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[AmeriCorps Reform Plan]

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Goals for 2000
Additional Corporation Resources Required (+ or - from current)
Dollars in thousands 1/

Item from Plan	1997	1998	1999	2000	4 year add.	FTE	Comments
Goal One							
Evaluations/Research	0	10,000	10,300	10,609	30,909	20	Covers all evaluation and research in Plan
Improve AmeriCorps Recruitment	0	1,500	500	515	2,515	5	
Goal Two							
Develop models - leadership	0	250	258	265	773	0	
Goal Three							
Expand AmeriCorps							
20,000 ACorp Ed Award Prog.	0	47,250	70,875	94,500	212,625	5	10,000 in '98, 15,000 in '99, 20,000 in '20 Ed award only
Cost reduc. ACorps base 2/	0	(40,000)	(60,000)	(60,000)	(160,000)	0	\$3,000 reduction from base AmeriCorps except VISTA
60,000 ACorps grants 3/	0	150,000	300,000	450,000	900,000	60	10,000 additional in '98, 20,000 in '99, and 30,000 in '20.
100,000 in summer program	0	500,000	500,000	500,000	1,500,000	0	100,000 @\$5,000 including ed award
100,000 Nat. Ser. Scholars.	0	50,000	50,000	50,000	150,000	5	100,000 @ \$500.
5,000 NCCC (16 new campuses) 4/	0	30,000	60,000	91,000	181,000	300	4000 additional members at \$18,000 plus ed awards & staf
10,000 VISTAs (4,500 current)	0	45,000	93,500	93,500	232,000	20	Additional 5,500 VISTA with ed award and staff to manage
Trng and assistance to programs	0	3,000	5,000	5,150	13,150	2	Related to growth in programs
Review L&S and improve	0	5,000	10,000	10,300	25,300	10	
Promote service learning	0	5,000	10,000	10,300	25,300	10	
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Communications strategy	0	300	309	318	927	3	
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Address auditability findings	0	800	824	849	2,473	10	Other staff required to consistently meet requirements
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Totals	0	845,600	1,125,596	1,333,557	3,304,753	490	

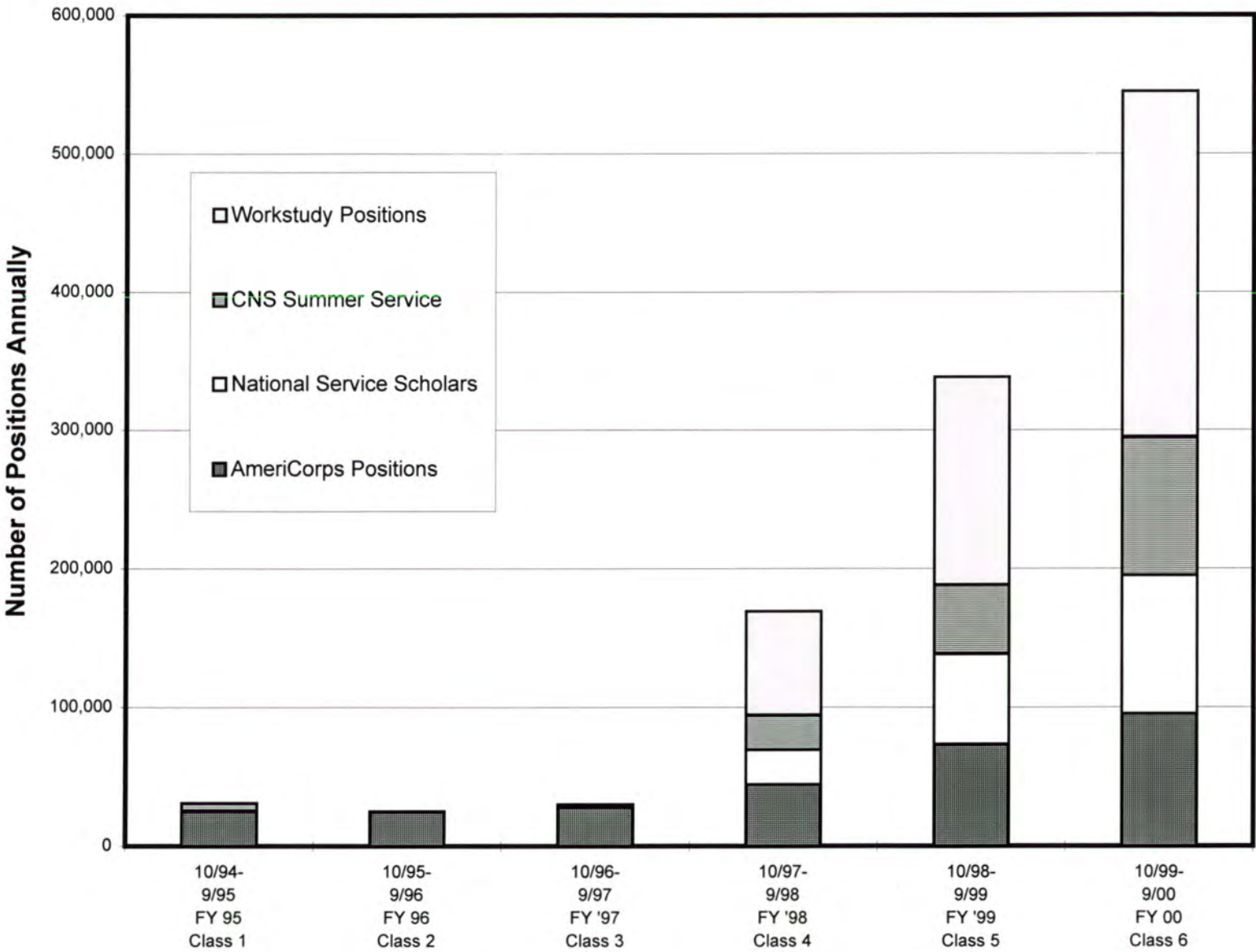
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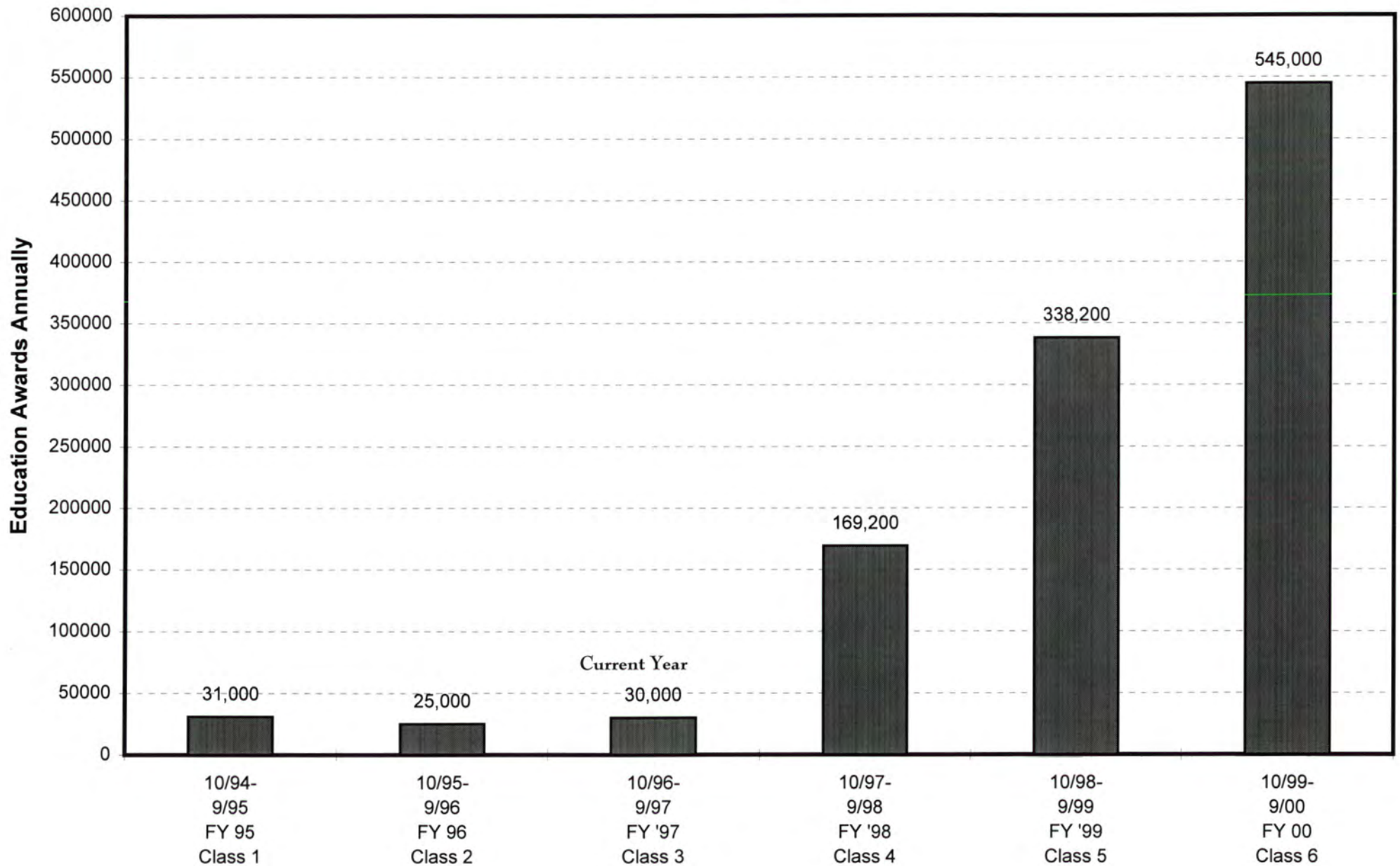
3/ Does not include the \$200 million in the 1998 figures accompanying the President's 1997 Budget planned for America Reads

4/ Assumes staffing at current ratio. This staffing would be needed unless some portion of function is contracted out.

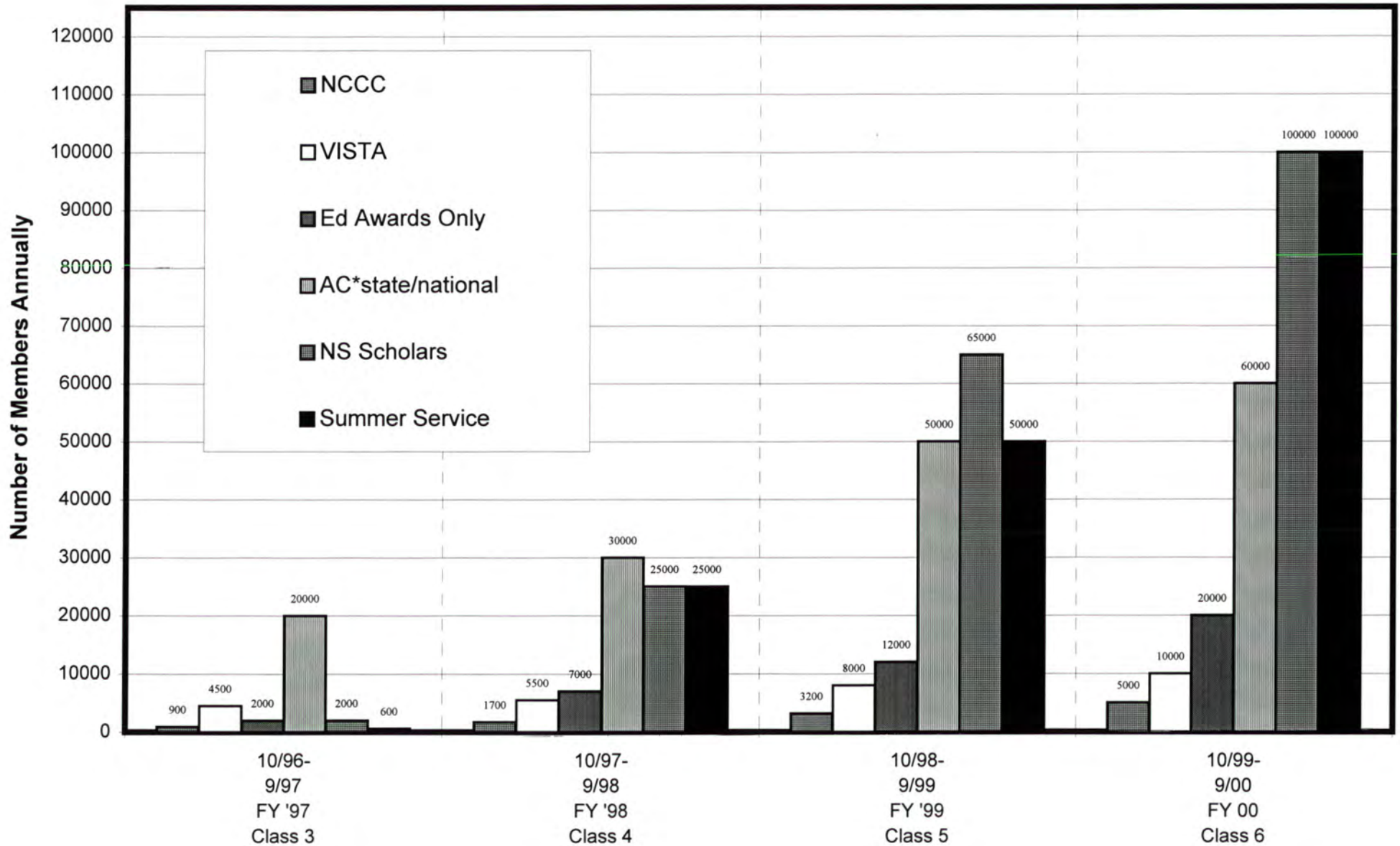
**Proposed Growth in All Service Positions
Offering Education Benefits**



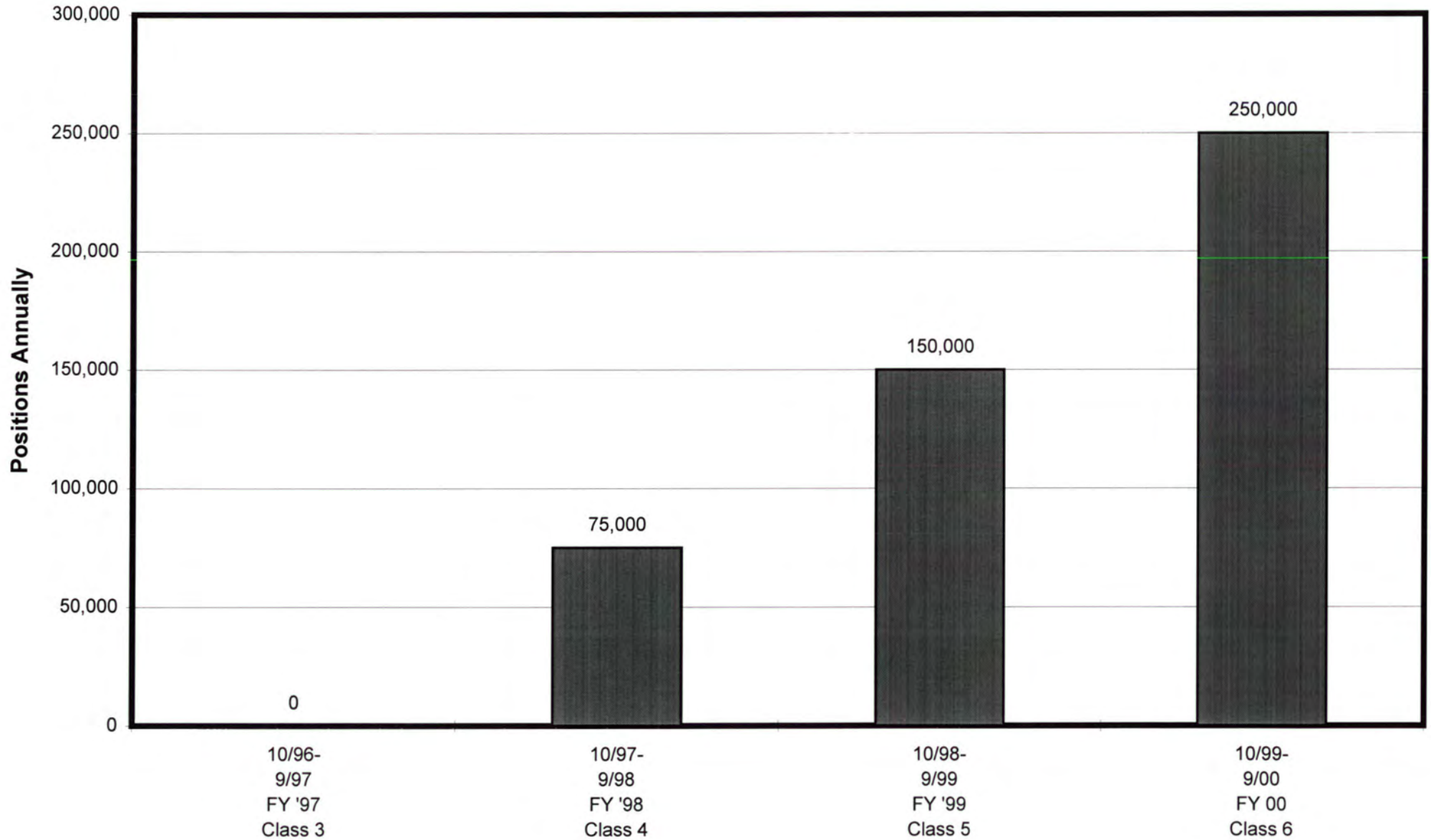
Proposed Growth in All Service Positions Offering Education Benefits



Proposed Growth in CNS Service Positions Offering Education Benefits



Desired Growth in Service-related Workstudy Positions



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Additional Corporation Resources Required (+ or - from current)
Dollars in thousands 1/

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4/ Assumes not contracted out

Proposed Targets for Program Growth

<u>Service providing educational benefits</u>	<u>Current</u>	<u>Year 2000</u>
AmeriCorps State/National	20,000	60,000
AmeriCorps VISTA	4,500	10,000
AmeriCorps NCCC	1,000	5,000
AmeriCorps Education Awards Program	2,000	20,000
AmeriCorps Summer Service	600	100,000
National Service Scholars	2,000	100,000
College Work Study Community Service	N/A	250,000
Total	30,100	545,000

Service-Learning

Service-Learning K-12	750,000*	15,000,000
Service-Learning Higher Education	35,000*	4,000,000

*Numbers serving through Learn and Serve America-funded programs. Year 2000 numbers count all students engaged in service-learning, regardless of program funding. If this broader definition were used for the current baseline, figures would be higher.

Senior Service

RSVP	455,000	756,000
Foster Grandparents	23,600	122,000
Senior Companions	11,900	122,000



CLOSE HOLD

National Civilian Community Corps

CORPORATION
FOR NATIONAL
SERVICE

MEMORANDUM

September 26, 1996

TO: Shirley Sagawa

FROM: Fred Peters

RE: AmeriCorps★NCCC Expansion Year 2000

As part of the CNS 97 Strategic Plan and beyond and the 97 Annual Plan, the AmeriCorps★NCCC proposed an expansion of 5,000 Corps members by the Year 2000. Clearly, the most significant implication is resources however, given adequate funding we have a vision for how NCCC would accommodate additional Corps members. This memorandum maps out how AmeriCorps★NCCC envisions the growth pattern over the next three years and resource implications associated with the expansion.

Proposed Expansion Schedule

Corps member strength for FY97 is presently at 905 plus 82 Team Leaders. Due to a number of reasons, primarily recruitment, we recommend a slow phase-in of additional Corps members over the next three years. Our preferred method of increasing Corps member population is as follows:

NCCC EXPANSION SCHEDULE			
FISCAL YEAR	CM INCREASE	TOTAL CORPS MEMBERS	ANNUAL BUDGET IN MILLIONS
1998	600	1,600	\$27.7
1999	1,400	3,000	\$51.9
2000	2,000	5,000	\$84
Total	4,095		

This schedule allows for 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.

Proposed Expansion Strategy

The AmeriCorps★NCCC currently has three large campuses and one smaller campus. Each of the three larger campuses is fully enrolled at an average 283 Corps members. Optimum enrollment at the smaller campus is 55 Corps Members. During the first year (FY98) of

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Washington, DC 20525
Telephone 202-606-5000

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



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expansion, we are proposing a combination of expansion strategies. Each of the larger campuses can accommodate 100 more Corps members. To minimize efforts associated with campus start-ups we propose to increase the larger campuses (Southeast, Western and Central regions) by 100 Corps members each, establish a smaller campus in the District of Columbia modeled on the Perry Point campus of 55 Corps members and establish one new campus of 340 Corps members in the Midwestern region of the country.

In the subsequent years of the expansion we again propose a combination of expansion strategies that will require extensive planning at many levels. Hence, our recommendation to delay the larger influx of Corps members for two years. The following represents examples of how NCCC can accommodate 3,400 new Corps members in FY99 and 2000.

- Satellites: Larger campuses will establish satellites within their designated region that can accommodate up to 100 Corps members and are managed by the home base.
- Campuses: Establish new campuses in regions in which we still have not penetrated. Campuses would be modeled on both the larger campus of 350 Corps members and mini-campuses of 55 to 100 Corps members. The northwest (Washington, Oregon, Iowa, etc.); and the southwest (Texas, Oklahoma, New Mexico, etc.) are regions that instantly come to mind.

The AmeriCorps★NCCC has been pleased with the arrangements we have had with the Department of Defense to establish campuses on closed or downsizing bases. However, we will not limit ourselves to the establishment of new campuses on military bases. Any future reconnaissance related to the identification of campus sites will be broad-based and inclusive of a variety of sectors.

Resource Implications

A most significant short-term impact is recruitment. We are all hopeful that the current climate will be much more favorable to our recruitment efforts. To support the Central Recruitment Office and the AmeriCorps★NCCC Selection & Placement team we will require additional support in this area.

Clearly, an expansion of this magnitude has major implications for resources. Staffing, food and lodging, Corps member living allowances, etc. are all items that will require new dollars. The AmeriCorps★NCCC has consistently and successfully worked to decrease the cost per Corps member. As of FY97 our cost per Corps member is \$19,800. We surmise that as we increase the number of Corps members per campus the cost per Corps member will be slightly reduced. 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.

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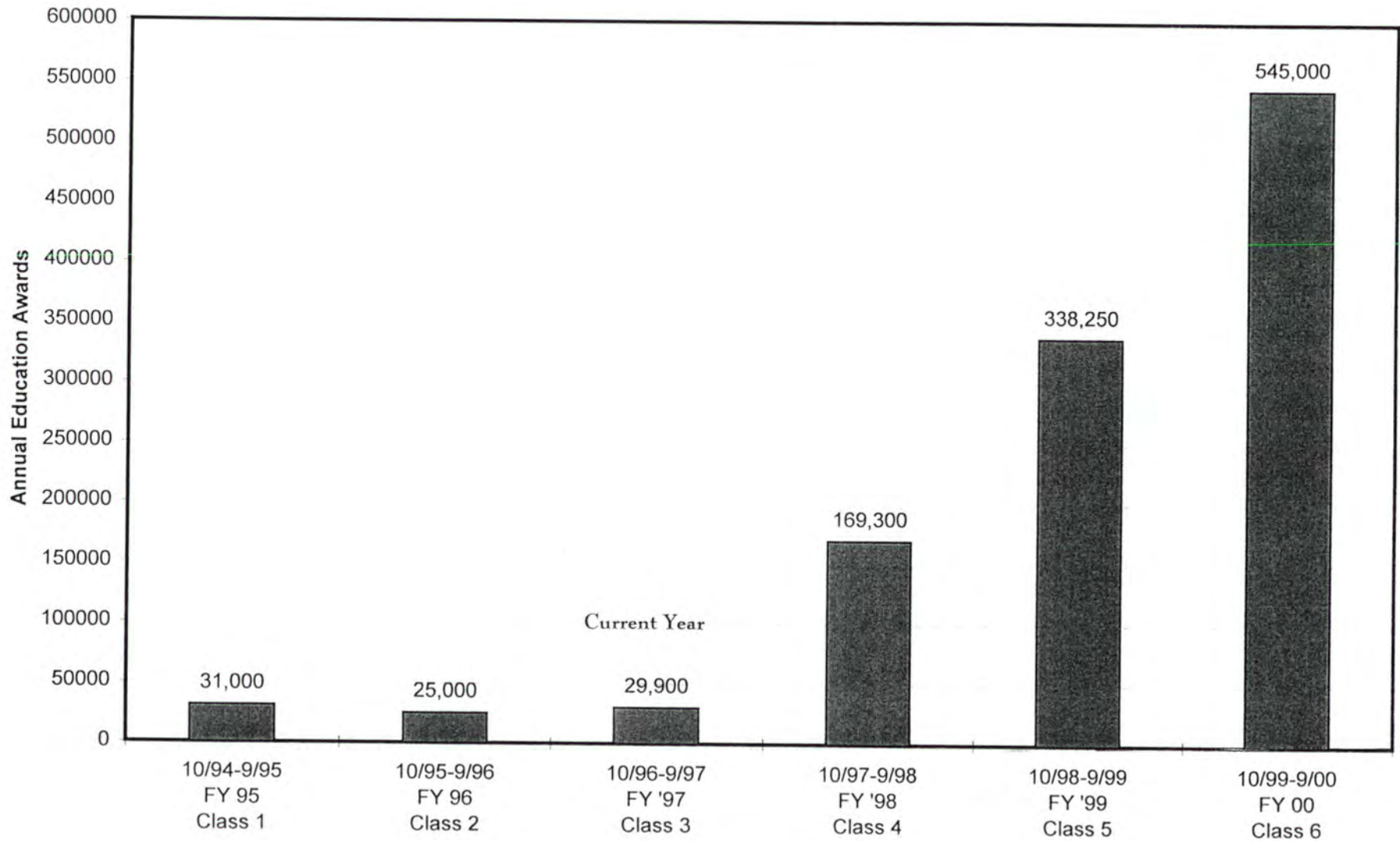
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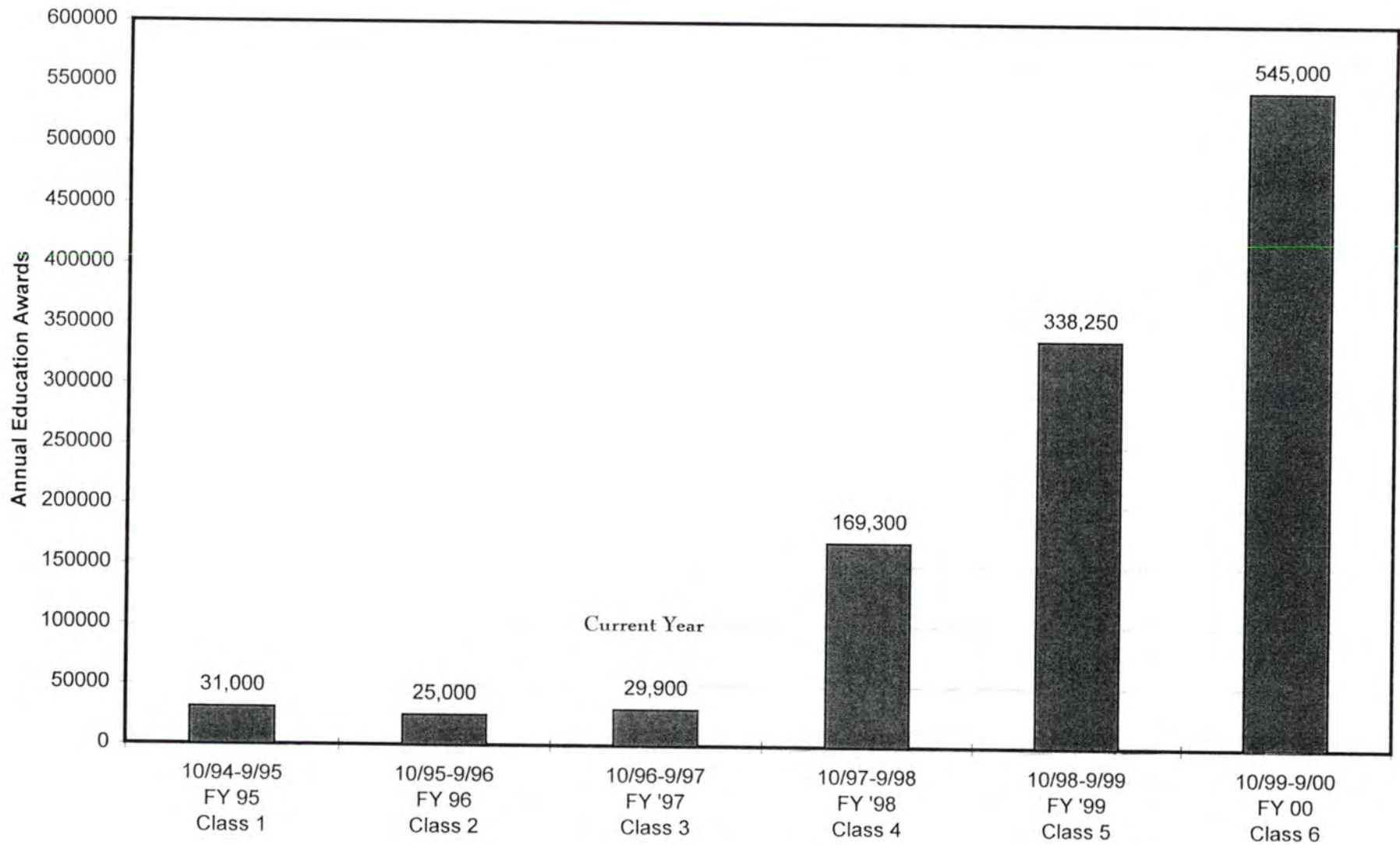
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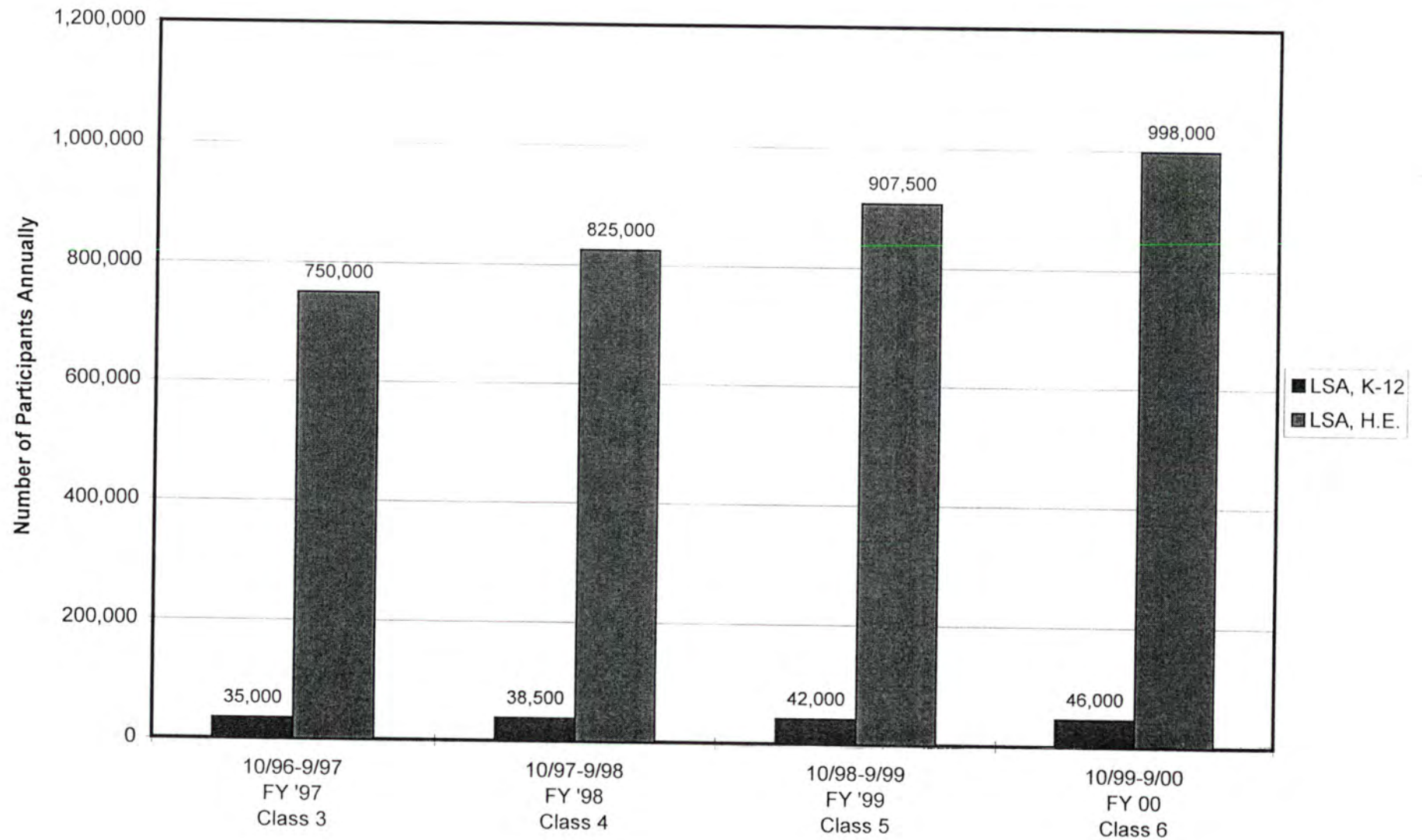
Source: School Offering & Enrollment Data
Proposed Growth in Education Awards₂



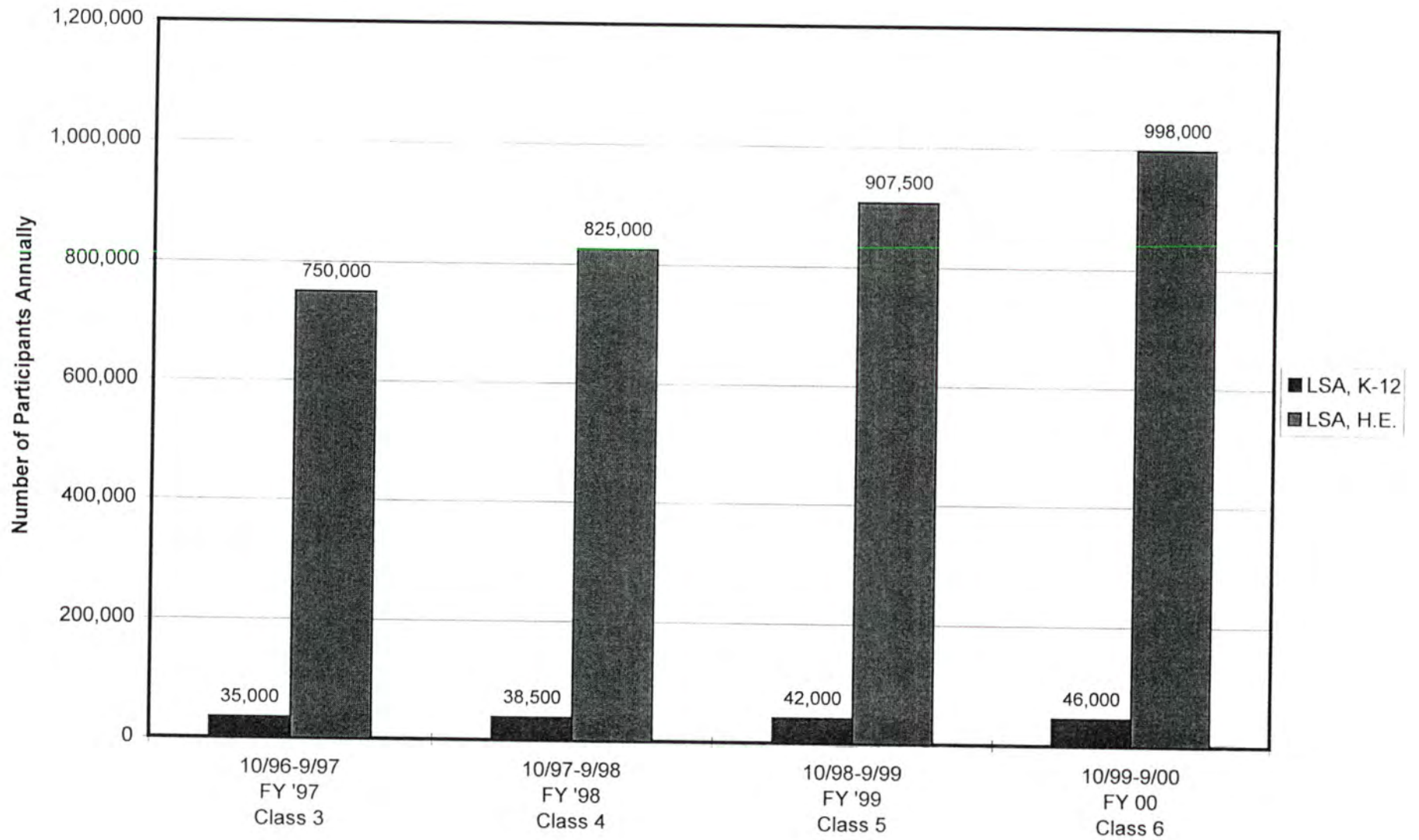
Service & Health Officer's Educational Benefits
Proposed Growth in Education Awards₂



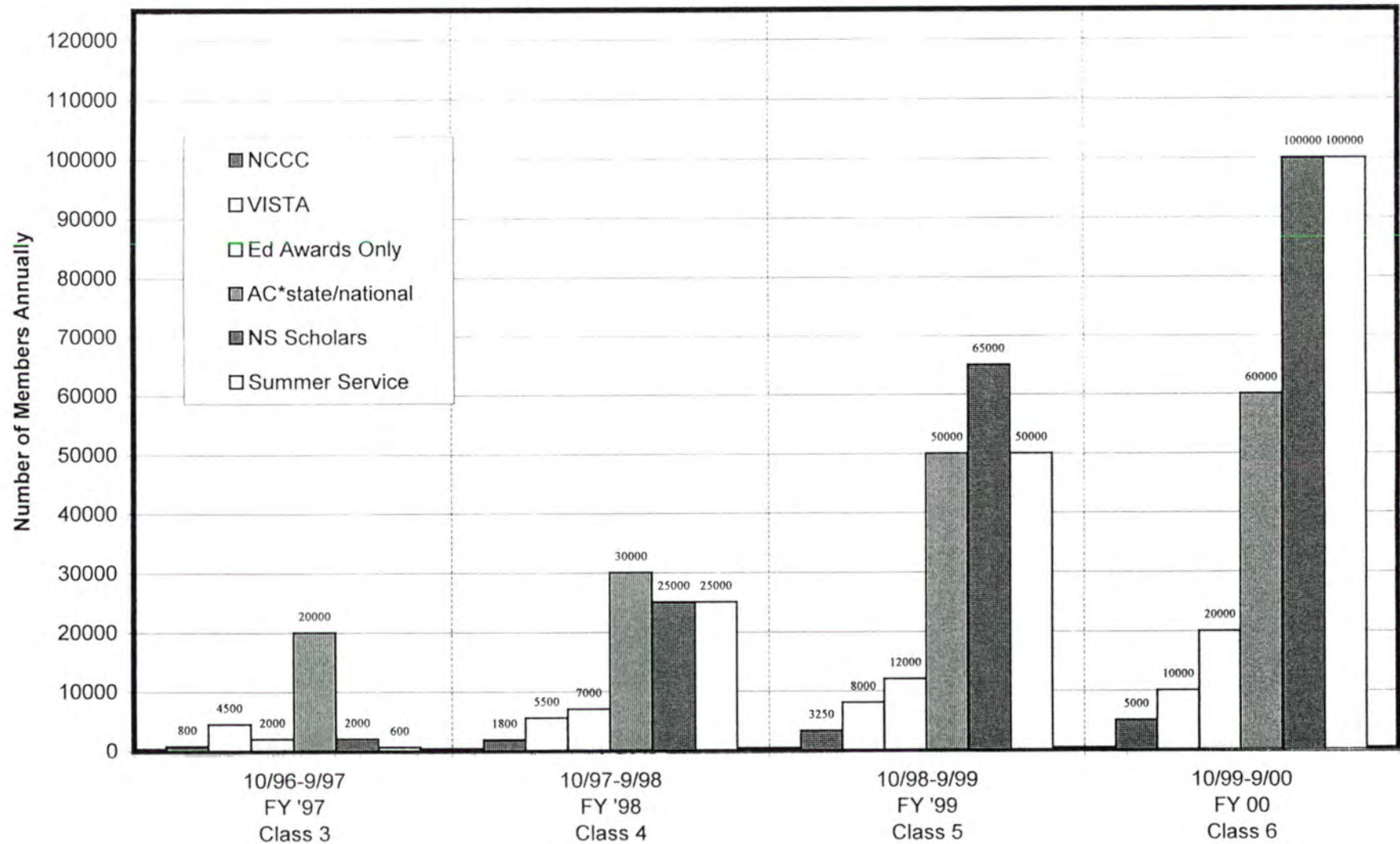
Proposed Growth in Learn and Serve, America



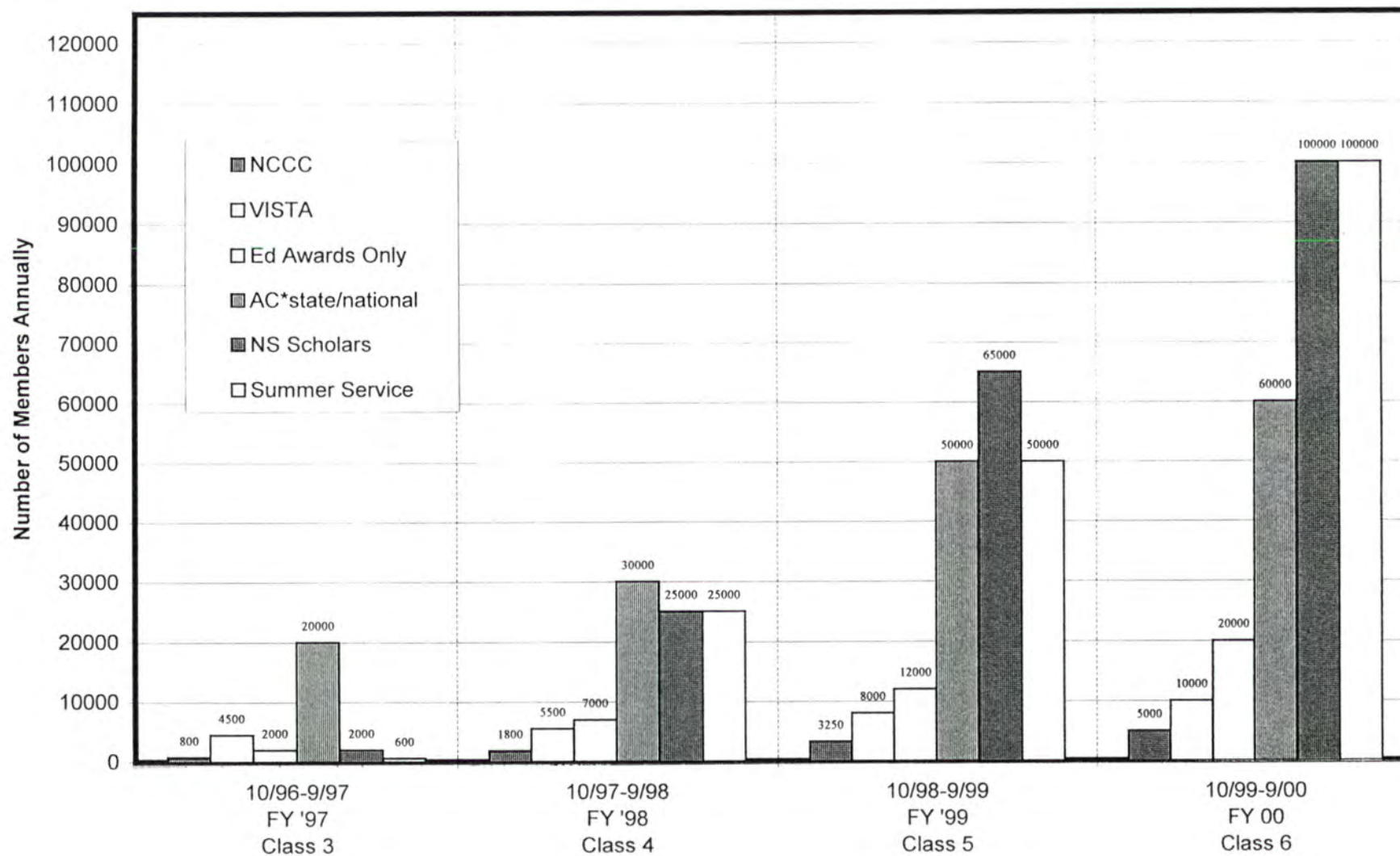
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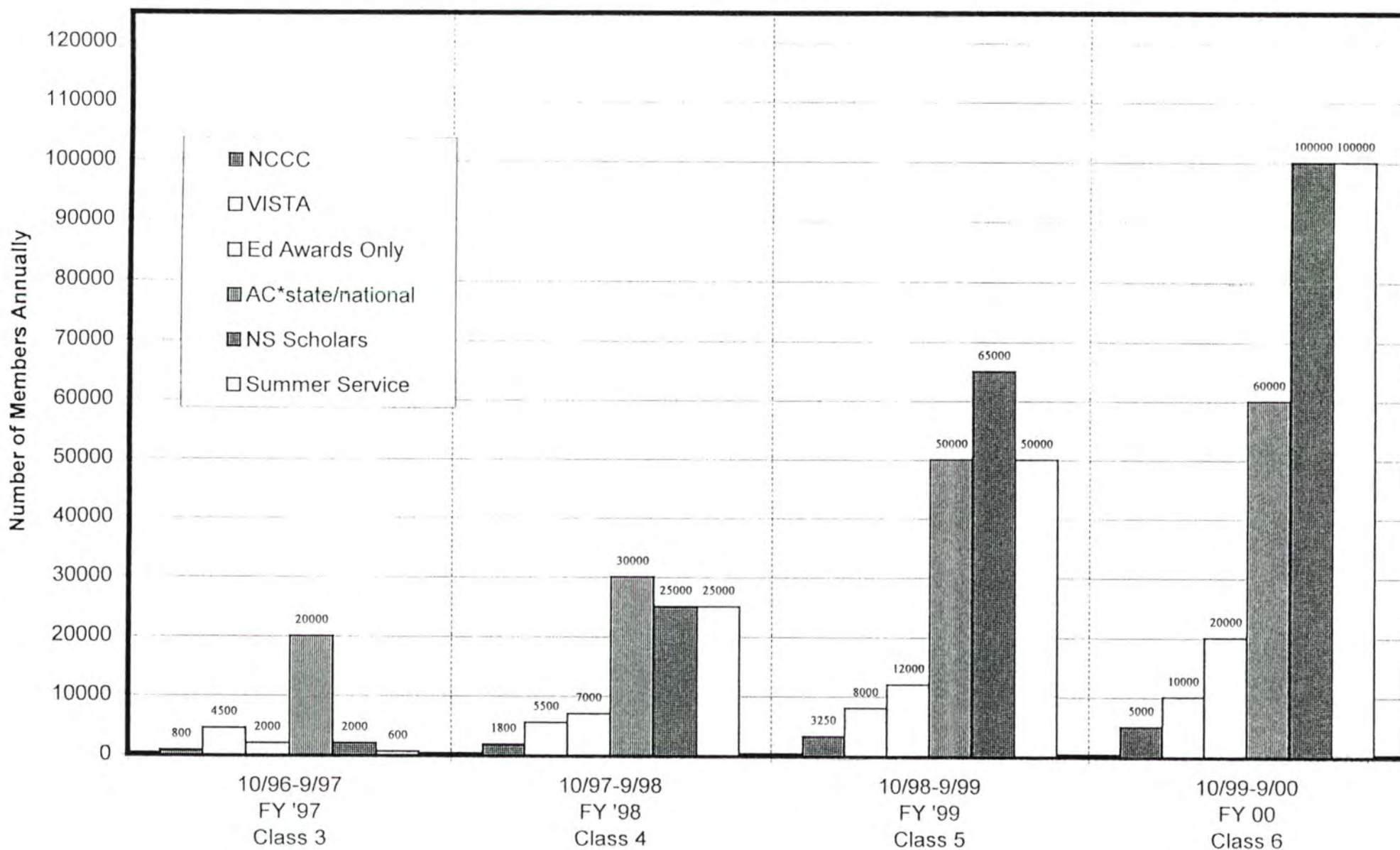
Proposed Growth in Service Positions Offering Educational Benefits



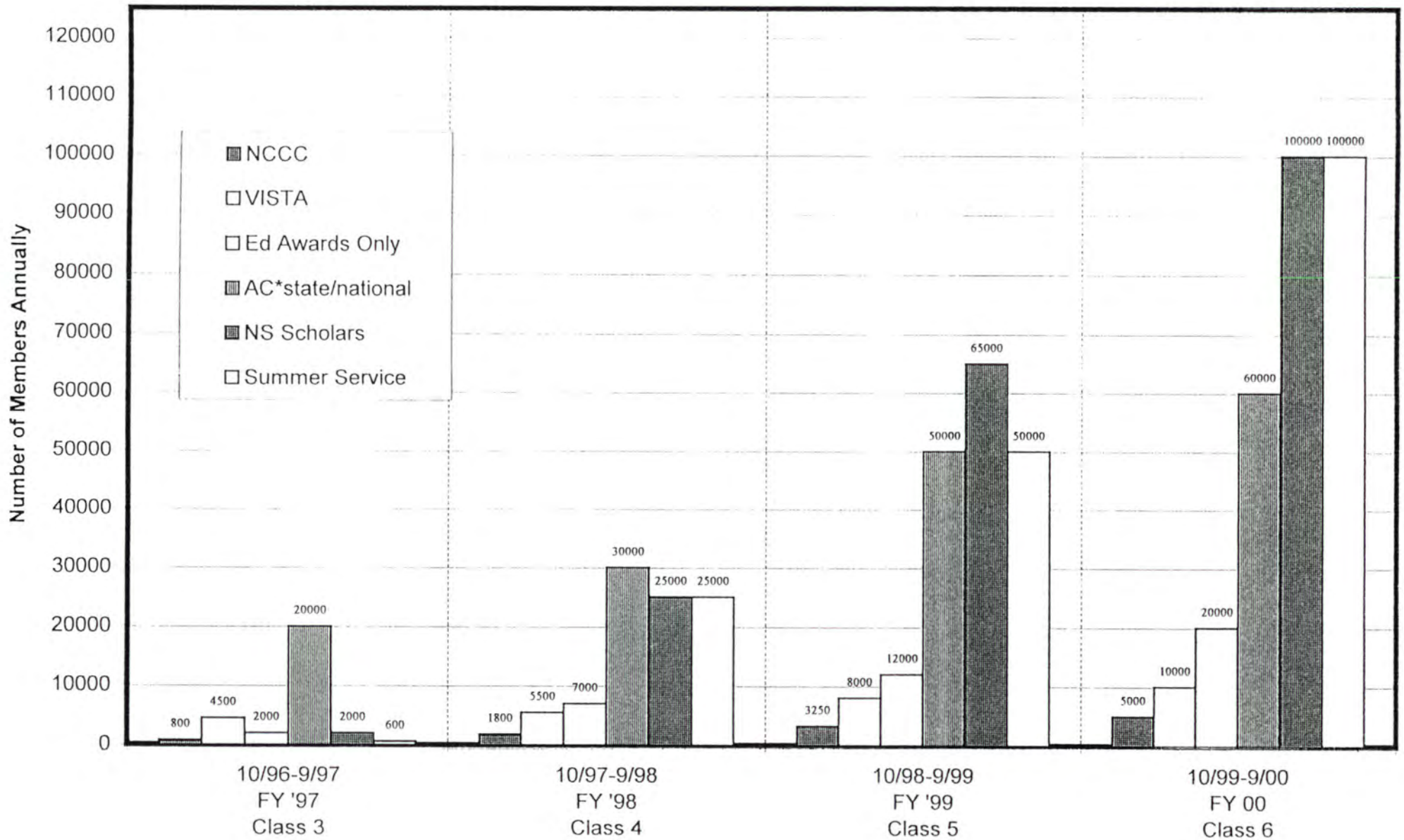
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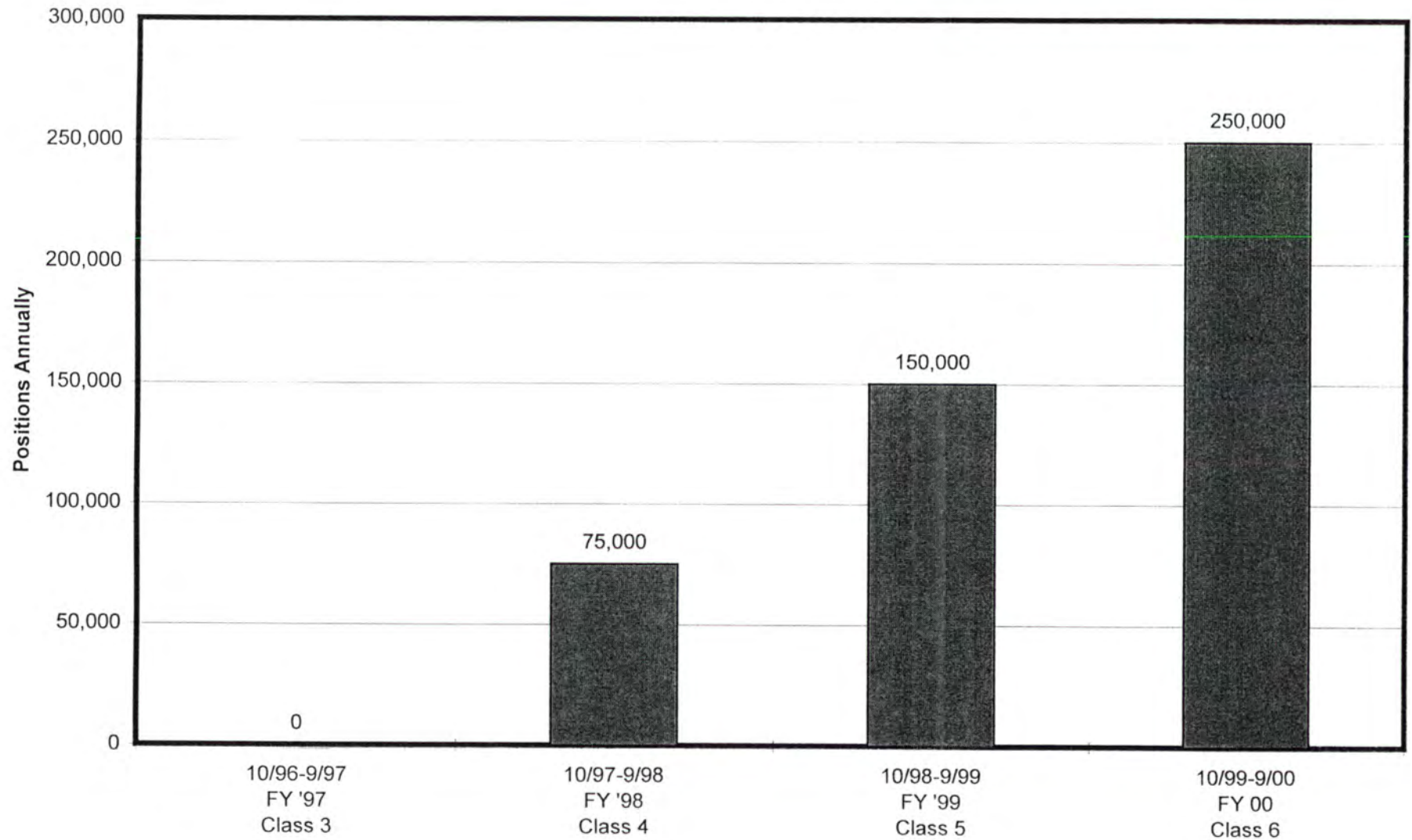
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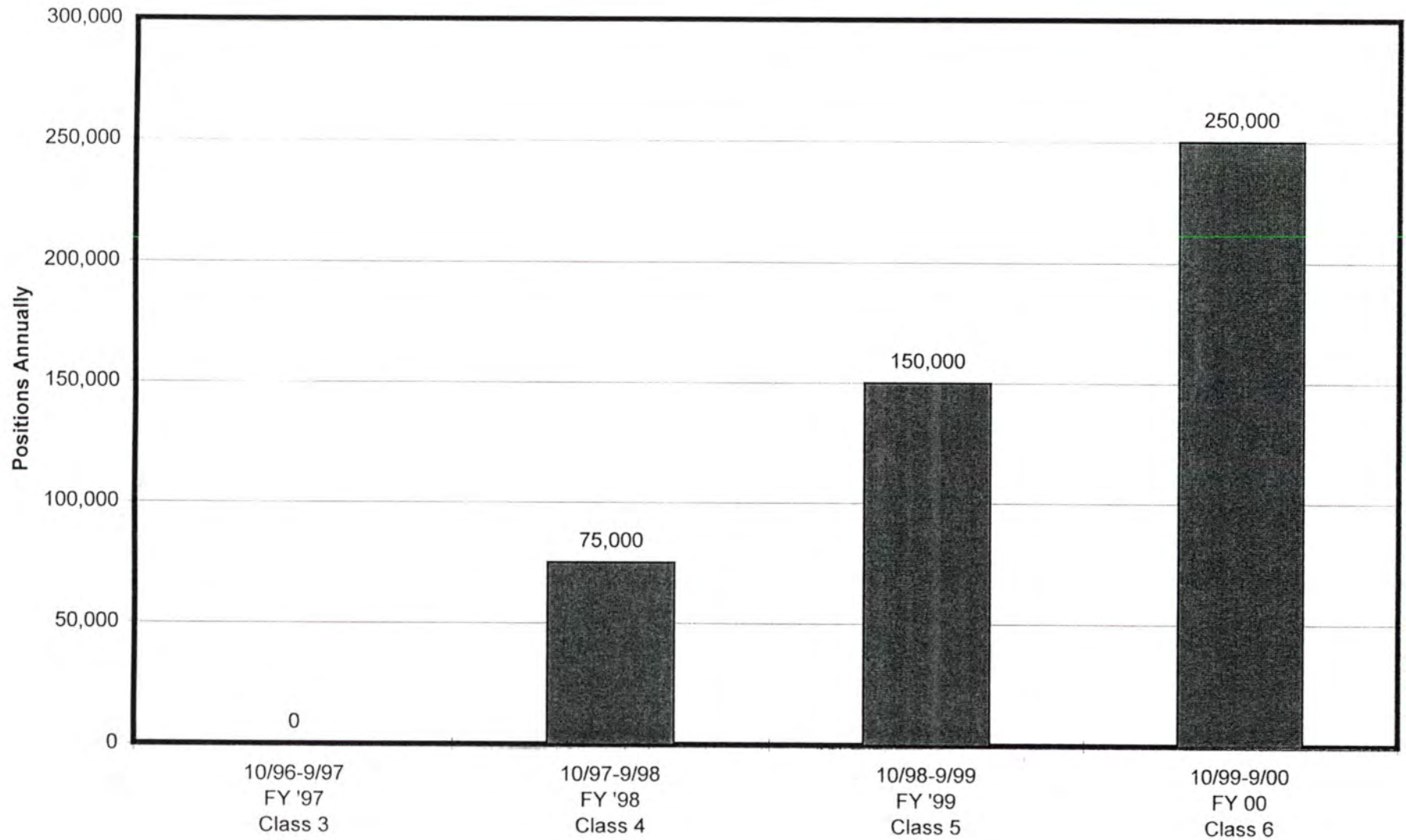
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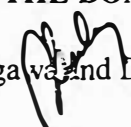
Desired Growth in Service-related Workstudy Positions



Desired Growth in Service-related Workstudy Positions



MEMORANDUM FOR THE BOARD OF DIRECTORS

FROM: Shirley Saga  and Deborah Jospin 
RE: October 4 Retreat
DATE: September 27, 1996

CORPORATION
FOR NATIONAL
 SERVICE

As you know, there will be a retreat of the Board on Thursday, October 3, beginning at 12 noon. The retreat will be held at the AARP building, 601E Street, N.W. From 12:00 until 2:00, the Board will have lunch with Harris. No staff will attend the lunch.

Beginning at 2:00, staff will join you for a discussion of the Corporation's strategic plan, which has been prepared by the staff and Harris. You will see that the draft builds on the work done by the Board over the last several years. The mission, vision, and goals are essentially those approved last year by the Board (with minor nonsubstantive edits). The new aspects of the plan are the Indicators of Success for each goal and the Implementation Objectives. This plan assumes that all elements of the Learn and Serve America strategic plan have been incorporated, even if not specifically mentioned due to space limitations.

After conferring with Tom Ehrlich, chair of the Planning Committee, we propose that the Board discuss several overarching questions raised by the plan before getting into the details of the document:

- 1) What is the appropriate federal role in national service?
 - ◆ Should the Corporation use its funds to support program operations (such as program staff, administration, training of participants, etc.)? Member living allowances? "Infrastructure-building" activities like training and technical assistance for program directors, educators, and others? Evaluation and research?
 - ◆ Should the Corporation set a single priority for programs to work on a specific issue (such as children and youth)? Or should the need to be addressed be determined solely at the community level?
 - ◆ Should the Corporation select programs for funding? Or should these decisions be left to state commissions or others?
 - ◆ Should Corporation funding be viewed as short-term support for start-up or a long-term, sustainable funding base for service programs?
- 2) What rate of growth is appropriate for each Corporation program?
 - ◆ How many AmeriCorps Members should serve in the year 2000? Through what program delivery structure?
 - ◆ Is the proposed one million participant figure for Senior Corps realistic? How do we get there?

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

- ♦ What implications does the Learn and Serve strategic plan goal (of 15 million K-12 students and more than 4 million college and university students participating annually in service) have for the Corporation's overall strategic plan and operations?
 - ♦ Where will the funding come from to enable growth in Corporation programs?
 - ♦ Should we set a goal for the number of volunteers leveraged through Corporation programs? For volunteers more generally?
- 3) What effect will growth have on quality?
- ♦ If program growth is rapid, significant, and not accompanied by a parallel growth in administrative support for the Corporation, will the programs change in quality or character?
 - ♦ How can quality be assured if the number of AmeriCorps Members doubles or triples?
 - ♦ What are the Corporation's most important tools in effecting the quality of programs?
- 4) What changes are needed in the Corporation's operations to achieve these goals?
- ♦ Should staff be organized by program? By function? By state or region?
 - ♦ How can the programs be more closely integrated?

We will spend about ½ hour on each of these questions, hoping to develop a consensus around core principles and assumptions. Then we will go through the draft strategic plan, attached, section by section. Revisions to the plan will be made before the Board meeting, and it is our hope that the Board will approve the plan as revised to be circulated for comment to the field.

Your full Board books will be sent to you by Federal Express on Monday evening. Because of time constraints and schedule conflicts, neither the Communications Committee nor the Policy Committee will hold committee meetings before the full Board meets on Friday.

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Corporation for National Service

Year 2000 Goals and Indicators of Success
(Internal Working Draft -- Confidential)

The Mission

The Corporation's mission is to engage Americans of all ages and backgrounds in community-based service that addresses the nation's educational, public safety, environmental, and other human needs to achieve direct and demonstrable results. In doing so, the Corporation will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service.

The Vision Statement

We envision a nation in which:

service is promoted and valued by educational, religious, government institutions, by businesses, and by individuals, families and communities throughout the nation.

problems in communities are being solved through service--and where service is a part of problem-solving initiatives in educational, public safety, environmental, and other human needs.

service will help people develop a bond beyond common zip codes so that they look first to themselves and to one another to improve their lives.

active and informed citizenship is widespread--and where service helps each American feel greater responsibility towards others.

service is known and valued throughout the country because it has touched the lives of millions of Americans.

participants in service are widely honored--and deserve it--both while they serve and for the rest of their lives.

service is defined, initiated, shaped, and nurtured at the community level.

individuals find effective ways to engage in service throughout their lives—as children (with their families and in their schools), and on through adulthood and their senior years.

service promotes partnerships at all levels of society and builds bridges among seemingly disparate groups to improve the quality of life of people in our nation.

successful service endeavors are celebrated in the communities they serve and shared with other communities interested in learning from them.

service is viewed as a nonpartisan institution in which all people take pride.

individual lives are improved through service.

We envision an organization that is:

a catalytic, coordinating, and creative force in realizing our vision for service in America.

an invaluable resource to and a partner with communities that want to solve their problems through service.

innovative about leveraging its resources, influence, and activities to realize this vision for service in America.

entrepreneurial in its endeavors to create a solid and sustaining foundation for service in our nation.

viewed as above and beyond partisanship.

an enterprise with relevance not just to government but for many sectors of society.

united in its vision and its operations--using shared principles of high quality and shared values of mutual respect.

staffed by those who reflect the spirit and ideals of service.

structured to effectively and efficiently implement its vision, mission, and goals.

recognized as a careful and effective steward of taxpayer dollars.

able to demonstrate powerfully and clearly the positive results that service offers communities in addressing their issues and improving the lives of their members.

a leader in developing successful alliances with other organizations and with communities throughout the country.

generous in its recognition of the contributions of others, both now and throughout history, in the arena of volunteering and service.

Year 2000 Goals and Indicators of Success

***Note:** A few assumptions and definitions are provided here in the interests of clarity and succinctness. Throughout this document, references to particular years refer to the federal fiscal calendar (October 1 to September 30). We have developed this plan with the intent that its short-term goals be achieved by 2000, thus, in the absence of a specific time frame we intend that the goals and objectives described will be achieved by the end of fiscal year 2000.*

Certain terms used in this plan may not be familiar to all readers. "Participants" means students and out-of-school youth who serve in Learn and Serve America programs, AmeriCorps Members, and Foster Grandparents, Senior Companions, and RSVP Volunteers who serve through the National Senior Service Corps. "Leveraged volunteers" refers to volunteers who are recruited or coordinated by "participants."

Goal One: Service will help solve the nation's unmet education, public safety, environmental and other human needs.

Indicators of Success

By the year 2000:

- ☐ independent evaluations will report that the service programs the Corporation supports have had a positive impact (for example, improved reading skills, more children served through high quality after-school child care, or families resettled after a flood or hurricane).
- ☐ a substantial proportion of local civic and community leaders and elected officials will report that the service programs the Corporation supports have helped solve local educational, environmental, public safety and or human needs problems.

- a substantial proportion of national leaders in the fields of education, criminal justice, public health, environmental affairs, and children's policy will report that they perceive service as an important tool in solving national problems.

Implementation Objectives:

- Increase Corporation focus on children and youth, making it a priority within each program (where appropriate), and taking steps to increase the Corporation's knowledge about this substantive area. Such steps will include increasing the staff's understanding of children's issues; emphasizing children's issues through forums, publications, and other tools; forming partnerships with organizations serving children to improve the quality of national service and number of volunteers serving in this area; and the evaluation of national service programs working with children and youth to determine how to improve their effectiveness.
- Implement the America Reads initiative to help ensure that every school child in America can read at grade level by the end of grade three. To achieve this, each year more than 10,000 AmeriCorps Members to help organize and utilize one million volunteers, including many thousands of Senior Corps and Learn and Serve America participants.
- Expand the Corporation's capacity to respond rapidly to emerging needs and new national initiatives in a variety of ways, including AmeriCorps*NCCC's team-based program; AmeriCorps*VISTAs individual and small group placements; and demonstration programs.
- The Corporation will increase the emergency management capacity of programs to meet our agreement with Federal Emergency Management Administration (FEMA) through partnerships with the Red Cross and other national organizations, training of national service staff and participants, and the development of working relationships with emergency service agencies at the state and local levels.
- Ensure that all Corporation-funded programs have objectives and a system of measuring those objectives. The Corporation will assist state commissions and program sponsors with developing and setting objectives and measuring progress toward them.
- Following up on the 1996 National Senior Service Corps conference, continue efforts to train on impact programming in order to increase the impact of Senior Corps programs on solving community problems; revise policies, manuals and regulations; select 150 pilot sites that will follow the programming for impact guidance issued by the Senior Corps; and hold a Leadership Forum on Senior Service in 1997. By 1999,

all Foster Grandparent and Senior Companion programs, and RSVP programs will operate on programming for impact principles.

- Organize a leadership conference for school, community and higher education grantees to discuss ways in which Learn and Serve America can provide leadership for the field; strategies for strengthening high quality programs; opportunities for K-16 collaborations; connections to school and higher education improvement efforts; and development of agendas for technical assistance, training, research and evaluation.
- Review and reconsider for funding all AmeriCorps and Learn and Serve America Higher Education programs at least once in the next three years, and all Senior Corps programs at least once every six years to reflect new priorities and maintain the highest quality portfolio of programs.
- Find ways for communities, states, and federal agencies involved with solving critical problems to incorporate service as a strategy in their efforts. Accomplish this objective through the Presidents' Summits, forums, partnerships with organizations involved in solving critical problems, involvement in domestic policy initiatives, and other means.
- Through evaluation, research, training and technical assistance, study and strengthen national service programs' quality. Efforts will include hiring issue area experts, evaluations of programs by issue area, continuation of staff issue teams, and the fostering of "affinity groups" for programs working on the same issue.
- Improve AmeriCorps recruitment, resulting in an increase in AmeriCorps applications proportionate to the growth in AmeriCorps. Efforts will include an expansion of the system of campus representatives, greater coordination between recruitment and public affairs, engagement of all Corporation staff in recruitment efforts, and development of updated materials. This will enable programs to select individuals with the greatest leadership potential and appropriate skills to become AmeriCorps Members. A special emphasis will be placed on the recruitment of higher skilled AmeriCorps Members and individuals that will add to the diversity of the program.
- Working with leading volunteer organizations, increase the effectiveness of part-time volunteers at meeting community needs, especially those leveraged through Corporation programs.
- Collect and maintain a database of success stories, and develop and implement a communications strategy to highlight the effectiveness of service as a strategy for community problem solving.

- Facilitate the involvement of national service in high priority, high impact initiatives, beginning with welfare reform and education reform.

Goal Two: Communities will be made stronger through service.

Indicators of Success

By the year 2000:

- ☐ service programs supported by the Corporation will double the number of participants and leveraged volunteers.
- ☐ national service participants will serve in more than ___ community organizations.
- ☐ a substantial proportion of civic and community leaders and elected officials will include "national service" when asked to identify important sources of community strengthening and effective citizen engagement in their communities.
- ☐ a substantial proportion of community-based organization directors will list "national service" as a positive influence on their efforts.
- ☐ communities will adopt service as a strategy to address important community problems.
- ☐ service will be viewed as a major way of unifying people of different races and backgrounds to connect America for citizen action.

Implementation Objectives:

- Assist in the planning and execution of the 1997 Presidents' Summit to ensure that the community teams attending the Summit will engage in followup activities likely to strengthen the communities' ability to respond to local needs and to unleash a new level of citizen action in the nation.
- Determine ways to leverage greater numbers of part-time, unstipended volunteers through its programs. Leveraging volunteers will be a priority for training and technical assistance, and all Corporation programs will assess their policies and priorities to make programs more effective at leveraging volunteers.
- Implement a strategy to achieve cost-reduction goals set in 1996 by assisting AmeriCorps programs to decrease their reliance on Corporation funding, to decrease costs, and diversify support, especially by forming local community partnerships with private sector organizations. The Corporation will seek national partnerships that are likely to increase local programs' ability to connect with the private sector at the local level. Such national partnerships will include the banking industry, based on the Community Reinvestment Act strategy developed by Public

Liaison with the assistance of the Board, and the Grantmaker's Forum on Community Volunteering and National Service. The Corporation will also explore potential new resources, such as business sponsorships and fee for service arrangements.

- Hold up to six forums each year to assist communities to integrate service into community-wide initiatives intended to address local priority needs.
- Determine effective strategies for collaboration among local national service programs and with other organizations responsible for addressing community needs. Disseminate findings and incorporate them into program policies. Remove policy and regulatory barriers to local collaboration.
- Assess diversity of national service participants at the site level and develop strategies to increase diversity among participants and leveraged volunteers.
- Develop a new model of service leadership through an expanded national service leadership strategy, beginning by combining AmeriCorps*, VISTA*, and NCCC* Leaders programs and providing Leaders for Learn and Serve America. Through training and policy changes, make the new Leaders' program a catalyst for fostering cross-stream service programming. Increase the number of Leaders consistent with demand.

Goal Three: The lives of those who serve will be improved through their service experience.

Indicators of Success

By the year 2000:

- ☐ program participants will report that their lives were improved by their service experience.
- ☐ former program participants will be more engaged as active citizens in their communities, including continuing to serve, than individuals who did not serve.
- ☐ Learn and Serve participants will rate higher on measures related to school success and career success (such as school attendance and behavior, graduation rates, rate of participation in post-secondary education, career intentions/expectations, work place skills, and selected content mastery), as compared to students not participating in service-learning programs.
- ☐ the Corporation will have assisted hundreds of thousands of Americans to further their education.

- ☐ National Senior Service Corps participants engaged in getting things done through service will report higher personal satisfaction and self-esteem than the population of senior citizens not volunteering.
- ☐ Most leveraged volunteers will report that serving improved their lives.

Implementation objectives:

- Ensure a dramatic increase in the number of individuals who have the opportunity to earn education aid by performing service. To achieve this objective, we will:
 - ♦ expand the AmeriCorps education awards program to encourage non-profit and religious groups to expand their service activities;
 - ♦ expand and achieve cost reductions in AmeriCorps, AmeriCorps*VISTA, and AmeriCorps*NCCC;
 - ♦ expand summer AmeriCorps programming;
 - ♦ implement the national service scholarships program for high school students; and
 - ♦ encourage colleges and universities to increase the share of current college work study placements dedicated to community service and target new placements to service, consistent with the President's challenge to the higher education community.
- Expand the number of AmeriCorps*NCCC Members serving each year with the number of campuses increased proportionately, beginning with the establishment of a new operating site in the District of Columbia area. Additional sites for campuses will include colleges, public housing, veterans hospitals, and military bases (operating, downsizing, and converted to civilian use).
- Expand AmeriCorps VISTA Members, allowing many more low-income communities to benefit from their service.
- Through broad-based and targeted outreach efforts, increase the number of education awards provided to Members each year serving in programs receiving no funds from the Corporation to support living allowances or program costs. Special focuses of this outreach will include program serving children and youth and those engaging children and youth in service and programs involving higher skilled Members.
- Implement the agreement to reduce the budgeted average cost to the Corporation of each AmeriCorps Member to \$15,000. These savings will be achieved by assisting programs in identifying successful strategies for reducing costs; and by expanding the number of Members serving in programs that receive only education awards or only education awards and funds for living allowances.

- Provide training and technical assistance to programs based on a review of the AmeriCorps Member in-service and post-service experience. Issues will include retention, educational and other support for Members who are disadvantaged, assisting with Member transition to life after AmeriCorps, and encouraging citizen responsibility, including continued commitment to service.
- Continue to support a range of full-time and part-time service opportunities through AmeriCorps, including residential and nonresidential, team-based and individual placement, urban and rural, and high and low-skilled activities.
- To increase the benefit to participants, undertake a review of Learn and Serve America to analyze ways to improve programs' ability to improve the lives of participants, including their educational success. We will make necessary changes to the program based on this research and work with the Service-Learning Clearinghouse and other technical assistance providers to disseminate appropriate guidance and information.
- Implement a plan to promote service-learning and the ethic of service for young people. The plan will increase both the supply of and demand for service-learning and student service opportunities among educators and youth-serving organizations. We will also explore enlisting business sector partners to assist in this effort.
- Use the disability funds provided in the National and Community Service Act to double the number of individuals with disabilities in AmeriCorps.
- To improve nonprofit sponsors' utilization of leveraged volunteers, ensure that all national service programs receive information about good practices in volunteer management, and will collaborate with leading volunteer organizations to find other ways to achieve this objective.

Goal Four: Service will become a common expectation and experience of Americans as an integral part of civic responsibility.

Indicators of Success

By the year 2000:

- ☐ a majority of Americans will be engaged in sustained service in the community.
- ☐ service-learning will be practiced in the majority of the nation's elementary and secondary schools, colleges, and universities, connected to the core

mission of the school, and service by students and young people will become a central part of the programs of organizations serving youth.

- Americans will believe that performing service is part of the definition of a successful life and necessary to being a responsible citizen.

Implementation Objectives:

- The Corporation will advise and support the 1997 and 2000 Presidents' Summits and the community summits in between.
- Direct a greater portion of Learn and Serve America resources toward activities designed to build opportunities for students to engage in service so that a majority of young Americans will have the opportunity to learn the service ethic as part of their education and become more engaged in solving community problems. Such activities will include expansion of training and technical assistance; implementation of the Leader Schools initiative; launching an effort to promote public understanding of service learning; development of key partnerships with national education and youth organizations, especially teachers; and efforts to integrate service learning into education reform plans and college work study.
- Expand the use of AmeriCorps Members, including AmeriCorps*VISTAs, as service-learning coordinators and organizers of youth volunteers.
- Urge other federal agencies that support education programs to encourage service learning and see that national service participants engaged in teaching are trained in service learning methods.
- Double the number of participants in the National Senior Service Corps to one million. Toward this end, the Corporation will pursue cost-share arrangements with private and public organizations, especially those concerned with home health care; review the legislation, regulations, and policies for impediments to expansion; and form partnerships with corporations, foundations, university alumni associations, civic groups, and national nonprofits to increase opportunities for seniors to serve.
- Review programs' strategies for increasing participants' commitment to the service ethic and find ways to strengthen and improve those strategies.
- Develop and implement a communications strategy and pursue partnerships with other national organizations to strengthen commitment to service among specific sectors of the public. We will review and revise the Corporation's key message linking all national service programs to the larger mission. This message will be communicated through updated videos, publications, media strategies, etc. We will

use both traditional and new strategies to reach the public, including through the World Wide Web of the Internet.

- Facilitate the involvement of the national service network in "seasons of service," including the Make a Difference Day in the fall, Martin Luther King Day in January, and National Volunteer Week and National Youth Service Day in April. Not later than the fall of 1997, we will help initiate "Saturdays of service" that will allow for longer term commitments to grow out of the signature days.
- With key partners, support a system that uses technology to link service programs nationwide through a database and network that will connect potential volunteers to service opportunities.
- Engage the private sector in efforts to encourage skilled workers to undertake "sabbaticals for service" to support community service activities at the local or national levels.

Goal Five: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.

Indicators of Success

By the year 2000:

- ☐ AmeriCorps, Learn & Serve America, and the National Senior Service Corps will share common operating systems and consistent goals.
- ☐ Corporation partners (including grantees, host organizations, service programs, sponsors, state educational agencies) will view Corporation performance positively.

Implementation objectives:

- Ensure the reauthorization and appropriation of the National and Community Service Act and Domestic Volunteer Service Act programs, consistent with this strategic plan.
- Assess the existing structure to determine what changes are necessary to make the Corporation more efficient and effective, especially in the areas of customer service, program quality, program coordination at the state and national levels, consistent and independent monitoring and evaluation, financial and legal accountability, and teamwork across programs, units, and headquarters/field operations.

- Develop and implement a plan to 1) streamline and simplify the AmeriCorps delivery system so that AmeriCorps does not require extensive federal intervention in local program budgets, and 2) increase the share of Corporation funding that goes to Member living allowances and education awards and decrease the share expended on administrative overhead and operations, and 3) link more closely AmeriCorps*NCCC, AmeriCorps*VISTA, and AmeriCorps*State and National.
- Continue efforts to decentralize decisionmaking about program selection, while maintaining strong systems of accountability, evaluation and quality.
- Develop and implement a plan to increase the role of the independent sector in the administration of national service, including the evaluation and monitoring of programs, provision of training and technical assistance, and provision of financial support. This effort will begin with rethinking our system for providing leadership training to program directors, currently offered through the Presidio Leadership Center. We will also develop one or more pilot efforts to allow for independent accreditation of national service programs.
- Develop “customer service” standards governing Corporation staff interaction with its key partners and the general public, conduct customer satisfaction research and take other steps to improve the Corporation’s responsiveness to external and internal partners.
- Review the Corporation’s management structure to ensure that roles and responsibilities are clear for all units and that there is appropriate oversight of all functions by senior management.
- Not later than 1998, fulfill the Act’s requirement for State Commissions working with state offices, state education agencies, and others to develop a coordinated state plan for service, by implementing a unified state planning system for all Corporation programs and exploring ways to make it easier for communities to develop cross-stream programs, including developing a single point of contact for information about accessing national service.
- Work with state commissions to strengthen their role as convenor and coordinator of service within the state; as a provider of support to national service programs; and as the administrator of AmeriCorps and other programs. Specific steps will include developing and implementing a system to assess state commission performance based on criteria established in the 1997 state administrative guidelines.
- Establish strong partnerships with:

- ♦ Leading volunteer organizations, to increase the number of individuals engaged in citizen service and to increase the effectiveness of service in solving serious social problems;
 - ♦ Faith-based organizations, to increase connections between national service and the long tradition of service by religious organizations, consistent with the statute;
 - ♦ Governors, mayors, and other locally elected officials, to support the integration of service as a strategy in achieving priority initiatives;
 - ♦ Organizations serving children and youth, including those involved in policymaking, to make clear the availability of national service as a resource in meeting the needs of young people, including their ability to serve;
 - ♦ Organizations serving senior citizens and retired Americans, to increase the number of seniors engaged in service and the use of service as a strategy;
 - ♦ Educators, to promote the integration of service-learning into the curriculum
 - ♦ Federal agencies, not to give them grants, but to encourage national service as a way of "getting things done" and service-learning as an education method;
 - ♦ The Selective Service and military, to share recruitment and other resources; and
 - ♦ Private sector funders, including foundations and business, to make national service more sustainable.
- Strengthen the quality of national service programs through:
 - ♦ well-coordinated and responsive research, evaluation, and training and technical assistance focusing on key issues identified through a needs assessment of programs and by the Corporation;
 - ♦ beginning this year, a broader role for training and technical assistance in serving all Corporation programs;
 - ♦ reviewing and recompeting all training and technical assistance and evaluation contracts by 1998;
 - ♦ reviewing and improving the recruitment function;
 - ♦ leadership training; review and revision of program guidelines to reflect the Principles of High Quality Programs; and
 - ♦ strategic use of demonstration program.
 - Complete the development and implementation of an integrated program and grants management system by the end of 1997 and an integrated, fully modern financial management system by the end of 1998.
 - Ensure timely and effective communication, both internal to the Corporation and with key partners (including state commissions and funded programs) through improved communications systems.

- By 1998, Internet and Intranet will be principle means of communicating important information to the field and staff.
- Resolve findings in the March 1996 auditability survey and produce auditable financial statements no later than the end of 1997. We will implement in 1997 a Corporation-wide management control system overseen by a Management Controls Coordinating Committee.
- Put in place systems that will comply with the Government Performance and Results Act.
- Review the Corporation's system for program monitoring and address any weaknesses identified.
- Improve the timeliness of issuing grants to programs so that not later than the end of 1998, all programs will receive funding at least four weeks prior to program start-up.
- In order to achieve high quality standards for staff, implement a comprehensive staff training program. This training will include both job specific skills enhancement and management control issues.
- By 1997, have in place performance plans for all staff that are tied to the annual plan for their units.
- Develop a working Labor-Management Partnership Council by the end of 1997.
- By the end of 1998, put in place an integrated Corporation-wide information system and will provide the network capacity to support the integrated system and effective communications within the Corporation.
- Through all of its actions, demonstrate that national service is a nonpartisan institution in which all Americans can take pride.
- Define the specific contributions of the Board of Directors toward these goals and monitor overall efforts by the Corporation to achieve them.