1 new windowsill
- Added slopes to 9 windowsills
- Knocked out 2 towel holders
- Inspected 17 apartments
- tutored 13 students, for 45 min each

B. Community Benefit:

Do you expect these accomplishments to benefit the community? How? (Examples: The new trail provided hikers with safe access to the waterfall. The team serviced basic tax questions so that IRS employees had time to answer more complex tax related questions, therefore, more citizens were served.)

- By removing 1 syringe from an apartment building, the team prevented a possible health hazard.
- We enhanced the relationship with community members, and increased public awareness of the NCCU.
- Continued improvement of the apartment complex, will allow more access to "low rent" housing.
- The team's tutoring efforts are helping to build productive citizens.

C. Corpsmember Benefit:

What did the Corpsmembers learn? (Examples: The team learned basic roofing skills including shingling and layout, and also participated in a Posada, a Hispanic community festival. 3 CMs, P. Johnson, R. Tucker and A. Jones were trained on how to complete data input for immunization records.)

The team learned and/or enhanced many skills, such as:

- removing/installing windows
- using a masonry drill
- using a circular saw
- using a plane
- inspecting apartments
- properly use joint compound
- properly paint with a roller

We were reassured of the schools commitment to the tutorial services, witnessed the effects of drug use, and re-established self-motivational skills.

D. Comments and Narrative

Use the space provided below to describe other achievements of the project. (For example, the team was provided with access to the park's canoes at no cost. The sponsor also provided a picnic lunch.)

Additionally, is there a memorable quote or testimony from a service recipient or Corpsmember?

List any obstacles which the team needed to overcome. How?

"It's amazing what a little paint can do!"

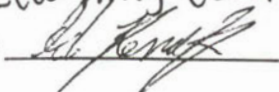
"Waste not, want not."

"This builds character." Fred Peters

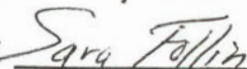
"It 'all' starts at home." Ms. Williams

We witnessed a father and daughter using the zipline in the playground we repaired. A syringe, condom, and vomit were found in the kitchen of an unoccupied apartment. We saw first hand what we are trying to prevent, by fixing the apartments. Friday, the team visited Woodlawn Cemetery, The Blacks in Wax Museum, and listened to a speech at P.H. Harris Learning Center, by Ed Kendrick, about goal setting.

Team Leader Signature



Report Compiled By



Date

12-5-88

Weekly Progress Report

AmeriCorps * National Civilian Community Corps
Southeast Campus

I. Identification

Week Beginning: 11/17/96 Unit/Team: 2A/5 Team Leader: Edwin Kendrick
 Project Name Jubilee Housing Number: _____ Round Trip Travel From Lodging to Site 2 hr
 Service Category: (circle one) Environment Education Public Safety Unmet Human Needs

II. Summary of A*NCCC Project Services

	Weather: Temp/Hum/ Conditions (i.e., Rain)	Total # Non- CM volunteer- teers	Total Non-CM Volunteer Hours of Service.	Max. # CM on site	Team Total Hrs. of Service- (Excluding Meals)	Team Total Training Hours	(Service plus Training) Total Team Hours
Sun <u>11/17</u>							
Mon <u>11/18</u>	light rain 46°/52°	N/A	N/A	12	18	0	18
Tues <u>11/19</u>	cloudy 49°/55°	N/A	N/A	12	96	0	96
Wed <u>11/20</u>	clear 47°/50°	N/A	N/A	12	120	0	120
Thur <u>11/21</u>	snow flurries 32°/46°	N/A	N/A	12	126	0	126
Fri <u>11/22</u>		N/A	N/A	12	108	0	108
Sat <u>11/23</u>							
Weekly Totals							

Instructions & Examples

II. Summary of A*NCCC Project Services

	Weather: Temp/Hum/ Conditions (i.e., Rain)	Total # Non- CM volunteer- teers	Total Non-CM Volunteer Hours of Service.	Max. # CM on site	Total Hrs. of Service- CM (Excluding Meals)	Total Service Learning Hours	Total Team Hours
Sun <u>1/18/97</u>	Time Off						
Mon <u>1/19/97</u>	85/75%/Rain	N/A	N/A	10	0	80	80
Tues <u>1/20/97</u>	85/50%/Clear	8	16	11	82.5	0	82.5
Total		8	16		82.5	80	162.5

Weather: List Degree/Humidity/Condition for each workday.

II. Outcomes

4. Quantitative:

What did you do this week? List what your team accomplished this week. Use numeric values. (Examples, 75 trees grafted; 120

We cut, measured and laid out eighty feet of floor paneling. Cleaned two bathrooms including ridding toilet of raw sewage, cleaning, mopping, and adding beauty kits. Primed and painted one bathroom. Disassembled, chipped, sanded and spray painted five sets of door knobs. Measured, painted, and primed a 89 foot room sanded ten walls and three ceilings. Painted 1400 square feet of ceiling and a 35 foot overhang. Primed three walls, four and a half doors and two doorway entrances. Painted three cupboard shelves, a trunk bench and detailed three doorways and forty feet of molding. Measured, plastered, and drywalled forty holes of various sizes on a total of twelve walls, four ceilings, and a doorway. Caulked fifteen feet of finishing wood on two windowsills. Cut, measured and caulked four doorways using one hundred nails. Scraped one door and two windowsills. Repaired one access panel. Fixed one drain. Fastened, disassembled ten light fixtures, six door knobs, two bats, four baseboards, two carpet strips, two large shelving units, and one door from its hinges. Installed three strips of wood totalling 13 feet and six feet of dry wall into a wall. Laid two bricks. Cemented five holes. Chiseled cement off of a 8 foot wall. Tutored six students for forty-five minutes each.

3. Community Benefit:

Do you expect these accomplishmentst to benefit the community? How? (Examples: The new trail provided hikers with safe access to the waterfall. The team serviced basic tax questions so that IRS employees had time to answer more complex tax related questions, therefore, more citizens were served.)

Corpsmembers interacted with residents in order to gain the trust of the community.

With the completion of the community center, residents will have an opportunity to interact with one another and use the center to gain new skills such as computer skills.

By setting up a tutoring program, we are enabling 32 students the opportunity to learn new things as well as inspiring 500 of the student body to better themselves.

C. Corpsmember Benefit:

What did the Corpsmembers learn? (Examples: The team learned basic roofing skills including shingling and layout, and also participated in a Posada, a Hispanic community festival. 3 CMs, P. Johnson, R. Tucker and A. Jones were trained on how to complete data input for immunization records.)

Corpsmembers learned how to properly caulk, mortar and drywall.
Corpsmembers learned the proper steps to painting as well as how to correct painting mistakes.

Corpsmembers learned how to use a motorized sander and a circular saw.

Corpsmembers learned how to budget and shop for supplies.

Corpsmembers learned how to sand walls, scrape off paint and prime walls.

Corpsmembers learned how to tile, some plumbing skills, how to do floor paneling, and how to plan the reconstruction of a room.

As well, corpsmembers learned that paint thinner cannot be used as paint that has been applied to metal.

Comments and Narrative

Use the space provided below to describe other achievements of the project. (For example, the team was provided with access to the ark's canoes at no cost. The sponsor also provided a picnic lunch.)

Additionally, is there a memorable quote or testimony from a service recipient or Corpsmember?

List any obstacles which the team needed to overcome. How?

Received free cookies and punch

Quotes -

"What are your goals?"

"Never judge a book by its cover."

"You never want a board to fall off a wall because you didn't drive another nail."

"When it's time to go and someone has pinned you, stand up and say 'Thank you very much for your time.'"

The team realized the need for careful, detailed work.

Team Leader Signature



Report Compiled By

Susan Lucas

Date

1-26

80
People
milk

WELCOME TO THE VILLAGER

DC HOUSING AUTHORITY

AND AMERICORPS *NCCC

HOSTS: RED 9

DC HOUSING AUTHORITY: THE VILLAGER

THE TASKS OF THE PROJECT(as stated by the project sponsor)

REFINISHING CABINETS

REPLACING THE CABINET FRONTS

REPLACING COUNTER TOPS

PAINTING (Hallways/Apartments/Ceilings)

REMOVING AND REPLACING FLOOR TILES

SOME DRYWALLING

SOME WINDOW REPLACEMENT

TO ASSESS THE APARTMENTS FOR THE SCOPE OF WORK THAT
NEEDS TO BE DONE

SMOKE DETECTOR REPLACEMENT

CLEANING OF THE LIGHTING FIXTURES

TRAINING OPPORTUNITIES:

CARPENTRY

PLUMBING

MASONRY

LANDSCAPING

THINGS TO DO:

MEET WITH THE RESIDENTS (to build a relationship with them and
encourage ownership in the project)

TO RESPECT THE TENANTS LIVING SPACE

BE HONEST/ MAKE RESIDENTS AWARE OF THE JOB YOU ARE
THERE TO DO

ANY PROBLEMS YOU HAVE WITH RESIDENTS REFER THEM TO
MR. COTTMAN

DO NOT WATCH RESIDENTS CHILDREN, YOU ARE NOT A
BABYSITTER

ASSESS THE APARTMENTS FOR THE NEEDS

APARTMENT ASSESSMENT

APARTMENT #2

- LIGHT SPACKLING THROUGHOUT THE UNIT
- CABINET BOTTOMS NEED REPLACEMENT
- WHOLE CABINET NEED REPLACEMENT
- WALL CABINET NEEDS REPLACEMENT
- BASE CABINET NEEDS REPLACEMENT W/ COUNTER TOP W/ SINK
- CABINET OVER REFRIGERATOR REPLACE (18x 36)
- AIRCONDITIONING UNIT NEEDS REPAIR (SEALING)
- PLASTERING IN THE BATHROOM
- PAINTING THROUGHOUT THE UNIT

APARTMENT # 4

- PAINT THROUGHOUT THE UNIT
- FLOOR TILES REPLACED (KITCHEN)
- LIGHT SPACKLING IN THE LIVING ROOM
- SMOKE DETECTOR NEEDS TO BE REPLACED
- LIGHT SPACKLING IN THE BATHROOM
- CERAMIC TILE REPLACEMENT AROUND BATHROOM FIXTURE
- BEDROOM CEILING COMING DOWN

APARTMENT #5

- PAINTING WHOLE UNIT
- CABINET DOORS REPLACED
- LIGHT PLASTERING THROUGHOUT THE UNIT
- REPLACE CABINET BOTTOMS (22 1/2x 28 1/2)
- MAJOR PLASTERING BEHIND STOVE

- CHECK IN CELING FOR LEAK FROM RADIATOR IN THE APARTMENT ABOVE
- REPLACE CERAMIC TILE IN THE BATHROOM
- SMALL BEDROOM SPACKLING

APARTMENT # 7

- PAINTING THROUGHOUT THE UNIT
- DRAWER IN KITCHEN NEEDS REPLACEMENT
- LIGHT PLASTERING (KITCHEN WINDOWS)
- SPACKLING IN BATHROOM
- AIRCONDITIONER NEEDS WORK(IS BEING HELD IN THE WALL WITH DUCK TAPE AND NEWSPAPER
- RUNNER IS NEEDED FOR THE SPACE BETWEEN THE LIVINGROOM AND KITCHEN

APARTMENT # 8

- SPACKLING IN THE KITCHEN AND BEDROOM WINDOWS
- SMOKE DETECTOR NEED REPLACEMENT
- WATER LEAK IN BEDROOM (ONLY LEAKS WHEN RAINING)
- UNDER SINK AREA NEEDS REPLACEMENT (1/4 INCH PLYWOOD/1 SHEET// 1st sheet 39x39 then cut to fit. 2nd 16x22)
- PAINTING THROUGHOUT THE UNIT
- PLACE KITCHEN J

APARTMENT #10

- DOOR KNOBS ON MOST DOORS
- BEDROOM DOOR NEEDS TO BE REPLACED
- PLASTERING IN THE BOTHROOM (OVER THE TUB)
- FLOOR RETILING(BATHROOM)
- PLASTERING OVER WINDOW IN THE BEDROOM
- RUBBER LINING IN REFRIGERATOR
- PAINTING THROUGHOUT THE UNIT
- PEEPHOLE IN FRONT DOOR

HALLWAY ASSESSMENT

- LIGHT SPAKLING
- WIPE DOWN
- PAINTING WHOLE HALLWAY
- FIRE ALARMS NEED REPLACEMENT(glass has been broken and is of no use to the residents in case of a fire)
- WINDOW REPLACEMENT
- LIGHT FIXTURE CLEANING AND REPLACEMENT

WHAT TYPE OF PAINT TO USE IN THE APARTMENTS:

- LIVING ROOMS: FLAT PAINT
- BEDROOMS: FLAT PAINT

- KITCHEN: SEMI GLOSS
- BATHROOMS: SEMI GLOSS
- DOORS: SEMI GLOSS

WORK IN THE STAIRWELL:

- PAINT BANISTER AND BASE OF STAIRS
- REMOVE CURRENT TREAD ON STAIRS
- MEASURE BACKSIDE TO BACKSIDE/ FRONTSIDE TO FRONTSIDE(because the sides of the steps are not flat)

APARTMENT CHECK LIST:

APARTMENT #:

WORK NEEDED IN APARTMENT:

ceilings:

walls:

floors:

doors:

cabinets:

windows:

other:

WHAT HAS BEEN COMPLETED:

WHO IS IN APT# ___?

1.

2.

3.

WHAT SUPPLIES ARE NEEDED ? / HOW MUCH WAS USED?

LIST OF SUPPLIES NEEDED TO COMPLETE THE VILLAGER PROJECT:

ITEMS:	STOCK #:
CAULKING GUN	6245
DRY WALL BOARDS(4'x 8 x ½)	782
TOWEL RODS	7061
PRIVACY LOCKS	4162
PASSAGE	4160
DOOR STOPS	1442
DROP CLOTHS	6248
TRASH BAGS	3174
GAGING	270
PAINT BRUSHES 3"	274
PAINT BRUSHES 4"	237
DRYWALL TAPE PAPER	7055
MASKING TAPE	
UTILITY POLE	6247
FLAT LATEX PAINT	6130
SEMI-GLOSS LATEX PAINT	6120
JOINT COMPOUND	355
DRYWALL SAND PAPER	
BLACK SEMI-GLOSS(oil base paint)	6084
PAINT TRAYS	6240
COVE BASE	
STEP LADDERS(6')	9840
SOAP DISH	
DRY WALL TAPE (mesh)	
TUB & SHOWER CAULKING(tubes)	1503
CAULKING WHITER POWDER	6121
STAIR TREAD	1283
SPACKLE	6254
DUST MASKS	
RESPIRATORS	

SUPPLY CHECK LIST:

(this list is used to regulate the amount of supplies used . It will aid us in getting the supplies we need well in advance.)*

drop cloths									
paint brushes									
flat paint									
semi-gloss paint									
simple green									
kilz									
trash bags									
putty knives									
paint trays									
screens									
paint thinner									
joint compound									
paint rollers									
roller covers									
bleach									
ammonia									
roller extender									
tape									
steel wool									
step ladders									
ceramic tiles(wall)									
floor tile adhesive									
glass glazing									
sand paper									
brooms									
plastic drop cloths									
spackle									
gloves									
sponges									

* screens, paintbrushes, drop cloths, paint, paint pans, sandpaper, rollers, roller covers, kilz, joint compound, cleaning supplies, trashbags, ladders etc. must be signed out.

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
Service-Learning Projects
Future Focus

The following are activities supported by the AmeriCorps*NCCC Project Office to ensure high quality projects and their successful implementation at the campuses:

- ◆ Outreach to national organizations such as the Nature Conservancy and Habitat for Humanity soliciting their interest in applying for a team. We also inform a wide audience of government agencies, private non-profit and service organizations about the services of the AmeriCorps*NCCC through the Federal Register.
- ◆ Review and approval of each project at Headquarters from both a policy and program perspective.
- ◆ Periodic conference calls with Program Managers from the campuses reviewing issues pertinent to project planning, operations and policy.
- ◆ Technical assistance by phone, e-mail or memorandum.
- ◆ On site observation and review of projects in the field, including trouble shooting.
- ◆ An annual Service Project Conference which brings together the Program Managers from the campuses as well as other key staff.
- ◆ Development and implementation of a comprehensive project accomplishment reporting process.
- ◆ Encouragement and guidance to improve collaboration between the campuses and the State Commissions and State Offices.

A Self-Sufficiency Strategy Americorps*NCCC 2002

Board of Directors Meeting

December 9, 1996

Celeste & Sabety Ltd.
The Suddes Group

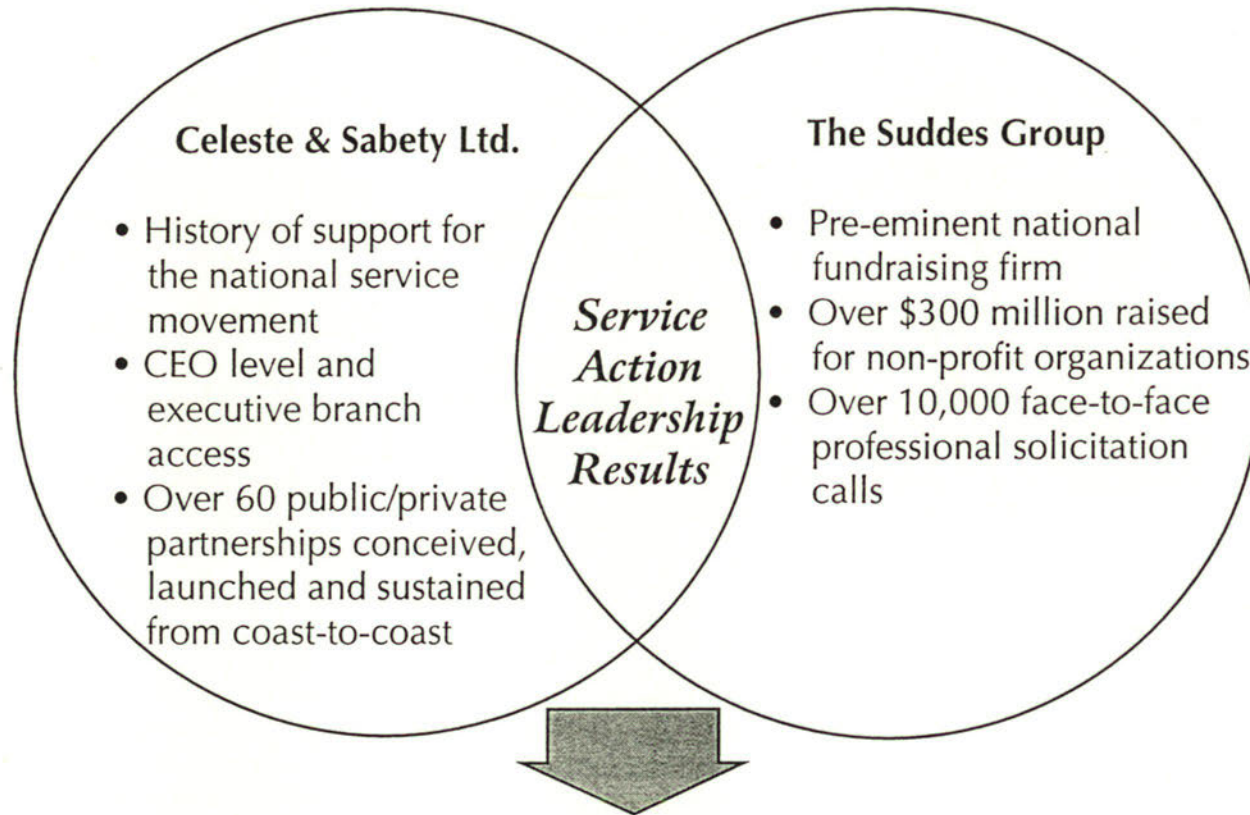
DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: MJ DATE: 2/26/73

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2013-0611-3

The Celeste & Sabety Ltd./Suddes Group Team



Celeste & Sabety Ltd. and The Suddes Group have over five years experience in teaming on projects

A Record of Achievement

Year	Location/Organization	Amount Raised
1995-1996	San Diego, CA	\$ 5.2 Million
1995	Aurora, CO	\$ 3.5 Million
1995	Fannie Mae Foundation	\$ 5.0 Million
1995	Lincoln, NE	\$ 3.5 Million
1995	California Council on Science & Technology	\$ 2.2 Million
1995	Raleigh, NC	\$ 3.5 Million
1995	St. Louis, MO	\$ 14.0 Million
1994	Washington, DC	\$ 10.5 Million
1994	Atlanta, GA	\$ 11.0 Million

Other cities in which over \$5 million was raised:

- Cincinnati
- Cleveland
- Kansas City
- Denver
- Fort Worth
- Phoenix
- Tampa
- Charlotte

Challenges Facing Americorps*NCCC

- Tangible, concrete results - young people serving America
- High level of national recognition
- Unprecedented level and strength of national corporate support

BUT

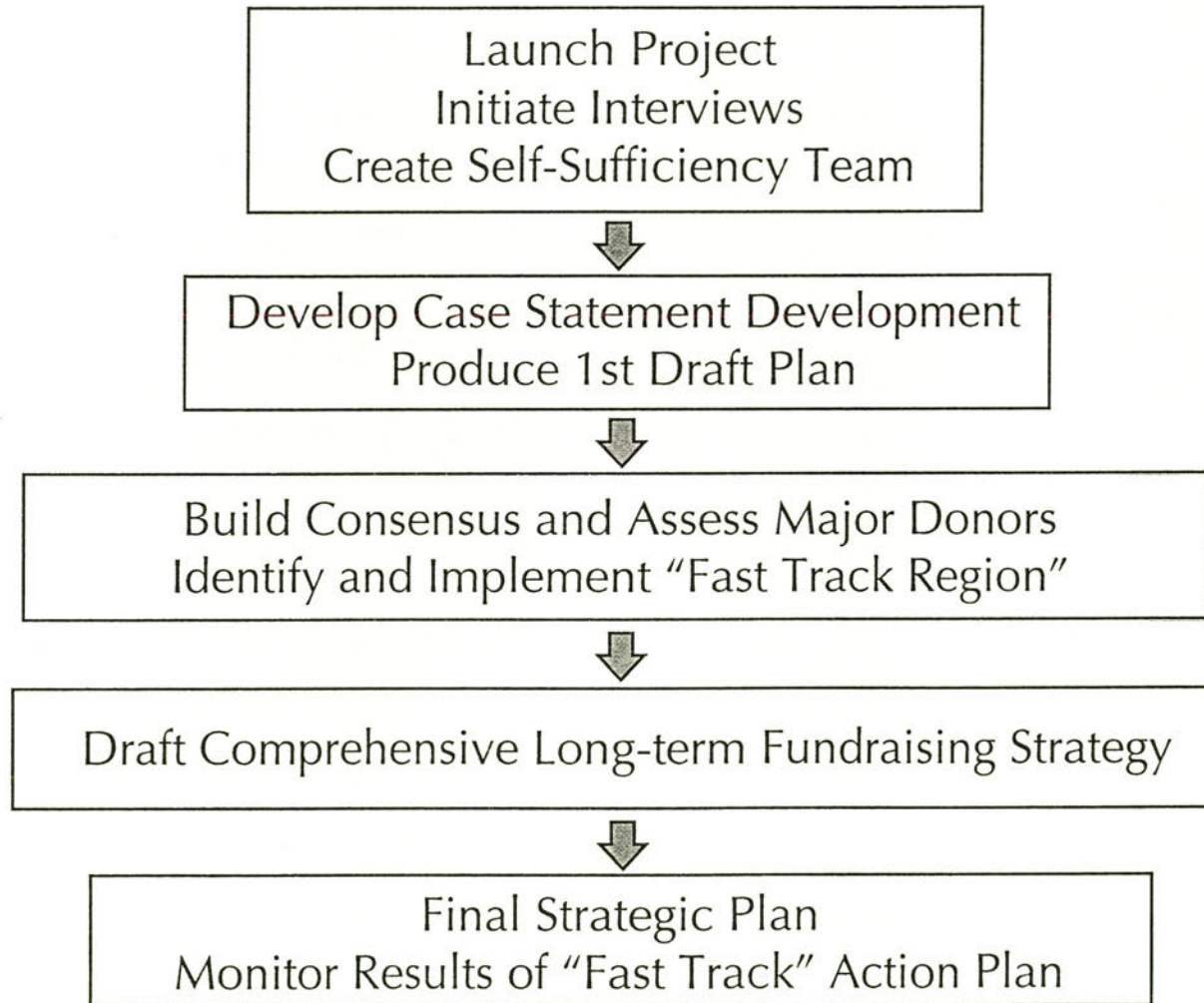


- National recognition along partisan lines
- Low level of regional and local profile
- Declining federal resources

A Strong Partnership Approach

1. Set aggressive and visionary goals
2. Build partnership to move Americorps*NCCC to self-sufficiency
3. Target major investors
4. Achieve concrete results

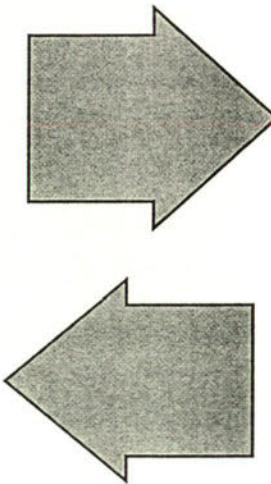
Americorps*NCCC Action Plan:



Campaign Leadership

Self-Sufficiency Team

- Established at director level
- Americorps*NCCC, CNS, key private sector advocates
- Recruit Campaign Cabinet
- Define mission and goals of fundraising effort
- Validate objectives and implement 5 year plan



Campaign Cabinet

- Co-chairs and leadership will be identified in interviews
- Set and attain campaign goals
- Cultivate future support
- Assist in building and sustaining new partnerships

A Blueprint For Action

- Develop national, broad-based support in a high-profile, results-oriented Campaign Cabinet
- Define concrete fundraising goals for each of the next five years
- Initiate and sustain innovative partnerships
- Penetrate new national and regional sources of private, individual and independent sector funding
- Launch "Fast Track" region with early and focused action

50% Private Sector Support by 2002

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS

ADVISORY BOARD MEETING

DECEMBER 9, 1996

AGENDA

Meeting Goals

- ◆ AmeriCorps*NCCC Update
- ◆ Long-Term Plans
- ◆ Role of Board
- ◆ Funds Development Strategy Update

Sunday, December 8, 1996

3:00 p.m. and later Hotel Check-in

Crowne Plaza, 14th & K St., N.W. Washington D.C. 20005

Tel: (202) 682-0111 * Fax: (202) 682-9525

Monday, December 9, 1996

Board Members convene at the Corporation for National Service
1201 New York., N.W., 8th Floor, Room 8410, Washington D.C. 20525

Tel: (202) 606-5000 ext. 153

9:00 a.m. AmeriCorps*NCCC Advisory Board Convenes
(Bagels, Muffins, Coffee and Tea Provided)

Chairman David Jones

- * Welcome Remarks
- * Introductions
- * Role of Board

9:30 a.m. **Harris Wofford, CEO, Corporation for National Service**

- * Corporation for National Service Status Report
- * Upcoming Events (Re-authorization & Summit)

Questions & Comments

10:00 **Fred Peters, Acting Director, AmeriCorps*National Civilian
Community Corps**

- * AmeriCorps*NCCC Status Report
- * Long-Term Plans

Questions & Comments

10:30 **David Jones**

- * Introduction of Funds Development Committee Chairperson
- * Funds Development Report-Chairperson
- * Introduce Consultant

11:00 Lunch

12:00 **Kate Becker**
Project Site Visits, Washington D.C. via bus to observe Corpsmembers at work on various service projects. Transportation will be arranged for those needing to go directly to the airport from project sites.

4:00 Return to HQ
Meeting Adjourns

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS

ADVISORY BOARD MEETING

DECEMBER 5, 1996

Minutes

Attendance: Joel Berg, Delores Chacon for Bruce Babbitt, James Ballengee, Steven Dow, Roy Huffman, David Jones, Antonio Perez, Ernie Gonzales for William Perry, David Balducchi for Robert Reich, David Roosevelt, Eddie Tullis, Janet Wall, Harris Wofford, Karen Young, Major Ruegemer, Kate Becker, Tom Bryant, Gary Kowalczyk, Lewis Heffner, Rodger Hurley, Merlene Mazcyk, Sherry Squire Mitchell, Olakunle Oyeyemus, Fred Peters, Annalisa Robles, Shirley Sagawa, Don Scott, Catherine Sisk, Stephanie Stephens, Wayne Verry, Joe Zehnder.

The meeting convened at 9:00 a.m. at the Corporation for National Service. David Jones, Chairman of the Board welcomed the Board and introduced Harris Wofford, Chief Executive Officer, Corporation for National Service and new Board member, Janet Wall. David Jones had Board members and HQ staff introduce themselves and identify their affiliation. Mr. Jones introduced Mr. Scott and turned the floor to him.

Mr. Scott welcomed the Board and thanked them for their participation. His welcoming remarks noted that the Board was meeting at a time when funding for national service was uncertain, but is confident that AmeriCorps*NCCC would survive. He turned the floor to Harris Wofford, Chief Executive Officer for the Corporation for National Service.

Mr. Wofford opened by stating the President's support for national service. Mr. Wofford spoke on the funding crisis, explained what was transpiring between the Administration and Congress, and expressed confidence that national service would receive funding and be re-authorized.

Mr. Jones opened the floor to questions and remarked that the Board will have to get more involved in educating the public and congressional members about AmeriCorps*NCCC. Mr. Dow raised the question of the long-term effect on the Corpsmember in terms of self-development and the pay-off in the long run as a way of appealing to congressional members. Mr. Scott responded that an evaluation was currently underway to gauge the long-term effects on the individual. In addition, Mr. Wofford commented on the need to stay focused on the mission of AmeriCorps; meeting needs. He also raised the issue that he hopes Elizabeth Dole and Millard Fuller will have an important effect on certain leaders of Congress given the work AmeriCorps has performed with both the Red Cross and Habitat for Humanity.

Mr. Roosevelt raised the point of attaching a dollar figure on the work completed by Corpsmembers, not the cost to do it, as a way of illustrating the return on investment to congressional members. He also suggested having Corpsmembers testify before congressional committees on the impact their work has had on others and themselves. Mr. Scott turned to Shirley Sagawa, Executive Director for the Corporation for National Service.

Ms. Sagawa spoke on the re-authorization process and urged the Advisory Board to work more closely with Mr. Scott in this effort in terms of providing feedback on the legislation. She acknowledged that Mr. Scott has done a tremendous job in reducing costs by implementing tough cost saving mechanisms. She stressed that the AmeriCorps*NCCC does not stand alone in the re-authorization process. Included is Learn and Serve America, AmeriCorps and Senior Service Corps. She feels optimistic that we will have an enacted bill by the next year. Mr. Jones asked for a paper that describes the various Corporation programs and Mr. Balducchi requested a copy of the Federal Register notice asking for testimony of good project examples.

The Board reconvened at 2:00 p.m. Each committee chair provided a report from the working lunch.

Budget Committee- James Ballengee, Budget Committee Chairperson started by stating we have successfully brought the cost per Corps member down to the goal of \$25,000. He cautioned that there may be problems for FY97 even after post-recision of \$18 million given that we carried over 3.3 from FY95. To bring the living allowance down from \$6,000 to \$4,000 will help but, not entirely. He stressed the need to put a dollar figure behind the projects completed by the Corps members and the intangibles to demonstrate to Congress a return on their investment. He stressed the need for professional help to conduct feasibility studies, grant writing and solicitation of outside funds. He also cautioned that if we are mandated on cost per Corpsmember, we will be in a tough position. He stated from an audit point of view, every cent is accounted for and well spent.

Placement and Selection- Eddie Tullis, Placement and Selection Committee Chairperson started by commending the staff for their outstanding job of bringing forward ideas that will require more discussion than allowed. In regards to recruitment, he stated the need to be inclusive of all AmeriCorps programs when recruiting for the Corporation. He also mentioned that we are building a track record that should have a positive impact on future recruitment efforts. He also stated that the projects completed by the Corpsmembers need to be easily identified as AmeriCorps*NCCC and should work to ensure they receive the attention they deserve. Mr. Tullis stated there is an effort to establish an alumni association for the NCCC and other AmeriCorps people. He stated the need for better communication via the Internet. AmeriCorps should have a home page with information about the different programs and how to get involved.

Service-Learning- Tony Perez, Service-Learning Committee Chairperson stated that conversation focused on the creation of memorandums of understanding and agreements with national entities such as FEMA and the American Red Cross. The group discussed the effectiveness of partnering with national associations such as Habitat for Humanity and the Nature Conservancy to ensure high visibility at the local level as well as garner support.

Education and Evaluation- David Roosevelt, Education and Evaluation Chairperson deferred to Ms. Wall to speak on education. Ms. Wall spoke on the possibilities of marketing the Team Leader Tool Kit to other organizations. Discussion centered around the notion of applying to a community college or university as you begin the program to ensure Corpsmembers use the educational award. Fred Peters will follow-up on this idea by perhaps emulating the Concurrent Applications Program used by the army. Discussion also focused on the need to identify universities who encourage national service and reward students in the form of acceptance as well as credit for service hours. She suggested looking at the American Council for Education for assistance and criteria. The group discussed mentoring through the Internet. The group suggested using the Department of Labor's Employment Service and the Operation Transition to assist AmeriCorps*NCCC graduates in finding jobs. She stated the ASVAB Career Exploration Program can be very beneficial to the Corps members. He stated there is a shift of emphasis from mentoring for Corpsmembers to training Corpsmembers as mentors. In regards to evaluation, the committee has requested a copy of the internal evaluation report so as to provide comments and feed back before it is circulated.

Mr. Jones thanked the members for their committee reports and raised the issue of fund raising and Board membership. He stated there are 7 board vacancies and suggested that we may want to fill these positions with people who can assist us in the funds development effort. He enlisted the help of the Board to target qualified candidates. Mr. Scott gave a deadline of December for

Board members to provide suggestions and feedback. Mr. Scott announced that we would be hiring a private consultant to assist the AmeriCorps*NCCC in developing a long-term fund raising plan.

Mr. Jones thanked the Board for their participation.

The Board was adjourned at 2:40 p.m.

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS

Development Committee Meeting

July 9, 1996

Minutes

Attendance: Don Scott, Dick Carver, Janet Wall, Charlie Kirkwood, Mark Feldman, Merlene Mazyck and Annalisa Robles..

The meeting convened at 3:00 p.m. with introductions made by Don Scott. He welcomed new board members Charlie Kirkwood and Dick Carver and thanked the group for assembling to discuss the fund raising initiative. Don provided an overview of both the AmeriCorps*NCCC program and appropriations. Don outlined his fund raising goals, which is to raise \$2 million, 10% of the operating cost for Class IV by 1998. He also raised the idea of raising funds to match an educational award. Don opened the floor for discussion on the best methods to raise the \$2 million.

Dick, Janet, and Charlie received a copy of written comments and recommendations about James Rosebush Inc., and Campaign Consultation submitted via telephone by other board members. Discussion centered around the RFQ and the two proposals with feedback about James Rosebush by Dick. Dick mentioned Rosebush's background was in public relations not fund raising. Campaign Consultation's proposal, although addressing what the RFQ asked was limited to regional outreach. Charlie raised the concern as to why we received only two proposals. Janet and Dick asked for clarification on the RFQ in regards to if the drafter of the plan would also solicit funds. Dick made the recommendation that the drafter should also implement the plan. He suggested trying to solicit proposals from consultants who have worked with universities and non-profits. Janet made the recommendation to amend the existing RFQ to include a submission of a draft proposal of what the consultant intends to do for AmeriCorps*NCCC. Discussion centered around identifying the fund raising needs: the need for fund raising, marketing ideas, the need for partnership building, in-kind contributions, regional versus national outreach. Charlie mentioned that the consultant could work with AmeriCorps*NCCC staff to iron-out specific needs of AmeriCorps*NCCC. Subsequent dialogue resulted in the need to re-open the ad (amended) for competitive bid.

Mark Feldman provided a brief background of initiatives the Corporation has undertaken in its attempt to solicit funds from various corporations and foundations. Initiatives are primarily to build and support AmeriCorps programs at the community and regional level. Xerox, Sony, and American Express had given \$100,000 and GE, \$250,000 to support local programs. For FY95 local AmeriCorps programs raised \$40,000,000 in cash and in-kind contributions to support their activities. Data for FY96 is not available yet. A brochure of a new initiative targeted at banks was handed out. Mark recommended using an outside organization such as the National Society of Fund Raising Executives and the National Association of Fund Raising Counsel pro bono to conduct a needs study.

Don Scott asked Dick, Janet and Charlie if they would actively solicit funds on behalf of AmeriCorps*NCCC. Janet works for the federal government and is prohibited, but will assist staff in evaluating proposals and making strategic recommendations as will Dick and Charlie.

Don thanked the members for attending the meeting and sharing their ideas. The meeting adjourned at 5:00 p.m.

AMERICORPS* NATIONAL CIVILIAN COMMUNITY CORPS
Summary of 1996-97 Recruitment Plan

The AmeriCorps* NCCC Selection and Placement (S&P) staff are drawing up a detailed recruitment plan to address shortcomings in past years. NCCC recruitment activities will supplement the efforts of the AmeriCorps Recruitment department.

The S&P staff will undertake recruitment activities with the goal of receiving 4000 eligible, complete applications for the 1997-98 service year. This will represent a 4:1 ratio of applicants to corpsmembers. In the previous recruitment year, only 1537 applications were received for 804 first year corpsmember positions; a ratio of 1.9:1. The small pool of applicants was due to recruitment efforts being initiated too late, and a public perception that AmeriCorps had been cut. This year, mailings and other recruitment efforts have been initiated six months before the application deadline, and media are being utilized to get the message out that AmeriCorps is ongoing.

In the first three years of recruitment, the NCCC has had difficulty attracting males, minorities (particularly Hispanic and Asian American applicants), and economically disadvantaged applicants. Therefore, the S&P staff will work to increase the number and relative percentage of male applicants so that 50% of class IV are male.

Agreements have been made with the Selective Service, ROTC and JROTC, and the Military Entrance Processing Stations to solicit the participation of the (mostly male) applicants who are not selected. Additional recruitment efforts will be made to attract Asian/ Pacific Islander and Hispanic applicants since their representation in class three was below the national average. Recruitment efforts to attract African American and Native American applicants (who have generally been represented near their national averages) will continue. A newly hired Selection and Placement Officer has been hired and is tasked with increasing the minority and male applicant pool for class four. Recruitment activities via need-based programs will be explored as a way to increase the number and relative percentage of economically disadvantaged applicants.

All AmeriCorps* NCCC staff and others will attend conferences, make presentations, and identify untapped networks on behalf of our recruitment. Mailings will be sent to the constituents of relevant national organizations such as GED testing centers and the YMCA. Articles and information about NCCC will be placed in the newsletters, publications and e-mails of these organizations. ACorps alumni will be contacted to help recruit; particularly NCCC alumni. **The NCCC Advisory Board will be solicited for ideas and access to mailing lists, resources.**

A new strategy which will be introduced this year is to send a mailing to all Class IV applicants to date, at six week intervals. The purpose of the mailing is to maintain contact with the applicants, to inform them of current NCCC Corpsmember activities, and to solicit additional applications from their friends and associates. The intent is to minimize attrition during the recruitment and evaluation period, to keep the applicants excited and thinking about NCCC, and to solicit additional applications by word of mouth; one of our most common means of attracting applicants.

**Summary of the AmeriCorps National Civilian Community Corps
Demographics by Class***

	CLASS I	Percent	CLASS II**	Percent	CLASS III***	Percent
GENDER						
Male	423	46%	246	33%	286	36%
Female	496	54%	490	67%	518	64%
Total Class	919	100%	736	100%	804	100%
POPULATION GROUP (Nat'l. avg.)						
African American (12%)	203	22%	82	11%	93	12%
Asian/ Pacific Islander (4%)	48	5%	25	3%	28	3%
Caucasion (64%)	494	54%	481	65%	549	68%
Hispanic (10%)	90	10%	43	6%	46	6%
Native American (1%)	25	3%	12	2%	6	1%
Other (9%)	23	3%	48	7%	30	4%
No Response	36	4%	45	6%	52	6%
Educational Level						
High School or Less	356	39%	244	33%	312	39%
Some College	322	35%	246	33%	265	33%
Bachelors or More	241	26%	246	33%	227	28%
Economic Status						
Economically Disadvantaged	292	32%	173	24%	147	18%
Not Economically Disadvantaged	496	54%	508	69%	539	67%
Insufficient Information	131	14%	55	7%	118	15%

* Different selection and placement criteria in the first year contributed to the differences in demographics.

** Doesn't include 2nd year Corpsmembers (63 total)

*** Doesn't Include 2nd year Corpsmembers (105 total)

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS
ADVISORY BOARD
ATTENDEES

Advisory Board

Ex-officio Members

Joel Berg for Daniel Glickman
Tom Bowman for William Perry
John Robinson for Robert Reich
Delores Chacon for Bruce Babbitt

Members

James Ballengee
Richard Carver
Steven Dow
Alan Gropman
Susan Hagen
David Jones
Rev. Malloy
Antonio Perez
David Roosevelt
Patricia Rouse
Rana Sampson
Joyce Shields
Charlie Kirkwood
Eddie Tullis
Janet Wall
Harris Wofford
Karen Young

HQ Staff

Keenya Askew
Kate Becker
Tom Bryant
Azikiwe Chandler
Heather Davenport
Lew Heffner
Rodger Hurley
Merlene Mazcyk
Fred Peters
Annalisa Robles
Bill Salisbury
Catherine Sisk
Noelle Smith
Stephanie Stephens
Wayne Verry
Joe Zehnder

Public Attendees

Debbie Glasco, National Service Program, NASA
Jim Zawada, Consumer Information Center

**AmeriCorps*National Civilian Community Corps
Completed Projects Summary - YEAR I, 1994-5**

<u>A*NCCC California - San Diego</u>		<u>By Issue Area</u>	<u>No.</u>	<u>%</u>
Total Completed Projects	103	Education	20	19%
		Environment	60	58%
		Human Needs	18	17%
		Public Safety	5	5%
		Total	103	100%
		Completed Spikes	35	34%
<u>A*NCCC Colorado - Denver</u>		<u>By Issue Area</u>	<u>No.</u>	<u>%</u>
Total Completed Projects	107	Education	13	12%
		Environment	55	51%
		Human Needs	36	34%
		Public Safety	3	3%
		Total	107	100%
		Completed Spikes	30	28%
<u>A*NCCC Maryland - Aberdeen</u>		<u>By Issue Area</u>	<u>No.</u>	<u>%</u>
Total Completed Projects	89	Education	16	18%
		Environment	41	46%
		Human Needs	30	34%
		Public Safety	2	2%
		Total	89	100%
		Completed Spikes	40	45%
<u>A*NCCC South Carolina - Charleston</u>		<u>By Issue Area</u>	<u>No.</u>	<u>%</u>
Total Completed Projects	90	Education	12	13%
		Environment	29	32%
		Human Needs	45	50%
		Public Safety	4	4%
		Total	90	100%
		Completed Spikes	36	40%
<u>A*NCCC, ALL CAMPUSES</u>		<u>By Issue Area</u>	<u>No.</u>	<u>%</u>
Total Completed Projects	389	Education	61	16%
		Environment	185	48%
Total Disaster Responses	7	Human Needs	129	33%
		Public Safety	14	4%
		TOTAL PROJECTS	389	100%
		Completed Spikes	141	36%

**Americorps*National Civilian Community Corps
Completed Projects Summary - YEAR II, 1995 - 96**

A*NCCC California - San Diego		By Issue Area	No.	%
Opening Date 10/03/95, Graduation 8/02/96		Education	19	19%
Total Completed Projects	99	Environment	52	53%
Disaster Responses	1	Human Needs	20	20%
		Public Safety	8	8%
		Total	99	100%
		Completed Spikes	38	38%
A*NCCC Colorado - Denver		By Issue Area	No.	%
Opening Date 10/02/95, Graduation 7/30/96		Education	15	12%
Total Completed Projects	123	Environment	65	53%
Disaster Responses	3	Human Needs	32	26%
		Public Safety	11	9%
		Total	123	100%
		Completed Spikes	49	40%
A*NCCC Maryland - Perry Point		By Issue Area	No.	%
Opening Date 9/29/95, Graduation 7/29/96		Education	5	10%
Total Completed Projects	49	Environment	18	37%
Disaster Responses	5	Human Needs	24	49%
		Public Safety	2	4%
		Total	49	100%
		Completed Spikes	20	41%
A*NCCC South Carolina - Charleston		By Issue Area	No.	%
Opening Date 9/30/95, Graduation 7/31/96		Education	19	11%
Total Completed Projects	175	Environment	63	36%
Disaster Responses	3	Human Needs	78	45%
		Public Safety	15	9%
		Total	175	100%
		Completed Spikes	101	58%
A*NCCC, ALL CAMPUSES		By Issue Area	No.	%
Total Completed Projects	446	Education	58	13%
Total Disaster Responses	12	Environment	198	44%
		Human Needs	154	35%
		Public Safety	36	8%
		TOTAL PROJECTS	446	100%
		Completed Spikes	208	47%

Mr. Berg and Mr. Balducchi reiterated the need to put a dollar figure on what the Corpsmembers were accomplishing in some sort of economic comparative basis. The cost of using a Corpsmember versus what it would cost to use a private contractor or professional federal employee. Mr. Jones stated that the projects or work completed by Corpsmembers is not taking away work from others and that Corpsmembers are not hired to complete this work.

Mr. Scott provided an update on Class II and projections for Class III. The goal is to bring the cost per Corpsmember down to \$20,600 not including the educational award. Mr. Wofford stated that the Corporation may have a legislative mandate that states the cost per Corpsmember be \$17,000 including the educational award. Mr. Scott pointed out that the Aberdeen campus had to be shut-down due to budget constraints and the Perry Point campus has been opened on a smaller scale to serve in the northeast. Headquarters has downsized from 30 full time employees to 18 and serves primarily in an oversight and policy capacity. There are currently 871 Corpsmembers and Team Leaders in Class II. 200 Corpsmembers have received specialized training from the American Red Cross and 50 Corpsmembers on each campus who are being trained in fire fighting. Corpsmembers completed 373 projects, which translates into over a million service hours in over 40 plus states. Mr. Scott provided an update of AmeriCorps*NCCC's upcoming participation at the Olympics and financial support. Although there was a 27% budget cut, due to Catherine Sisk's skillful budget management skills, \$3.5 million carryover funds augmented our \$19 million FY96 budget. A living allowance reduction of \$2,000 helped to offset the tremendous cut of FY96 dollars. In regards to recruitment and outreach, Mr. Scott stated it was to become a centralized function under the Corporation and AmeriCorps*NCCC Placement and Selection staff has been reduced from 8 to 3. Mr. Scott closed with an update on the Perry Point campus. Mr. Scott responded to questions.

Mr. Balducchi asked what type of transitional assistance Corpsmembers receive once they graduate and asked how many Corps members take the educational award and use it to go to college. He suggested following the careers of these folks. Mr. Perez raised the point that to decrease the living allowance may deter economically disadvantaged youth from applying to the program. Discussion centered around the cost of a residential program and benefits and the subsequent benefits of performing national service. Don Scott turned the floor to Gary Kowalczyk, Chief Financial Officer, the Corporation for National Service.

Mr. Kowalczyk provided an update and handout on funding for this year and what was happening between the President and Congress. He provided an explanation as to how AmeriCorps*NCCC is funded and under what appropriation bill, as well as, funding for the Corporation for National Service. Mr. Scott raised the question of fund raising: How is the Corporation set up to receive raised funds? Mr. Kowalczyk responded by stating the Corporation has the authority to solicit and accept money.

Mr. Jones raised the idea of establishing a campus site in the Washington Metropolitan area using the dozens of military facilities to combat the many unmet needs in the nation's Capitol. He suggested thinking from the top down to get the right people interested as opposed to locally. Mr. Berg suggested partnering with programs in the D.C. area such as, the D.C. Service Corps and DOD who work a lot with the D.C. public schools.

Discussion centered around encouraging more involvement with colleges and universities that would help Corpsmembers and that would give more visibility and support to AmeriCorps* NCCC. Ms. Wall described a program the army has spearheaded that gives course credit to recruits while in the military that applies to their degree.

The Board broke into committee working groups at 1:05 p.m.

**NCCC Advisory Board Project Tour Itinerary
December 9, 1996**

TIME	ACTIVITY
12:00 P.M.	Depart CNS For DC Project Sites Jubilee Project -Livingston Manor Apartment 4503 3rd St. S.E. DC Housing Authority - Villager Project 3801 Southern Ave., S.E. Cardozo High School 13th & Clifton St. NW
4:00 P.M.	Return 1201 New York Ave. Washington, DC

AmeriCorps★National Civilian Community Corps 1997 Summer Program

DRAFT

Proposal: Consistent with the Corporation for National Service strategic plan to expand summer AmeriCorps programming through existing AmeriCorps sponsors and programs; the increased focus on children and youth; and the America Reads initiative, the AmeriCorps★NCCC proposes to operate a summer program in FY 1997. The summer program will engage members between the ages of 14 and 17 in team-based education projects that focus on enhancing reading skills of other youth between the ages of 6 and 12 years. Summer participants will earn a weekly stipend (an amount less than what full time Corps members earn per week) and be eligible for a pro-rated education award. Lunch will be provided by the campus and facility space will be committed that is large enough to accommodate all summer participants, team leaders and other staff at any given time.

Structure: Each of the primary campuses (Western, Central and Southeast Regions) will recruit up to 75 local youth to participate in a six-week summer, non-residential program. Second-year Corps members and other will serve as team leaders to the summer participants throughout the duration of the program which will require an extension of their term of service. A program coordinator will be hired on a temporary basis at each of the participating campuses to provide overall program and administrative support for a four to five month period. Transportation will be required to transport participants to the service sites.

Projects: Projects will be developed in partnership with local school districts and community-based organizations who work with large numbers of youth during the summer months. Summer participants will undergo a training and orientation period prior to beginning service activities. All projects will focus on upgrading the reading skills of children and youth aged 6 - 12 or in grades 1 through 6 who are having difficulties. Demonstrable results will be documented via a pre-identified measurement currently used by the project sponsor or developed collaboratively by the project sponsor and the AmeriCorps★NCCC project development team. In addition to projects, summer participants will engage in youth development and leadership (service learning) activities facilitated by the Team Leaders and other staff assigned to the summer program.

Timeline: The following is a proposed timeline intended to inform the campus process to accomplish this task.

<i>January - February 1997</i>	Prepare literature and application process -- HQ Further define structure collaboratively with CDs
<i>March - April 1997</i>	Recruit participants locally in partnership with schools - - Campus Identify and develop projects -- Campus

<i>April - May 1997</i>	Recruit and train second-year CMs for Team Leaders -- Campus
<i>May 15, 1997</i>	Finalize participants, submit letters of acceptance -- Campus
<i>May 19, 1997</i>	Team Leaders reassigned & begin finalizing projects logistics -- Campus
<i>July 7 - August 15, 1997</i>	Summer Program -- Campus

Next Steps: Each campus -- San Diego, Denver and & Charleston -- is requested to review the summer program proposal and submit their questions and comments in writing to the national director by December 6, 1996. A final proposal for how each campus intends to manage this process is due to the National Director by January 10, 1997.

**AmeriCorps★National Civilian Community Corps
FY98 Expansion Plan**

Per the CNS 1997 Strategic and Annual Plans, the AmeriCorps★NCCC proposed an expansion targeted at engaging 5,000 total Corps members by the Year 2000. If this growth approach is chosen, the AmeriCorps★NCCC envisions an aggressive expansion strategy over the next three years.

NCCC Proposed Expansion Schedule			Resource Implications
FISCAL YEAR	NEW CMS & TLS	TOTAL CMS & TLS	ANNUAL BUDGET IN MILLIONS
1998	600	1,600	\$27.7
1999	1,400	3,000	\$51.9
2000	2,000	5,000	\$84

FY97 Corps member strength is presently 860 plus 86 Team Leaders. Due to a number of reasons, primarily recruitment and funding, we recommend a slow phase-in of additional Corps members over the next three years. The proposed expansion schedule enables the AmeriCorps★NCCC to begin expanding at the earliest possible practical opportunity while buying two to three years to plan effectively for larger influxes of Corps members. For the purpose of securing concurrence to proceed with the planning related to FY98 expansion, the remainder of this discussion will focus on the strategy proposed to accommodate 600 new Corps members in FY98, resource requirements and specific costs related to FY98 expansion, and planning requirements and timeline.

FY98 Expansion Strategy

The AmeriCorps★NCCC currently has three large campuses and one smaller campus. Each of the three larger campuses currently have an average starting enrollment of 280 Corps members (not including Team Leaders) and can accommodate between 100 -200 additional Corps members. The Perry Point campus at 55 Corps members is maxed out.

During the first year (FY98) of expansion, we are proposing a combination of expansion strategies to accommodate 600 additional Corps members.

- ★ Expand the San Diego and Denver campuses by 100 Corps members each (**200** total).
- ★ Establish a satellite from the Charleston campus in the Southeast that will accommodate **80** Corps members.
- ★ Transition the DC Site to a permanent campus modeled after the Perry Point campus with **55** Corps members.
- ★ Open a new campus in one of three areas -- the midwest, Pacific northwest, or the southwest -- in January 1998 of **265** Corps members.

This combination of Corps members will enable the AmeriCorps★NCCC to expand by 600 Corps members by January 1998 while also addressing the issue of having Corps members available all year round to support disaster relief efforts and maintain a constant service presence.

The expansion strategy proposed combines a number of elements including expanding existing campuses, starting a new campus, and piloting a new concept -- the satellite. A satellite is similar to the current DC Site whereby it is an extension of an existing campus (administrative support functions such as personnel, budgeting, etc. are managed by the home campus); is staffed by a minimum of three to four staff who report to the campus director of the home campus; and enables the AmeriCorps*NCCC to provide service in outlying parts of a region that are not cost-effective to spike and/or have demonstrated a preponderance of compelling needs that necessitates a more permanent presence.

The purpose of this diverse expansion strategy is to fully utilize existing resources by maximizing the three years experience of the existing campuses and increasing their numbers. A diverse expansion strategy also allows the AmeriCorps*NCCC to establish a presence in regions of the country in which we have not effectively penetrated and to pilot the satellite in an effort to work out the kinks as we establish satellites from other campuses as a part of our long-term expansion strategy.

Resource Implications

Attached is a one page budget summary outlining total FY98 costs. To expand by 600 Corps members in FY98 we will require a total budget of **\$27,702,849**. The average Corps member cost for approximately 1,600 Corps members will be **\$16,902**. As indicated on the budget the proposed expansion strategy will result in minimal staff costs by expanding existing campuses and establishing satellites. The most extensive staff expenditure is directly related to the staffing a new campus at the FY97 level of the three existing campuses. The following outlines the staffing requirements per each strategy proposal.

	New Campus	Expanding Campuses ¹	Satellite	DC Site	Pay Band
Campus Director	1	0	0	0	NX-1
Site Director	0	0	1	1	NY-4
Deputy Director	0	0	0	0	NY-4
Program Director	1	0	0	0	NY-4
Unit Leader	3	2	1	1	NY-3
Assist. Program Dir.	3	2	0	0	NY-3
Admin./Supply Officer	1	0	1	1	NY-2
Assist. Program Dir./Trainer	2	0	0	1	NY-3
Service Learning Coord. ²	3	2	1	1	Contract
Admin. Assist.	3	0	0	1	NY-1
Personnel Officer	1	0	0	0	NY-2
Computer Specialist/Trainer	1	0	0	0	NY-2
Residential Manager	1	0	0	0	NY-2
Budget Officer	1	0	0	0	NY-3
Total Positions					
FTEs	18	4	3	5	30
Contract Personnel	3	2	1	1	7
Total New Positions	21	6	4	6	37

¹ Two campuses-San Diego & Denver-will expand and receive one each of the new positions proposed.

² Service Learning Coordinator is an entry level position recruited from 2nd year Corps members - salary about \$20,000 per annum.

The AmeriCorps★NCCC has consistently and successfully worked to decrease the cost per Corps member. As of FY97 our average cost per Corps member is **\$17,782**. We surmise that as we increase the number of Corps members per campus the cost per Corps member will continue to decrease. Our goal is to operate the NCCC with an average cost per Corps member of \$16,800 by the year 2,000. If we can meet that goal then we expect that we will require a budget of some \$84 million to operate a program of 5,000 Corps members in FY 2000.

Planning Requirements and Timeline

An expansion of this magnitude (66 percent) in one year alone requires extensive and careful planning. Negotiating facilities for a new campus in a region yet unknown, satellite and increased space at existing campuses is a time consuming task. The recruitment of qualified and diverse members will also require careful planning and implementation strategies. Although by no means a complete list, the following briefly outlines some of the activities and deadlines associated with the FY98 expansion.

- 12/6/96* CEO concurrence and commitment of resources for FY98 expansion
- 12/96 - 2/97* NCCC staff identify and visit available sites for new campus
- 1/6/97* Recruit/hire a project manager (contract personnel) to manage the expansion planning process
- 2/3/97* Project manager submits final project management expansion plan
- 3/97* Submit three recommendations for new campus sites to National Director
National Director conduct site visits of available sites
Begin negotiating facility agreements for expansion at San Diego and Denver, the DC Site and the satellite.
- 5/97* Finalize the new campus site/location -- begin logistical planning and support.
- 8/97* Post new positions for new campus/recruit from experienced AmeriCorps★NCCC staff
- 9/97* Launch first phase of expansion with 335 new class-IV Corps members
- 10/97* New campus staff begin work and final preparations to prepare new site and projects
- 1/98* Open new campus of 265 Corps members

Next Steps: The planning required to implement an ambitious expansion such as this is extensive. Therefore, it is imperative that the AmeriCorps★NCCC is authorized to begin planning activities that will require commitments to external sources. The most critical next steps are the CEO's go ahead to begin this effort and a commitment of FY98 budget resources by December 6, 1996.

FY98 PROPOSED A*NCCC

06-Nov-96

	TOTAL	HQ	CHS	DEN	SND	PPT	WDC	NEW	SAT	
Number of Campuses/Sites:	7		1	2	3	4	5	6	7	
**% of Budget Allocation:	100.00%	0.00%	19.50%	23.90%	25.16%	3.77%	3.77%	17.61%	6.29%	
*Total Average Cost per CM:	\$16,902	\$1,520	\$16,275	\$15,997	\$12,883	\$20,490	\$19,772	\$15,400	\$14,709	
Total starting TLs & CMs:	1,639	1,639	311	403	420	61	61	293	90	
Starting Team Leaders:	159	159	31	38	40	6	6	28	10	
Starting Corpsmembers:	1,480	1,480	280	365	380	55	55	265	80	
Class IV Total funds requested	\$27,702,849	\$2,491,582	\$5,061,512	\$6,446,922	\$5,410,959	\$1,249,881	\$1,206,063	\$4,512,084	\$1,323,847	
* TOTAL NCCC FY98 COST	\$26,929,190	2,491,582	4,910,672	6,262,022	5,216,328	1,220,686	1,176,869	4,375,842	1,275,189	
** H Fund Team Leader co-pay	\$773,659	0	150,839	184,900	194,631	29,195	29,195	136,242	48,658	
BUDGET BY COST SUMMARY										
1100	SALARIES	\$12,248,008	\$850,435	\$2,193,537	\$2,735,134	\$2,719,652	\$545,965	\$502,148	\$2,156,134	\$545,002
1133	Staff	4,724,568	799,535	772,177	907,854	814,652	262,905	219,088	822,854	125,502
1187	Team Leaders	1,647,240	0	321,160	393,680	414,400	62,160	62,160	290,080	103,600
1187	Corpsmembers	5,624,000	0	1,064,000	1,387,000	1,444,000	209,000	209,000	1,007,000	304,000
1200	BENEFITS	\$1,946,823	\$230,945	\$332,174	\$400,421	\$380,270	\$96,032	\$96,032	\$339,626	\$71,322
1200	Staff	1,335,573	230,945	216,210	254,199	228,103	70,288	70,288	230,399	35,141
1200	Team Leaders	181,014	0	34,569	40,117	41,702	9,755	9,755	32,191	12,925
1200	Corpsmembers	430,236	0	81,396	106,106	110,466	15,989	15,989	77,036	23,256
1302	UNEMPLOYMENT	\$68,800	\$68,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2100	TRAVEL	\$3,114,308	\$152,000	\$665,036	\$624,636	\$704,000	\$148,000	\$148,000	\$524,636	\$148,000
2109	Spike Travel	895,000	0	250,000	170,000	220,000	45,000	45,000	120,000	45,000
2200	TRANSPORTATION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2300	RENTS,COMM Lease	\$353,260	\$205,450	\$25,500	\$25,500	\$30,000	\$13,770	\$13,770	\$25,500	\$13,770
2311	GSA Rent	0	0	0	0	0	0	0	0	0
2400	PRINTING	\$238,988	\$149,788	\$17,400	\$17,400	\$16,000	\$7,000	\$7,000	\$17,400	\$7,000
2500	OTHER SERVICES	\$8,590,103	\$819,163	\$1,617,925	\$2,384,831	\$1,278,905	\$390,219	\$390,219	\$1,238,446	\$470,395
2549	Campus Facilities	2,477,977	0	676,713	727,760	310,000	121,168	121,168	400,000	121,168
2565	CM Food	1,952,505	0	397,505	900,000	225,000	60,000	60,000	250,000	60,000
2600	SUPPLIES	\$331,400	\$15,000	\$51,600	\$66,600	\$80,000	\$17,200	\$17,200	\$66,600	\$17,200
3100	EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4201	CLAIMS	\$37,500	\$0	\$7,500	\$7,500	\$7,500	\$2,500	\$2,500	\$7,500	\$2,500

Metropolitan Times

MONDAY, APRIL 29, 1996

The Washington Times

SECTION C

IF I HAD A HAMMER



Photo by Ross D. Franklin/The Washington Times

AmeriCorps volunteer Yolanda Courtney (right) talks with resident Blanche Easley at a news conference marking the renovations of the Arthur Capper Apartments.

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Carol Broderson with her husband's art

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AmeriCorps to the rescue

Workers spruce up seniors complex

By Lisa Nevans
THE WASHINGTON TIMES

From her wheelchair in her L-shaped studio apartment, Blanche Easley points out a hole the size of a folded newspaper at the base of the wall, partially covered by a patch of dinosaur-bedecked wallpaper. "There's holes in the closet door, and in the kitchen by the stove," Miss Easley, 77, says as a cockroach ambles along one dingy, gray wall. "I've been here 15 years, and it's been about seven years since it was last fixed up."

Even as she speaks, three young women dressed in navy blue paint-stained overalls and gray T-shirts spread a plastic drop cloth over the coffee table, which they've moved to the middle of the room.

They are AmeriCorps members, part of a team of young people who have been working since January to renovate the decrepit Arthur Capper Apartments in Southeast, a public housing complex for low-income seniors and handicapped people that is now in receivership.

The corps members, ages 18 to 24, will drywall, spackle, paint and exterminate roaches in Miss Easley's third-floor apartment, as they have done at some 210 others in the 297-unit building. Beyond renovating the building and cleaning up from decades of government neglect, corps members from across the country and the elderly residents say they are building trust and learning from one another.

"The residents are fun to talk to, 'cause they've lived whole lives. They don't have any epic stories, but it's just life, you know, real life," said Chris Fox, 18, a recent high school graduate who grew up on a farm in upstate New York.

But they are concerned that their hard work will be for naught, if the building is allowed to fall into disrepair again after they help bring it back up to code.

AmeriCorps has been at the center of what former Demo-



Sjana Venson, an AmeriCorps volunteer, paints a hallway in the Arthur Capper Apartments as resident John F. Brown walks by.

Photos by Ross D. Franklin/The Washington Times



At a news conference on the renovations at Capper are (from left) Melinda Blois of Boston, Tara King and Amy Mowatt of Lafayette, Ind., Bridget Thuente of St. Paul, Minn., and Debbie Bassen of Seattle.

cratic Sen. Harris Wofford describes as a "storm" in Congress, as Republicans targeted Presi-

dent Clinton's national service program for elimination and the president fought to save it.

Some Republicans have vowed to gut the program, which they see as another big-govern-

■ The national service program has been at the center of a storm in Congress.

ment bureaucracy that spends some \$18,000 or more in taxpayer money per "volunteer" each year, for work that could be done by private charities. They also have criticized poor accounting practices at the program's parent agency.

Mr. Wofford, chief executive officer of the agency that oversees the program, likens it to the Peace Corps. He says corps members earn \$7,800 for a year of service, as well as a \$4,725 stipend at the end that can only be applied to education expenses. The \$18,000 figure includes supplies, equipment and other support expenses.

So far, the GOP has failed to do more than slice AmeriCorps by 15 percent for fiscal 1996.

Meanwhile, 73 corps members — who include high school and college graduates, college students and high school dropouts — have spearheaded a top-to-bottom renovation at the

“The residents are fun to talk to, 'cause they've lived whole lives. They don't have any epic stories, but it's just life, you know, real life.”

— Chris Fox, 18

eight-story brick apartments just blocks from the Capitol. Five of their colleagues, who are assigned to do landscaping at the National Arboretum, have spent two weeks weeding, planting trees and flowers, and otherwise sprucing up the outside.

Residents rave about the corps members and the work they've done to transform grimy, water-spotted hallways and apartment walls to bright and sparkling. But the relationship wasn't always so friendly.

At first, residents were skeptical and felt having a group of young people they knew nothing about come into their homes was an invasion of privacy, said Walter Oliphant, 66, president of the resident council.

“They thought, ‘These kids, they're not going to do it right, they ain't been trained right,’” Mr. Oliphant said.

So the corps members started work on the common areas on the first floor, instead of in apartments. Residents saw that, despite their lack of expertise as professional painters, the youths did a thorough — and enthusiastic — job.

“They come to work and they work, they don't sit on their butts and play,” said resident Joan Buie. “You can count on them. If they say they're going to do the third floor and be done at 12 o'clock, they'll be done at 12 o'clock.”

The youths may be part of a government program, but what they've experienced so far has not necessarily made them fans of government. Because the buildings were allowed to fall into dramatic disrepair in the past, they wonder what will happen after they leave.

“These apartments need more than just paint,” said Shannon Wuitschick, 23, a University of Oregon graduate who majored in political science. “They need exterminating, there are plumbing problems, they need new screens on the air conditioning. And it's not happening till Secretary Cisneros comes.”

Henry Cisneros, secretary of housing and urban development, toured the complex last week with Mr. Wofford and D.C. Housing Authority Receiver David Gilmore, who took over the agency last July.

A spokesman for the D.C. Housing Authority said the building would have been renovated within about eight months even without AmeriCorps under Mr. Gilmore's plan

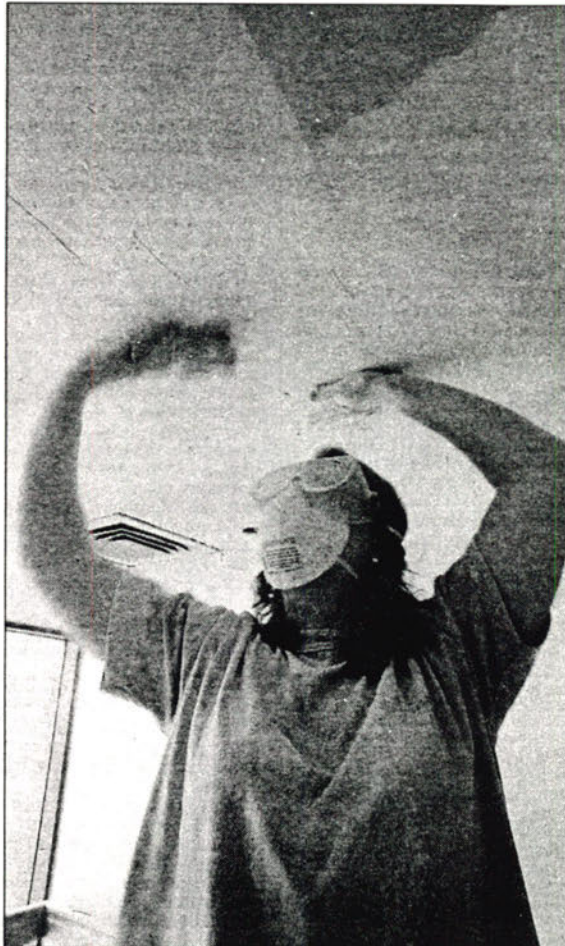


Photo by Ross D. Franklin/The Washington Times

Melinda Blois sands down spackling in one of the apartments.

to renovate every crumbling public housing complex in the District.

Mr. Gilmore has initiated a six-month maintenance plan for every public housing building once it has been renovated, as part of his report to the court on how he will turn around the troubled agency.

By January, Housing Authority workers should perform the first of the twice-yearly maintenance checkups at Arthur Capper Apartments to ensure the building stays up to code, said Arthur Jones, the authority's spokesman.

“It's easy for me to say we're going to do that, but that's part of our commitment: We have to be the judge,” Mr. Jones said.

Students who have gone in to

paint have found apartments without working ovens or sinks. For more than a month, they have pushed city housing officials to install a sink in one apartment that was left essentially without running water.

Kate Becker, coordinator of education and training for AmeriCorps' National Civilian Community Corps, said she learned of the issue Tuesday and called the Housing Authority the next day. They were hoping to install a sink by the end of the week, she said.

“Their supervisors have been told when they are in the units and see things of that nature to let us know,” Mr. Jones said. “If someone needed a new sink, we'd certainly have a new sink for her.”

AMERICORPS*NATIONAL CIVILIAN COMMUNITY CORPS

Personnel

In an effort to reduce the average cost per Corpsmember, a major reorganization was undertaken by AmeriCorps*NCCC. During the first two years of AmeriCorps*NCCC operations, the full time government employees (FTE's) were augmented by civilian contractors. Each of the major campuses (Charleston, Denver, San Diego) had 10 contract personnel who served as instructors, counselors, supply clerks and administrative personnel. Our Perry Point campus had 3 contract personnel. Effective September 1, 1996, these contractual positions were eliminated when the 8A contract was terminated. Staff functions were consolidated and realigned. A Program Director was established that combined the former Academy for Service Learning and the Project Department. To enhance the Program Department functions, 3 Service Learning Coordinator positions were established at each of the three major campuses and a single Service Learning Coordinator was placed at Perry Point. In addition to the above organizational changes, the corpsmember living allowance was reduced from \$6,000 to \$4,000. The net result of these changes was that the AmeriCorps*NCCC achieved an overall budgetary savings of \$3 million. Finally, the AmeriCorps*NCCC, with CNS support, established a District of Columbia site headquartered at Ft. Belvoir, VA. Three additional personnel positions were authorized for this effort, however, the funding had to be absorbed using current resources. AmeriCorps*NCCC will continue to look for ways to drive costs even lower in the coming year.

A*NCCC HISTORICAL FUNDING PROFILE

FY94-START OF NCCC:

Funding: \$20M from the Department of Defense

#CMS: 1,066-started Class I

Classes: Class I Starts Summer 1994

Campuses: Aberdeen, MD 250 Corpsmembers July 1994
 Charleston, SC 272 Corpsmembers August 1994
 Denver, CO 272 Corpsmembers Sept 1994
 San Diego, CA 272 Corpsmembers Sept 1994

FY95-Graduation of Class I/Start of Class II:

Funding: \$25.01 Million total
 \$10M FY94 carryover from VAHUD
 \$18M FY95 appropriated, less \$3.3M carried into FY96
 \$314K H funds

#CMS: 912-started Class II

Classes: Graduated Class I Summer 1995
 Start Class II September 1995

Campuses: Aberdeen, MD 0 Corpsmembers Closed after Class I
 Charleston, SC 289 Corpsmembers Sept 1995
 Denver, CO 275 Corpsmembers Sept 1995
 San Diego, CA 287 Corpsmembers Sept 1995
 Perry Point, MD 61 Corpsmembers Sept 1995

Cost per CM: Class I \$32,363

FY96-Graduation of Class II/Start of Class III:

Funding: \$20.4 Million total
 \$3.3 M FY95 carryover from VAHUD
 \$18M FY96 appropriated, less \$1.3M carried into FY97
 \$376K H funds

#CMS: 912-started Class III

Classes: Graduated Class II Summer 1996
 Start Class III September 1996

Campuses: Charleston, SC 289 Corpsmembers Sept 1996
 Denver, CO 275 Corpsmembers Sept 1996
 San Diego, CA 287 Corpsmembers Sept 1996
 Perry Point, MD 61 Corpsmembers Sept 1996
 DC Site, WDC numbers included in CHS Nov 1996

Cost per CM: Class II \$22,100

FY97-Graduation of Class III/Start of Class IV:

Funding:	\$19.3 Million total		
		\$1.3 M FY96 carryover from VAHUD	
		\$18M FY97 appropriated, less \$400K carried into FY98	
		\$428K H Funds	
#CMS:	1,035	Total Corpsmembers	
		993-start Class IV	
		300-Summer Program (not counted as full time CM)	
Classes:	Graduate Class III		Summer 1997
	Start Class IV		September 1997
Campuses:	Charleston, SC	326 Corpsmembers	Sept 1996
	Denver, CO	289 Corpsmembers	Sept 1996
	San Diego, CA	316 Corpsmembers	Sept 1996
	Perry Point, MD	62 Corpsmembers	Sept 1996
	DC Site, WDC	numbers included in CHS	Nov 1996
	Summer Prgrm	300 Corpsmembers	Jul-Aug 1997
Cost per CM:	Class III	\$17,404	
	Summer Participant	\$1,278	

BUDGET SUMMARY

FY96 began with ten Continuing Resolutions and a \$1 million decrease from the amount requested before the final budget was appropriated in the second quarter. The A*NCCC carried over \$3.3 million from the previous fiscal year that allowed our program to continue operations during the 19 day furlough. Due to strong fiscal management at the Campus level, the A*NCCC carried into FY97 \$1.3 million to add to the FY97 appropriation of \$18 million. This additional funding and the continuing decrease in operating costs will help fund a FY97 Summer Program for youth ages 14-17. FY98 looks for an increase in the number of Campuses and Corpsmembers with the associated increase in staff numbers and the required appropriated funds. In addition, outside funding sources including gift contributions and project cost-share agreements will permit further expansion than fiscally possible with appropriated funds alone.

	TOTAL FY96	COST/CM	HQ	CHS	DEN	SND	P. PT	WDC
Number of Campuses:	5			1	2	3	4	5
% of Budget Allocation:	100.00%		17.15%	25.97%	29.26%	21.58%	5.88%	0.16%
Total Average Cost per CM:	\$22,100		\$3,790	\$18,436	\$20,772	\$15,319	\$19,652	\$0
Total Corpsmembers:	922		922	287	287	287	61	0
10 MONTH PROGRAM Cost/CM:	\$22,100		\$3,790	\$18,436	\$20,772	\$15,319	\$19,652	\$0
Total starting TLs & CMs Class III:	922		922	287	287	287	61	0
Starting Team Leaders:	72		72	22	22	22	6	0
Starting Corpsmembers:	850		850	265	265	265	55	0
SUMMER PROGRAM Cost/CM:	\$0		\$0	\$0	\$0	\$0	\$0	\$0
Summer Participants:	0		0	0	0	0	0	0
Prior Yr Fenced funds	3,300,000		534,375	543,007	1,805,354	309,227	108,037	0
Current Yr Appropriation	16,700,000		2,959,933	4,633,384	4,041,470	3,972,411	1,059,420	33,382
H Funds	375,915		0	114,863	114,863	114,863	31,326	0
Total funds available	\$20,375,915	\$22,100	\$3,494,308	\$5,291,254	\$5,961,687	\$4,396,501	\$1,198,783	\$33,382
Total NCCC Budget	20,375,915	22,100	3,494,308	5,291,254	5,961,687	4,396,501	1,198,783	33,382
NCCC Operations	14,407,147	15,626	3,487,128	3,383,865	4,081,173	2,613,220	808,379	33,382
Team Lead pay&benefits	0	0	0	0	0	0	0	0
CM pay&benefits	5,968,768	6,474	7,180	1,907,389	1,880,514	1,783,281	390,404	0
BUDGET BY COST SUMMARY								
1100 SALARIES	9,394,593	10,189	777,696	2,655,323	2,578,837	2,715,816	666,921	0
1133 Staff	4,041,312	4,383	765,873	862,797	813,186	932,535	666,921	0
1187 Team Leaders	0	0	0	0	0	0	0	0
1187 Corpsmembers	5,968,768	6,474	7,180	1,907,389	1,880,514	1,783,281	390,404	0
1200 BENEFITS	1,239,304	1,344	193,168	323,145	306,314	322,770	93,907	0
1200 Staff	803,142	871	192,619	186,160	171,775	188,634	63,954	0
1200 Team Leaders	0	0	0	0	0	0	0	0
1200 Corpsmembers	436,163	473	549	136,985	134,540	134,136	29,953	0
1302 UNEMPLOYMENT	81,600	89	81,600	0	0	0	0	0
2100 TRAVEL	2,710,828	2,940	915,387	720,900	428,882	501,974	143,685	0
2109 Spike Travel	1,434,083	1,555	793,924	318,125	117,397	151,043	53,594	0
2200 TRANSPORTATION	1,892	2	0	200	1,645	47	0	0
2300 RENTS, COMM Lease	460,886	500	206,307	198,082	16,178	24,841	15,478	0
2311 GSA Rent	200,000	217	200,000	0	0	0	0	0
2400 PRINTING	130,668	142	97,035	7,428	9,504	16,701	0	0
2500 OTHER SERVICES	5,909,447	6,409	1,205,108	1,297,163	2,489,024	675,343	242,809	0
2549 Campus Facilities	1,049,532	1,138	0	340,131	635,259	55,000	19,142	0
2565 CM Food	1,577,365	1,711	0	542,191	880,000	116,850	38,324	0
2600 SUPPLIES	435,072	472	16,785	85,315	125,311	138,296	35,983	33,382
3100 EQUIPMENT	0	0	0	0	0	0	0	0
4201 CLAIMS	11,625	13	1,222	3,698	5,992	713	0	0

	TOTAL FY97	COST/CM	HQ	CHS	DEN	SND	P. PT	WDC
Number of Campuses:	5			1	2	3	4	5
% of Budget Allocation:	100.00%		12.70%	27.03%	28.34%	23.18%	6.76%	2.00%
Total Average Cost per CM:	\$18,682		\$2,372	\$15,365	\$18,076	\$13,575	\$21,064	\$0
Total Corpsmembers:	1,035		1,035	340	303	330	62	0
10 MONTH PROGRAM Cost/CM:	\$17,404		\$2,067	\$14,465	\$17,176	\$12,675	\$21,064	\$0
Total starting TLs & CMs Class III:	993		993	326	289	316	62	0
Starting Team Leaders:	88		88	31	24	26	7	0
Starting Corpsmembers:	905		905	295	265	290	55	0
SUMMER PROGRAM Cost/CM:	\$1,278		\$305	\$900	\$900	\$900	\$0	\$0
Summer Participants:	300		300	100	100	100	0	0
Prior Yr Fenced funds	1,300,000		175,090	30,650	1,004,260	80,000	10,000	0
Current Yr Appropriation	17,600,000		2,279,883	5,042,737	4,355,854	4,273,096	1,261,917	386,513
H Funds	428,189		0	150,839	116,779	126,510	34,061	0
Total funds available	\$19,328,189	\$18,682	\$2,454,973	\$5,224,226	\$5,476,893	\$4,479,606	\$1,305,978	\$386,513
Total NCCC Budget	19,328,189	18,682	2,454,973	5,224,226	5,476,893	4,479,606	1,305,978	386,513
NCCC Operations	15,724,189	15,199	2,454,973	4,058,226	4,409,893	3,317,606	1,096,978	386,513
Team Lead pay&benefits	0	0	0	0	0	0	0	0
CM pay&benefits	3,604,000	3,484	0	1,166,000	1,067,000	1,162,000	209,000	0
BUDGET BY COST SUMMARY								
1100 SALARIES	8,584,832	8,298	835,435	2,446,376	2,255,273	2,323,722	578,485	145,541
1133 Staff	3,640,890	3,519	835,435	808,377	822,854	765,778	262,905	145,541
1187 Team Leaders	1,339,942	1,295	0	471,999	365,419	395,944	106,580	0
1187 Corpsmembers	3,604,000	3,484	0	1,166,000	1,067,000	1,162,000	209,000	0
1200 BENEFITS	1,378,534	1,332	230,945	339,977	330,909	342,038	96,825	37,840
1200 Staff	998,085	965	230,945	216,210	220,263	222,539	70,288	37,840
1200 Team Leaders	104,744	101	0	34,569	29,021	30,606	10,548	0
1200 Corpsmembers	275,707	266	0	89,199	81,626	88,893	15,989	0
1302 UNEMPLOYMENT	82,000	79	82,000	0	0	0	0	0
2100 TRAVEL	2,103,364	2,033	152,148	665,036	526,180	579,000	148,000	33,000
2109 Spike Travel	590,000	570	0	250,000	125,000	170,000	45,000	0
2200 TRANSPORTATION	0	0	0	0	0	0	0	0
2300 RENTS, COMM Lease	300,620	291	205,450	25,500	21,900	30,000	13,770	4,000
2311 GSA Rent	200,000	193	200,000	0	0	0	0	0
2400 PRINTING	197,156	191	141,756	17,400	10,000	16,000	7,000	5,000
2500 OTHER SERVICES	6,441,307	6,226	793,163	1,670,837	2,275,131	1,126,346	442,198	133,632
2549 Campus Facilities	1,816,141	1,755	0	651,713	727,760	310,000	121,168	5,500
2565 CM Food	1,720,462	1,663	0	426,905	929,400	204,400	60,000	99,757
2600 SUPPLIES	212,876	206	14,076	51,600	50,000	55,000	17,200	25,000
3100 EQUIPMENT	0	0	0	0	0	0	0	0
4201 CLAIMS	27,500	27	0	7,500	7,500	7,500	2,500	2,500

**PERSONAL HISTORY
OF
CHARLES W. KIRKWOOD**

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1 Worthington Street
Shawnee-on-Delaware, PA 18356 Telephone: (717) 421-6513

EDUCATIONAL: Public schools until Williams College, 1957, B.A.; Phi Beta Kappa; Harvard Law School, 1960, L.L.B.

MILITARY: United States Coast Guard Reserve aboard the U.S.C.G. Cutter Castle Rock. Honorable discharge as a Lieutenant.

EMPLOYMENT: In 1965, founded in Bangkok the international law firm of Kirkwood, Kaplan Russin & Vecchi which now has offices in six countries, including Taiwan and Thailand as Russin & Vecchi. Started various business interests in Asia and then returned to law firm's Washington office in 1972. Purchased the Shawnee Inn from Fred Waring in 1977 and has been President of it since then. Kirkwood is also the CEO and President of China General Limited, a U.S. Corporation with manufacturing and construction interests in China; CEO and President of Shawnee Holding, Inc., a family-owned resort and golf course; CEO and President of Group Asia, Inc., a financial advisory firm to Wasserstein Perella & Co., a New York investment bank; and principal shareholder, Pennsylvania General Energy Corp., an oil and gas production company.

ASIAN ASSOCIATIONS: In the late 1970's participated in a Department of Commerce presentation in Japan as a speaker on the legal aspects of foreign direct investments in the United States by Asians. In 1985 led a Department of Commerce 15-man group to the Peoples Republic of China for a five-week presentation on the development of on-shore oil exportation in China.

ARTICLES: Has published in U.S. journals various articles dealing with direct investment in Asia and Chinese oil production.

CIVIC INVOLVEMENT: Three terms, Republican County Chairman, Monroe County, Pennsylvania; Church Elder; Boy Scouts Director; Salvation Army - Advisory Board.

FAMILY: Married to Virginia Pearsall Kirkwood who has completed in 1993 a three-year tour as Peace Corps Director of Thailand. Five children: Tom, 28 (a graduate of Cambridge University); Tim, 27 (a graduate of the University of Texas, Austin); Peter, 25 (a graduate of Williams); Jonathan, 22 (a student at New York University); Amy, 17 (at school in England).

CWK/lhp

RICHARD E. CARVER

Richard E. Carver is the President of MST AMERICA which is a consulting firm associated with the MST Group headquartered in Munich, Germany. MST AMERICA represents such diverse clients as Zeppelin, Hewlett Packard, Zollern, and the German State of the Saarland. Mr. Carver was most recently President of Zeppelin of North America, an affiliate of Zeppelin Metallwerke, GmbH, located in Friedrichshafen, Germany, which was originally founded by the Graf von Zeppelin over 75 years ago. Zeppelin is the largest construction equipment dealer in the world.

Mr. Carver was formerly President of ZF Industries, Inc., which is a wholly owned subsidiary of ZF Friedrichshafen AG located in Germany and sister company to Zeppelin. ZF is a multi-billion dollar company founded by the Graf von Zeppelin in 1915 and is the world's leading independent producer of drive components, including transmissions for all types of vehicles.

Mr. Carver was born in Des Moines, Iowa. He earned a bachelor of science degree in business administration from Bradley University; Peoria, Illinois; in 1959, and received the Distinguished Alumnus Award in 1984. He additionally qualified for a degree in business administration from the University of Iowa. Upon graduation he was commissioned a second lieutenant in the U.S. Air Force through the Reserve Officer Training Corps program.

In 1962 he became president of the Carver Lumber Company, Peoria, Illinois, and in 1969 was elected to the Peoria City Council. In 1973 he was elected mayor of Peoria and served in that capacity, and as president of the Carver Lumber Company until 1984 when he resigned from both positions to become an Assistant Secretary of the Air Force. During that same period, he served as president of the U.S. Conference of Mayors, a director of the National League of Cities, a member of the President's Advisory Commission on Intergovernmental Relations, and President of the National Conference of Republican Mayors. In 1982 he was appointed to the President's Commission on Housing and in that capacity served as chairman of the Federal Housing Programs Committee.

After being nominated by the President and confirmed by the Senate, he was appointed as Assistant Secretary of the Air Force for Financial Management in October 1984. In this position he was the Source Selection Executive for all data systems acquisition for the Air Force as well as the Office of the Secretary of Defense. As part of the Goldwater-Nichols Reorganization Act, he assumed the position of Assistant Secretary of the Air Force for Manpower and Reserve Affairs in March 1987. Mr. Carver resigned this appointment in May 1988 to join ZF Industries, Inc. Mr. Carver, however, retained ownership of Carver Lumber Company, and he currently serves as its chairman.

Richard E. Carver

He is a colonel in the U.S. Air Force Reserve. Mr. Carver is a former member of the executive committee of the Republican National Committee, a former officer of the Methodist Medical Center of Illinois, an honorary member of the Peoria Rotary Club, a past director of the Illinois State Chamber of Commerce, and has been a consultant on public finance to Smith Barney. He is also a trustee of Bradley University, a trustee of National Presbyterian Church, as well as being a former officer or director of many other private and public organizations including the Provident Federal Savings and Loan, and the L. R. Nelson Manufacturing Co.

He is the recipient of numerous awards, including Peoria's Outstanding Young Man of the Year, the Jaycees' Good Government Award, B'nai B'rith's Citizenship Award, and Phi Gamma Delta's National Distinguished Alumni Award. He is the recipient of two Air Force Exceptional Civilian Service Awards and is listed in Who's Who in American Politics and Who's Who in America.

In conjunction with the U.S. Conference of Mayors, Mr. Carver and his wife, Judith, edited ONE DAY USA, a book of photographs depicting life in America's cities.

Mr. Carver is married to the former Judith S. Corley of Champaign, Illinois. They have four children: Kathryn, Stephen, Cynthia and Susan.

Mr. and Mrs. Carver reside in Arlington, Virginia.

July 1995

ALAN L. GROPMAN

Dr. Alan Gropman has been a Professor of History at the Industrial College of the Armed Forces, a war college for senior military and civilian officials, since 1991. He teaches courses in the Strategy and Resources Departments and mentors research. He is the book review editor for Air Power History and is a member of the editorial board for Joint Forces Quarterly.

From 1986 to 1991 Dr Gropman was a Senior Principal Analyst and Program Manager for the SYSCON Corporation in Washington, D.C. He directed projects for the Joint Staff and the Air Staff. He was also an adjunct professor at the National War College.

In July 1986, Dr Gropman retired from the United States Air Force as a Colonel after 27 years commissioned service. Between 1983 and 1986 he served as the Deputy Director of Air Force Plans for Planning Integration, at Headquarters United States Air Force, directing five planning divisions. He supervised Air Force long range planning and the writing of Air Force basic doctrine. He also guided the framing of the Air Force input into national military strategy documents, including presidential National Security Decision Directives, the "Defense Guidance," the Defense Report, and the "Joint Strategic Planning Document." He also managed the "Air Force War and Mobilization Plan" and the Air Force input into the "Joint Strategic Capabilities Plan." He also governed Air Force mission area analysis.

Between 1981 and 1983, Dr Gropman taught at the National War College and served as Associate Dean of Faculty. He also functioned as Director of Research, Director of Elective Studies, Director of Strategy and Vietnam War courses of instruction, and professor of military history elective courses.

Between 1978 and 1981 Dr Gropman served as a section chief and staff officer in the Headquarters Air Force Directorate of Plans in the Pentagon. He directed studies for Air Force Long Range Planning including analyses of Southwest Asia and long range personnel planning.

In 1977 and 1978 Dr Gropman was a student at the Air War College. While a full time student he taught, wrote a book, and became a Distinguished Graduate of the college.

From 1974 to 1977 Dr Gropman was a staff officer and Branch Chief at Headquarters, United States Air Forces in Europe. He wrote 5 flying regulations and as well as international procedures for the Berlin Corridors and near border flying in Germany.

From 1970 to 1974 Dr Gropman was an Instructor, Assistant Professor, and Director of Military History Instruction at the United States Air Force Academy. He taught Military History, Modern European History, and American Minority History; supervised the teaching of ten courses and twenty-two instructors; was editor of the Academy's military history textbook, edited faculty writing for Air Force Magazine, and taught aerial navigation.

Between 1960 and 1969 Dr Gropman served in various flying assignments as a navigator, accumulating 4000 flying hours and more than 650 missions in Vietnam. During his career he earned, among other awards, the Defense Superior Service Medal, Legion of Merit, Distinguished Flying Cross, Air Medal with five oak leaf clusters, and Vietnam Cross of Gallantry with Palm.

EDUCATION

1981-1983 Diploma, National War College
1977-1978 Diploma, Air War College, Distinguished Graduate.
1969-1975 Masters's Degree in History, Tufts University
Thesis: "The Principles of War and the Battle of Britain." Doctor's Degree in History, Tufts University, 1975. Dissertation: "The Air Force Integrates: Blacks in the Air Force 1945-1964."
1955-1959 Bachelor's Degree, cum laude, Boston University
Honors Boston University BA, 1959, cum laude.
Air War College, 1978, distinguished graduate.

SELECTED PUBLICATIONS

Books: The Air Force Integrates, 1945-1964, Washington, Air Force Office of History and Government Printing Office, 1978.
Air Power and the Airlift Evacuation of Kham Duc, Washington, Government Printing Office, 1979.

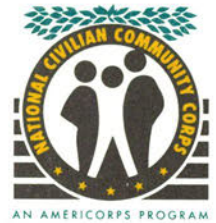
Anthology Chapters: "Air Force Planning and the Technology Development Planning Process in the Post-World War II Air Force--The First Decade," Military Planning in the Twentieth Century, Washington, Office of Air Force History and Government Printing Office, 1986. "The Air War in Vietnam, 1961-1973," War in the Third Dimension: Essays in Contemporary Air Power, London, Brassey's, 1986. "Benjamin O. Davis, Jr.: History on Two Fronts," Makers of the United States Air Force, Washington, Office of Air Force History and Government Printing Office, 1987. "Lost Opportunities: The Air War in Vietnam, 1961-1973," The American War in Vietnam, New York, Greenwood Press, 1988. "The Korean War and Armed Forces Racial Integration," in A Revolutionary War: Korea and the Transformation of the Postwar World, edited by William J. Williams, Chicago, Imprint Publications, 1983.

Book Reviews: 36 in Choice, 23 in Air Force Magazine, 7 in the Washington Post, 2 in the Washington Star, 7 book review articles in Conflict, 4 book review articles in Strategic Review, 4 in AIR & SPACE magazine, 4 in Air Force Times, 8 in Washington Times, 2 in Armed Forces Journal International.

Selected Articles: "The Battle of Britain and the Principles of War," Aerospace Historian Nov/Dec 1973; "The Compelling Requirement for Combat Airlift," Air University Review, Jul/Aug 1982; "Analysis by Hyperbole," Air University Review, Sep/October 1983; "Winnowing Facts from Opinion," Air University Review, Jan/Feb 1984; "Air Power and Low-Intensity Conflict: An Airman's Perspective," Armed Forces Journal International, May 1985; "Against All Foes," Airman, September 1985; "Black Warriors from Lexington to the Persian Gulf," series in The Washington Times, Feb 1991. "Force Structuring the United States Air Force of the Future," in Comparative Strategy, Jul-Sep 1993. "The Tuskegee Airmen" in Air Force Magazine, March 1996. 13 "Op-Ed" essays Air Force Times and Army Times. 4 editorials in Armed Forces Journal International.

Major Lectures: National War College, Smithsonian, Air University, Defense Equal Opportunity Management Institute, University of Maryland, Fletcher School of Law and Diplomacy.

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National Civilian Community Corps

CORPORATION
FOR NATIONAL
SERVICE

MEMORANDUM

December 4, 1996

To: AmeriCorps*NCCC Advisory Board Members

From: Fred Peters, Acting National Director *FP*

Re: Guide to December 9, 1996 Advisory Board meeting

Enclosed is a briefing packet for the December 9, 1996 Advisory Board meeting. In an effort to respond to Board member's request for "less paper" we have attempted to provide an overview of Class II and Class III as succinctly as possible. If you would like more detailed information in any of the department areas, please do not hesitate to ask an HQ staff person. A major focus of the meeting is to provide an update on the funds development initiative.

You will be staying at the Cowne Plaza, 14th & K St., NW, Washington D.C., 20005, tel: (202) 682-0111, Fax: (202) 682-9525. The meeting will take place at the Corporation for National Service, 1201 New York Ave., 8th floor conference room 8410 from 9:00 a.m. - 4:00 p.m.. Please check-in with the 8th floor receptionist. Breakfast and lunch will be catered in. Immediately after lunch, Board members will depart via bus to observe Corpsmembers at work on service learning projects in the Washington D.C. area. Unlike previous meetings, the Board will not break into committee working groups.

If you have any questions about the meeting, please contact me at (202) 606-5000 ext. 102 or Annalisa Robles at ext.153. Thank you.

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000

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Tom Bowman for William Perry
John Robinson for Robert Reich

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Richard Carver
Steven Dow
Susan Hagen
Roy Huffman
David Jones
Rev. Malloy
Antonio Perez
David Roosevelt
Patricia Rouse
Rana Sampson
Joyce Shields
Charlie Kirkwood
Eddie Tullis
Janet Wall
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Karen Young

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Kate Becker
Azikiwe Chandler
Heather Davenport
Lew Heffner
Rodger Hurley
Merlene Mazcyk
Fred Peters
Annalisa Robles
Bill Salisbury
Catherine Sisk
Noelle Smith
Stephanie Stephens
Wayne Verry
Joe Zehnder

Public Attendees

Debbie Glasco, National Service Program, NASA
Jim Zawada, Consumer Information Center

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