2022-2026

AmeriCorps Strategic Plan

Version 1.0





Our Foundation

MISSION

To improve lives, strengthen communities, and foster civic engagement through service and volunteering

PURPOSE

To bring out the best of America

HOW AMERICORPS WORKS

Every day in communities across the country, AmeriCorps members and AmeriCorps Seniors volunteers work directly with national, regional, or local nonprofit and community organizations to meet critical community needs

OUR PILLARS

Unite

We bridge divides by bringing people together: connecting individuals and organizations to help communities tackle their toughest challenges.

Strengthen

We provide resources and people power to organizations dedicated to the improvement of communities.

Impact

We enrich the lives of those we serve and those who serve.

Lead

We are the only federal agency for community service and volunteerism. We empower an entire ecosystem committed to the betterment of communities across America.



Message from the CEO

Service is an ideal embedded in the fabric of our nation. Across the country, we see Americans of all ages and backgrounds unite to bring hope and help to others. For nearly three decades, AmeriCorps has tapped the indomitable spirit of the American people to meet our nation's toughest challenges.

AmeriCorps has a proven record of meeting a wide range of community needs in education, health, economic opportunity, disaster services, supporting veterans and military families, and preserving public lands. Working with thousands of community partners, AmeriCorps engages 250,000 individuals in results-driven service at 40,000 locations across the country, helping Americans succeed in school, live independently, and rebuild their lives after homelessness, job loss, or natural disasters.

As our nation looks forward, AmeriCorps will use the Fiscal Year 2022-2026 Strategic Plan to continue to connect local organizations with the people power to meet pressing challenges, including building a more inclusive and equitable future for all.

Strategic Plan Development

AmeriCorps began developing its Fiscal Year 2022-2026 Strategic Plan in early 2021 to provide clarity, direction, and focus on the strategic outcomes that AmeriCorps will prioritize over the next five years. This plan was informed by 11 months of intentional planning that started with 18 stakeholder input sessions and engaged 71 state commission staff, 332 grantees and sponsors, 152 AmeriCorps staff, and received 287 written comments. AmeriCorps also hosted five all-staff listening sessions. AmeriCorps engaged the House Committee on Education and Labor; the Senate Committee on Health, Education, Labor, and Pensions; and the agency's Office of Inspector

General for feedback and refinement. The agency established a strategic plan governance structure to oversee the planning process, composed of executive decision-makers, a steering committee of career staff, strategic objective coordinators, and a strategic plan project management team.

This plan defines the agency's goals, objectives, and strategies to both meet and exceed the agency's mission to improve lives and strengthen communities. AmeriCorps will support the following priorities in the next five years to better position the agency to respond to national and local needs and help the communities it serves prosper.

- 1. Partner with communities to alleviate poverty and advance racial equity
- 2. Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers
- 3. Unite Americans by bringing them together in service
- 4. Effectively steward federal resources
- 5. Make AmeriCorps one of the best and most equitable places to work in the federal government

AmeriCorps looks forward to ensuring that, as we expand our community impact, we also are increasing our operational accountability and ensuring resources are used appropriately to assist underserved individuals and communities across the nation.

Our Commitment to Diversity

AmeriCorps has a decades-long commitment to advance racial and economic equity through national service and volunteerism. These efforts are designed to expand pathways to opportunity for all Americans. Racial and economic equity will be central to our planning and

implementation of all priorities, including that we ensure AmeriCorps members and volunteers reflect the diversity of the American people and the communities in which they serve.

Uniting Americans in Service

For decades, national service has engaged Americans of all backgrounds in tackling the nation's toughest challenges, uniting people to work together for the common good. Time and time again, we have seen that when our nation invests in national service, we all win.

Together with thousands of community partners, AmeriCorps will engage dedicated individuals in making our nation fairer and more equitable. The Strategic Plan will guide and focus this smart investment in the American people – an investment that solves problems, expands opportunity, strengthens communities, connects us with our neighbors, and unites our nation.

In service,

Michael D. Smith Chief Executive Officer





Our Goals

Goal 1

Partner with communities to alleviate poverty and advance racial equity

Goal 2

Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

Goal 3

Unite Americans by bringing them together in service

Goal 4

Effectively steward federal resources

Goal 5

Make AmeriCorps one of the best and most equitable places to work in the federal government



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Partner with communities to alleviate poverty and advance racial equity

- Mitigate the impacts of the COVID-19 pandemic and other public health crises
- Reduce greenhouse gas emissions, conserve lands and waters, and adapt to the changing climate
- Expand educational and economic opportunity
- Prioritize investment in the most underserved individuals and communities
- Recruit a diverse corps of members and volunteers who reflect those we are serving



Partner with communities to alleviate poverty and advance racial equity

Our Narrative

It is the policy of the Biden-Harris administration that "the Federal Government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality" (Executive Order 13985). Over the next five years, we will invest in existing and new partnerships with non-profit, faith-based, and Tribal organizations, and state service commissions, to get things done for America. We will focus on the most critical issues of our time — public health, climate and the environment, and education and economic opportunity — and we will increase our efforts to ensure our AmeriCorps members and AmeriCorps Senior volunteers reflect the communities where they serve. We will target our investments toward communities where the need is greatest, particularly those with populations that face racial inequality and poverty. These steps will enable more Americans than ever to strengthen the communities that need it most across the nation through their service.

Over the next five years, we project that AmeriCorps will help **27.5 million people** and **17,000 organizations** and improve **2.3 million places** across America. Moreover, we aim to have 40% or more of our portfolio dedicated to helping people in poverty.



Partner with communities to alleviate poverty and advance racial equity

Objective 1.1

Mitigate the impacts of the COVID-19 pandemic and other public health crises

Why we're prioritizing this objective

The COVID-19 pandemic has exposed and exacerbated racial and economic disparities in communities across the country. Significant challenges remain in the months and years to come, particularly in our hardest hit communities, many of which were in the greatest need prior to the pandemic.

Annual key performance indicator

Percentage of the AmeriCorps portfolio dedicated to mitigating the impacts of COVID-19 for those hardest hit by the pandemic.

What success looks like over 5 years

Help more than 18.3M people mitigate the impacts of COVID-19 and other public health crises.

Help more than 2,500 organizations build capacity to help people mitigate the impacts of COVID-19 and other public health crises.

By FY 2026, 64.9% of AmeriCorps program funding in mitigating the impacts of COVID-19 and other public health crises will have moderate or strong levels of evidence.

Strategies to achieve the 5-year targets		Responsible coordinating office
1.	Prioritize health care, social support, and food security interventions in AmeriCorps programs' applicant recruitment and award/project selection.	Program Offices
2.	Help stabilize existing national service programs supporting health care, social support, and food security interventions.	Program Offices
3.	Establish a Public Health AmeriCorps (PHA) initiative in partnership with the Centers for Disease Control and Prevention (CDC) to support needed capacity in public health departments and related settings and grow a diverse pipeline of talent for the public health workforce.	CEO Immediate Office
4.	Create a new place-based planning grant competition directed to communities disproportionally impacted by COVID-19.	Office of the State and National Program
5.	Expand AmeriCorps' cohort-based Food Security Initiative — doubling the size of the cohort — to increase food security, create new networks, and identify best practices to support issue-focused sponsor cohorts.	Office of the VISTA Program



Partner with communities to alleviate poverty and advance racial equity

Objective 1.2

Reduce greenhouse gas emissions, conserve lands and waters, and adapt to the changing climate

Why we're prioritizing this objective

Climate change, including environmental, health, and economic impacts, disproportionally damages low-income and Black, Indigenous, and people of color communities. Through broader investments in mitigating climate change through measures that reduce greenhouse gas emissions and conserve land and water, and through targeted interventions that aid and empower underserved communities (e.g., improving food systems, increasing disaster preparedness and resilience, and retrofitting homes to be more energy efficient and less disaster-prone), AmeriCorps can work towards environmental justice and ensure the most vulnerable are able to adapt to climate change. "When we invest in climate resilience and infrastructure, we create opportunities for everyone." – President Joe Biden

Annual key performance indicator

Percentage of the AmeriCorps portfolio dedicated to reducing greenhouse gas emissions, conserving lands and waters and adapting to the changing climate.

What success looks like over 5 years

Help more than 1.9M people directly by reducing greenhouse gas emissions, conserving lands and waters, and adapting to the changing climate.

Help improve more than 2.3M locations and structures by reducing greenhouse gas emissions, conserving lands and waters, and adapting to the changing climate.

Help more than 2,900 organizations build capacity to help reduce greenhouse gas emissions, conserve lands and waters, and adapt to the changing climate.

By FY 2026, 68.9% of AmeriCorps program funding in reducing greenhouse gas emissions, conserving lands and waters, and adapting to the changing climate will have moderate or strong levels of evidence.

S	trategies to achieve the 5-year targets	Responsible coordinating office
1.	Prioritize reducing greenhouse gas emissions, conserving land and water, and climate change adaptation-related interventions in AmeriCorps programs' award/project selection.	Program Office
2.	Help stabilize existing national service programs supporting reduction of greenhouse gas emissions, land and water conservation, and climate change adaptation.	Program Offices
3.	Establish interagency and public/private partnerships to expand the number of grantees and AmeriCorps members and AmeriCorps Seniors volunteers supporting reduction of greenhouse gas emissions, land and water conservation, and climate change adaptation-related interventions.	CEO Immediate Office
4.	Develop and implement coordinated outreach plan to target potential grantee/sponsors who serve underserved communities impacted by climate change.	Office of External Affairs
5.	Develop and implement member recruitment and/or provide training and resources to grantees/sponsors to recruit members/volunteers to serve on climate grants/projects.	Office of External Affairs
6.	Provide climate literacy education to grantees and members.	CEO Immediate Office
7.	Facilitate the sharing of grantee best practices and provide examples for scaling.	CEO Immediate Office
8.	Incorporate climate priorities and objectives into Days of Service campaigns.	Office of Chief of Program Operations



Partner with communities to alleviate poverty and advance racial equity

Objective 1.3

Expand educational and economic opportunity

Why we're prioritizing this objective

Supporting educational and economic opportunity – including employment, financial literacy, and housing services – can be an effective approach to reducing racial and other forms of inequity, as well as alleviating poverty. The relationship between education and poverty is very clear: educated people have increased income potential and quality of life. Meanwhile, economic conditions including employment, quality and affordable housing, and access to government benefits can increase disposable income and prevent material deprivation.

Annual key performance indicator

Percentage of the AmeriCorps portfolio dedicated to expanding educational and economic opportunity.

What success looks like over 5 years

Help more than 7.2M people expand their educational and economic opportunity.

Help more than 11,500 organizations build capacity to help people expand educational and economic opportunity.

By FY 2026, 87.5% of AmeriCorps program funding in expanding educational and economic opportunity will have moderate or strong levels of evidence.

Strategies to achieve the 5-year targets		Responsible coordinating office
1.	Prioritize education and economic opportunity interventions in AmeriCorps programs' applicant recruitment and award/project selection.	Program Offices
2.	Help stabilize existing national service programs supporting education and economic opportunity service interventions.	Program Offices



Partner with communities to alleviate poverty and advance racial equity

Objective 1.4

Prioritize investment in the most underserved individuals and communities

Why we're prioritizing this objective

The federal government is responsible for affirmatively advancing civil rights, racial justice, and equal opportunity for all as outlined in the Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. Investment of AmeriCorps resources in underserved communities will increase access to national service opportunities for communities that may otherwise not have access. The infusion of AmeriCorps resources will advance diversity, equity, inclusion, and accessibility and contribute to the alleviation of poverty.

Annual key performance indicator

Percent of newly awarded/resourced Member Service Years, Volunteer Service Years, and Volunteers allocated to programs/projects, weighted by percent of total people helped who are underserved (defined as people in poverty).

What success looks like over 5 years

40% of all those served by AmeriCorps members and AmeriCorps Seniors volunteers are people in poverty.

AmeriCorps uses people in poverty as its measure for "underserved".

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Prioritizing Investments: Prioritize awards to programs and projects focused on serving underserved populations.	Program Offices
2.	Expanding Award-making: Launch planning grants to help small and new-to-AmeriCorps organizations leverage AmeriCorps programs.	Office of State and National programs
3.	Expanding Outreach: Increase outreach, engagement, and partnership development to expand and diversify the community organizations that successfully operate and support AmeriCorps programs.	Office of Regional Operations
4.	Expanding Engagement & Support: Increasing technical assistance and support to organizations serving underserved communities.	Office of Chief of Program Operations
5.	Engage stakeholders to examine legislation, current match requirements, policies and processes to remove potential barriers for administering an AmeriCorps program.	Office of Chief of Program Operations
6.	Track and report AmeriCorps' investment in rural America.	Office of Chief of Program Operations



Partner with communities to alleviate poverty and advance racial equity

Objective 1.5

Recruit a diverse corps of members and volunteers who reflect those we are serving

Why we're prioritizing this objective

AmeriCorps members and volunteers are more racially diverse than the U.S. average. However, disparities in specific programs and communities — and a misplaced perception that AmeriCorps lacks diversity — hinder our efforts to advance racial equity and alleviate poverty. We believe that by reducing barriers to recruiting members and volunteers with greater understanding of the communities being served, trust in AmeriCorps' ability to achieve this goal and the effectiveness of our programs will increase.

Annual key performance indicator

Total number of leads generated/applications initiated for national service in specified target markets where diverse populations are underrepresented by current member and volunteer demographics.

What success looks like over 5 years

Race, ethnicity, gender, socioeconomic, and geographic diversity of members and volunteers progressively reflects the demographic diversity of those we serve.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Launch coordinated agency-wide member/volunteer recruitment campaigns to reach individuals who reflect the communities we serve.	Office of External Affairs
2.	Improve recruitment tools available to grantees and project sponsors to support recruitment of a diverse applicant pool of potential of members and volunteers who reflect the communities we serve.	Office of External Affairs
3.	Increase the prominence and focus of creative messages, visuals, and video content featuring multi-cultural and diverse representation in marketing and recruitment materials.	Office of External Affairs
4.	Modernize our member and volunteer matching and management system to reduce barriers to entry (see Objective 2.2).	Department of Chief Operating Officer
5.	Increase the agency's capacity to collect and report on race, ethnicity, gender, socioeconomic status, and geographic diversity of the member corps.	Office of Chief of Program Operations
6.	Measure and promote strong outcomes across the member corps, from program completion to pathways into education, employment, and other opportunities (see Objective 2.3).	Office of Chief of Program Operations



Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

- Empower AmeriCorps members to thrive and complete their term of service, and empower AmeriCorps Seniors volunteers to continue their service
- 2. Simplify the applicant journey and update AmeriCorps' member and volunteer technology system
- 3. Strengthen pathways to education, employment, and other opportunities



Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

Our Narrative

"When more Americans step forward to serve, it renews our sense of community and strengthens our democracy. Acts of service unite people from different backgrounds and allow us to truly see and hear one another" - President Joe Biden. Over the next five years, we will focus our efforts on improving the experience for AmeriCorps members and AmeriCorps Seniors volunteers, making it easier and more rewarding than ever to serve. Service and volunteering creates positive results for the communities we serve, the organizations we partner with, and the AmeriCorps members and AmeriCorps Seniors volunteers who serve. Our research has demonstrated the transformative nature of national service for the members and volunteers, often resulting in improved access to educational and employment opportunities and increased civic engagement long after their term of service has ended. Additionally, we will focus on modernizing the application and placement technology we use to be more user-friendly, expanding the benefits that members and volunteers receive, and providing support to ensure a compelling and rewarding service experience.



Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

Objective 2.1

Empower
AmeriCorps members
to thrive and
complete their term
of service, and
empower AmeriCorps
Seniors volunteers to
continue their service

Why we're prioritizing this objective

AmeriCorps provides a range of benefits to members during their term of service. However, a recent analysis revealed that 18% of AmeriCorps members do not complete their term due to "noncompelling circumstances."

Successful completion of a service term reinforces our triple bottom line: it benefits the community, the sponsoring organization, and the AmeriCorps member. Moreover, substantial post-service benefits (namely, the Segal Education Award) are contingent on successful completion of the member's service term.

COVID-19 significantly disrupted AmeriCorps Seniors programming. AmeriCorps Seniors programs will need time and attention to rebuild programming and volunteers to pre-pandemic levels.

What success looks like over 5 years

The percentage of AmeriCorps members who complete their service term will increase to 89%.

Increasing by 2% each year over the course of the period FY 2022-26 from our baseline of 79%

AmeriCorps Seniors programs will reach pre-COVID-19 enrollment levels.

Annual key performance indicators

- Number of benefits expanded or made easier to access
- Number of additional guidance and resources produced to help AmeriCorps Seniors programming return to pre-COVID-19 levels

Strategies to achieve the 5-year targets		Responsible coordinating office
1.	Develop and implement recommendations that improve program completion (based on attrition data).	Office of the Chief of Program Operations
2.	Increase the member living allowance and volunteer stipend.	Program Offices
3.	Produce resources to make benefits more understandable and accessible.	Office of the Chief of Program Operations
4.	Implement a technology system for better matching applicants to organizations (Objective 2.2) so individuals find the best fit AmeriCorps service opportunity for them.	Department of the Chief Operating Officer
5.	Establish a "Member and Volunteer Experience Position" or ombudsman responsible for making recommendations and tracking implementation about member/volunteer feedback and grantee feedback to improve the service experience.	Office of the Chief of Program Operations



Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

Objective 2.2

Simplify the applicant journey and update AmeriCorps' member and volunteer technology system

Why we're prioritizing this objective

Our current applicant system—the MyAmeriCorps portal—is optimized to run on Internet Explorer, an outdated and unsupported internet browser. Moreover, the portal is not mobile friendly, which renders the system impractical for people who predominantly or exclusively access the internet on a mobile device. Beyond sub-optimal technology, the user experience is confusing and burdensome.

Only 15% of prospective AmeriCorps members complete the entire application process, and the current system does not support AmeriCorps Seniors volunteers. Because our system is built on antiquated technology, we are unable to make enhancements that add significant value to the platform or correct existing pain points in the application process. We will undertake a comprehensive modernization and redesign of this system resulting in better applicant/opportunity matching and an improved user experience.

What success looks like over 5 years

Anyone interested in service with AmeriCorps can find and apply to our programs with ease.

Specifically, 30-40% of prospective applicants will start and complete the entire process, up from our baseline of 15%.

Annual key performance indicators

FY 2022: Is a decision made on technology platform to be used for new system? (Y/N)?

FY 2022-26: Percentage of progress completed toward the launch of a new member/volunteer match and management system.

Strategies to achieve the 5-year target	Responsible coordinating office
Define, resource, and execute AmeriCorps' Information Technology modernization plan resulting in a new MyAmeriCorps portal.	Department of Chief Operating Officer



Enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers

Objective 2.3

Strengthen pathways to education, employment, and other opportunities

Why we're prioritizing this objective

Preparing participants for opportunities after, or outside of their AmeriCorps service, enhances the overall service experience, increases engagement during service, and improves life after AmeriCorps.

Annual key performance indicators

- % of progress toward defining skills/competencies and a methodology to measure member/volunteer development
- Launch three AmeriCorps Seniors projects supporting Seniors' encore career development
- # of agency provided professional development opportunities annually
- # of awards to grantees/sponsors that offer professional development opportunities

What success looks like over 5 years

40% of grantees/programs provide opportunities where members/volunteers can gain an agency defined set of skills/competencies

Produce a replicable model for seniors' encore career development.

75% of members (ASN, NCCC, VISTA) and 30% of volunteers (Seniors) are offered professional development opportunities during service

Grow by 10% annually the number of <u>Employers of National Service</u> and <u>Schools of National Service</u>.

Strategies to achieve the 5-year targets		Responsible coordinating office	
1.	Support grantees with training and resources to provide professional development opportunities to their members and volunteers; provide agency-led professional development training to members and volunteers.	Office of the Chief of Program Operations	
2.	Develop partnerships with organizations that can scale and provide professional development opportunities.	Office of External Affairs	
3.	Develop a formal competition/demonstration grant for projects that use service as a reentry point for older adults to stay/return to the workforce.	Office of AmeriCorps Seniors	
4.	Develop an agency tool to measure skill and competency growth.	Office of the Chief of Program Operations	
5.	Expand post-service benefits to all volunteers and members; increase use of the Segal Education Award for AmeriCorps members.	Office of the Chief of Program Operations	
6.	Deepen the commitments of and relationships with existing Employers and Schools of National Service and grow the numbers of employers and institutions making commitments to AmeriCorps members and volunteers.	Office of External Affairs	



Unite Americans by bringing them together in service

- Increase awareness of AmeriCorps and favorability toward national service among the American public
- Increase the number of AmeriCorps member and AmeriCorps Seniors volunteer service opportunities through partnerships and philanthropy
- Create a stronger, universal identity for AmeriCorps among members and volunteers
- Grow volunteering in America



Unite Americans by bringing them together in service

Our Narrative

"To meet the unprecedented challenges of today and build back better for tomorrow, we must unite around a renewed commitment to service and to civic duty" - President Joe Biden. National service through AmeriCorps is a proven model for building bridges and uniting communities, bringing out the best of America. Service also creates positive health and well-being outcomes for people who serve, improving lives and increasing civic engagement. By increasing the number of available service opportunities and elevating national awareness of AmeriCorps, more community volunteers will serve alongside members and volunteers, amplifying the impact in the communities that need help the most. Over the next five years, we plan to expand volunteering in America, encouraging Americans to volunteer their time and talents alongside their neighbors to produce a positive impact and a stronger, more unified national spirit.



Unite Americans by bringing them together in service

Objective 3.1

Increase awareness of AmeriCorps and favorability toward national service among the American public

Why we're prioritizing this objective

Uniting the country through service requires support from the public for national service, which in turn requires awareness of national service, as an institution, and its ability to address our largest national challenges (racial equity, climate change, public health, economic opportunity, etc). Increased awareness and favorability towards national service will position national service as an institution to promote national unity, and associate service to one's country with serving in one's community.

What success looks like over 5 years

75% awareness of AmeriCorps, 66% favorable toward national service

Increase to 75% by FY 2026 the percentage of Americans aware (aided awareness) of AmeriCorps' role bringing Americans together to serve communities (up from an est. 43% in FY 2021) and to 66% the percentage of Americans who are favorable towards national service (up from an est. 27% in FY 2021).

Annual key performance indicator

Number of media placements made by the agency and associated with the AmeriCorps brand. We believe this metric is the best measure of our performance which is directly under the control of the agency and the best proxy for the public being exposed to the concept of national service and AmeriCorps as the agency for national service and volunteerism. As the public experiences higher levels of exposure to AmeriCorps, its impact and its opportunities, we believe that interest in and engagement with AmeriCorps will rise.

Strategies to achieve the 5-year targets	Responsible coordinating office
Implement coordinated public outreach in traditional and digital media on behalf of AmeriCorps, its leadership, and brand ambassadors.	Office of External Affairs
Complete stakeholder training on and external implementation of AmeriCorps' unified brand.	Office of External Affairs
3. Create and execute annual, coordinated AmeriCorps recruitment and awareness campaigns.	Office of External Affairs
4. As part of an expanded recruitment and awareness campaign, engage members, volunteers, and alumni as ambassadors for national service.	Office of External Affairs



Unite Americans by bringing them together in service

Objective 3.2

Increase the number of AmeriCorps member and AmeriCorps Seniors volunteer service opportunities through partnerships and philanthropy

Why we're prioritizing this objective

The more people who can participate from more communities across America, including communities of color and persons otherwise adversely affected by persistent poverty, discrimination, or inequality, the more people will have the opportunity to share the common bond of AmeriCorps and service, and the more communities will experience the benefits of engagement with national service.

What success looks like over 5 years

Grow by 10% the number of Member Service Years, Volunteer Service Years, and Volunteers

over the course of the five-year period FY 2022-26. AmeriCorps will measure this against an adjusted baseline that accounts for the expected member decreases that will occur from our agency's decision to increase the annual living allowance for AmeriCorps members.

Annual key performance indicator

Annual number of 'pitches' to other federal agencies about the role AmeriCorps members or AmeriCorps Seniors volunteers could play to advance their agency's mission. AmeriCorps has a strong history of employing its members and volunteers to support other agencies' missions, including its now 10-years old partnership with FEMA. We believe this metric is a strong proxy to measure the agency's efforts to grow the number of service slots.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Educate and grow the number of agencies who leverage AmeriCorps members and volunteers through interagency agreements.	CEO Immediate Office
1.	Educate philanthropic, corporate, and private entities about the impact of AmeriCorps programs and how they can support them in their communities.	CEO Immediate Office
3.	Elevate public awareness of AmeriCorps' return on investment.	Office of External Affairs



Unite Americans by bringing them together in service

Objective 3.3

Create a stronger, universal identity for AmeriCorps among members and volunteers

Why we're prioritizing this objective

Unity and shared understanding can start with those who participate in AmeriCorps programs. Every year, AmeriCorps enrolls more than 250,000 individuals to serve as an AmeriCorps member or AmeriCorps Seniors volunteer in organizations making a difference in communities across America. These service experiences vary based on the program of service and the organization with which they serve. We believe there is untapped opportunity to create a stronger shared identity across AmeriCorps programs so that those who participate develop bonds transcending geography, time, focus area, and other variations across their service experiences.

What success looks like over 5 years

By FY 2026, more than 90% of members and volunteers report they feel a strong affiliation to AmeriCorps.

AmeriCorps does not have a baseline measure in place.

By FY 2026, 80% or more of AmeriCorps members/volunteers report positive outcomes related to their civic engagement.

By FY 2026, 80% or more of AmeriCorps members/volunteers report positive outcomes related to *bridging differences*.

Annual key performance indicator

Progress and completion of identified project milestones. We believe this metric — which will define specific stages of project development and implementation — is the best measure of what we control and need to do to achieve our five-year performance target.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Develop and implement a common vision and set of goals for AmeriCorps service across programs.	Office of the Chief of Program Operations
2.	Partner with outside organizations to foster connection and lifelong volunteering among AmeriCorps alumni.	Office of External Affairs



Unite Americans by bringing them together in service

Objective 3.4

Grow volunteering in America

Why we're prioritizing this objective

Volunteering in a community is one way to bring people together across lines of difference in pursuit of a common cause. We believe that more Americans engaging locally and volunteering alongside their neighbors will produce a stronger, more unified national spirit and build thriving communities.

We see an opportunity to tap into the can-do spirit of Americans by inviting them to engage in issue-based volunteer opportunities. We will gauge the success of our efforts with the biennial "Volunteering in America" research report.

What success looks like over 5 years

In every state, 1-in-3 adults will volunteer at least once a year.

Annual key performance indicators

- Biennial production and publication of the "Volunteering in America" report.
- Report the number of volunteers leveraged by AmeriCorps programs.

S	trategies to achieve the 5-year target	Responsible coordinating office
1.	Leverage AmeriCorps' research findings to inform the country on rates of volunteerism, leading with the "Volunteering in America" research report and provide best practices for volunteer management.	Office of Research and Evaluation
2.	Leverage AmeriCorps' national stature to communicate about the value and benefits of volunteering, and drive Americans to take action through volunteering by sharing individual and community research outcomes of volunteering.	Office of External Affairs
3.	Position AmeriCorps as a top national aggregator of volunteering opportunities.	Office of External Affairs
4.	Prioritize volunteer recruitment as a desired outcome across all AmeriCorps programs, where possible.	Office of Chief of Program Operations
5.	Leverage AmeriCorps' volunteer programs to mobilize volunteers and raise awareness of volunteer opportunities, with emphasis addressing critical issues, especially in states not reaching our 1-in-3 target.	Office of Regional Operations



Effectively steward federal resources

- 1. Simplify AmeriCorps' application and administration procedures for grants and projects
- 2. Modernize AmeriCorps' grant management technology
- 3. Ensure responsible management of financial resources



Effectively steward federal resources

Our Narrative

"The Federal Government must design and deliver services in a manner that people of all abilities can navigate. We must use technology to modernize Government and implement services that are simple to use, accessible, equitable, protective, transparent, and responsive for all people of the United States" (Executive Order 14058). AmeriCorps is committed to operational excellence. In the next five years, we will build modern and effective systems for financial, human capital, procurement, information, and grants management. These efforts will enable us to steward taxpayer resources more effectively and amplify our efforts to strengthen communities and foster civic engagement through service and volunteering.



Effectively steward federal resources

Objective 4.1

Simplify AmeriCorps' application and administration procedures for grants and projects

Why we're prioritizing this objective

The agency wants to create a reasonable knowledge attainment expectation and workload for its frontline staff. Frontline staff are most able to effectively steward federal resources when they can provide outreach and technical assistance to grantees/partners/sponsors and implement agency grantmaking processes and procedures. There must be balance. Current-workloads are skewed toward grantmaking processes and procedures with limited time to do the work of outreach or provide technical assistance and training.

What success looks like over 5 years

80% of frontline staff report a healthy balance between providing training and technical assistance to grantees, sponsors, and partners and grantmaking and administrative functions on behalf of grantees, sponsors, and partners.

80% of grantees are satisfied that AmeriCorps executed award actions in a timely manner.

Annual key performance indicator

of processes simplified or harmonized

Strategies to achieve the 5-year target		Responsible coordinating office
1.	For applicants and agency staff: Document grantmaking processes with the end goal of being consistent where possible/understanding the business reasons where not possible.	Office of the Chief of Program Operations
2.	For applicants and agency staff: Revise grantmaking processes and provide the training materials to conform with the outcomes of #1.	Program Offices
3.	For grantees and agency staff: Document grant policies with the end goal of being consistent where possible/understand the business reasons where not possible.	Office of the Chief of Program Operations
4.	For applicants and agency staff: Revise grant policies and provide training materials to grantees, partners, sponsors, and agency staff to conform with the outcomes of #3.	Program Offices
5.	For grantees and agency staff: Document grant actions with the end goal of being consistent where possible and understanding the business reasons where not possible.	Office of the Chief of Program Operations
6.	For grantees and agency staff: Revise grant actions and provide the training materials to grantees, partners, sponsors, and agency staff conform with the outcomes of #5.	Office of Grant Administration
7.	For grantees: Excellent training for grantees, partners, and sponsors about the system of record.	Office of Information Technology
8.	For agency staff: Excellent training for line staff about the system of record.	Office of Information Technology



Effectively steward federal resources

Objective 4.2

Modernize AmeriCorps' grant management technology

Why we're prioritizing this objective

We hear loud and clear from the organizations who already work with AmeriCorps that the number one way we can support the organizations that apply for and administer our awards is to improve the operational performance and user-friendliness of the technology platform – eGrants, a 20+ year old system – through which organizations apply for and administer grants. Additionally, AmeriCorps employees indicate that the antiquated system is a source of operational inefficiency and employee job dissatisfaction.

Annual key performance indicators

- FY 2022: Is a decision made on shared services for a new system? (Y/N)?
- FY 2022-26: Percentage of total project completed

What success looks like over 5 years

We will measure success utilizing the performance metric(s) and target(s) established for Objective 4.1 "Simplify AmeriCorps application and administration procedures for grants and projects."

Strategies to achieve the 5-year target	Responsible coordinating office
Define, resource, and execute AmeriCorps' Information Technology modernization plan resulting in a new eGrants portal.	Department of the Chief Operating Officer



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Why we're prioritizing this objective

A fundamental element of stewardship is ensuring responsible use and management of taxpayer dollars, pertaining both to how our agency administers those funds and how recipients use those funds. AmeriCorps has identified five areas for strategic focus to ensure and strengthen responsible management of financial resources.

Our sub-objectives

- 1. Foster effective financial grants management
- 2. Improve grantee monitoring and compliance with applicable laws, regulations, and terms and conditions
- 3. Improve the agency's financial management and audit resolution program
- 4. Increase equity in contracting by contracting with businesses owned or operated by women, minorities, veterans, and socioeconomic programs pursuant to the Federal Acquisition Regulation
- 5. Strengthen program integrity by protecting AmeriCorps grantees from fraud and mismanagement



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Sub-Objective 1: Foster effective financial grants management

Why we're prioritizing this sub-objective

AmeriCorps is required to track if grantees meet their financial grants management requirements. AmeriCorps has an opportunity to strengthen management-level visibility, training, and technical assistance response to grantees and project sponsors not meeting performance levels established at time of award.

Annual key performance indicators

- # of financial training sessions provided to grantees, sponsors, and applicants
- # of grant processes automated and/or reliant only on primary data sources and systems
- % of grants staff participate in at least one formal skillbuilding training opportunity on financial grants management in addition to all required training

What success looks like over 5 years

Increase the number of resolved compliance and other risk issues prior to issuing awards as evidenced by a reduction of special conditions from 15% to 2% of the portfolio.

Reduce overdue agency grant closeouts to ≤5% of all closeouts

90% of grants management staff are enrolled or have completed a financial management certificate program

Strategies to achieve the 5-year target		Responsible coordinating office	
1.	Pre-Award: Develop standardized budget development and financial grants management trainings for all grant fund recipients and grants staff.	Office of Grant Administration	
2.	Post-Award: Develop and execute training and technical assistance related to federal financial grants management (including close out requirements), anti-fraud controls, and corrective actions.	Office of Grant Administration	
3.	Technology and Systems: Automate components of due diligence, Federal Financial Report review, grantee training and technical assistance participation, and other internal processes to improve efficiencies and effectiveness of financial grants management oversight.	Office of Information Technology	
4.	Staff Development: Build internal expertise through increased training opportunities related to financial grants management and oversight for grants staff.	Office of Human Capital	
5.	Conduct analysis to identify root cause drivers of untimely closeouts and implement mitigation.	Office of the the Chief Risk Officer	



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Sub-Objective 2: Improve grantee monitoring and compliance with applicable laws, regulations, and terms and conditions

Why we're prioritizing this sub-objective

AmeriCorps "susceptible programs" under the Payment Integrity Information Act each remain above the susceptibility threshold of improper payment estimates (10%) and two programs remain above the federal susceptibility threshold of \$10M, resulting in additional annual testing required of AmeriCorps. Reduction of the rates will demonstrate publicly the agency's commitment to effective stewardship of federal resources and accountability. AmeriCorps monitors these programs, and VISTA and Days of Service grants, to ensure our grantees are effective stewards of federal dollars.

Annual key performance indicators

- % completion of the agency-wide corrective action plan
- # of high-risk grantees who are monitored
- Track and report annual monitoring outputs for each transaction

What success looks like over 5 years

Each susceptible program will maintain improper payments beneath the susceptibility federal threshold (<\$10M) and have improper payment estimates <10%.

Reduce compliance findings in key priority areas

Decrease in number of issues identified in improper payments testing for grantees receiving grants financial management training

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Implement the agency-wide corrective action plan for the Payment Integrity Information Act	Office of the Chief Risk Officer
2.	Expand monitoring reach across AmeriCorps grant portfolio to assess compliance trends and support longitudinal data collection of monitoring outputs	Office of Monitoring
3.	Evaluate monitoring outputs to identify priority compliance areas for grantee training and technical assistance	Office of Monitoring
4.	Conduct ongoing assessment of capacity to meet monitoring demands and ensure the agency can effectively implement its grant monitoring program	Office of Monitoring
5.	Ensure AmeriCorps grantees implement corrective measures for resolving noncompliance and mitigating repeat findings	Office of Monitoring



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Sub-Objective 3: Improve the agency's financial management and audit resolution program

Why we're prioritizing this sub-objective

The agency is focused on improving audit readiness by ensuring internal controls promote operational effectiveness, and equipping staff with the skills and tools necessary to better anticipate and correct issues with data quality, compliance and reporting. The agency will work to identify root causes to eliminate repeat audit findings and related material weaknesses, implement a robust corrective action/preventive action program, and increase leadership accountability and transparency.

Annual key performance indicators

- # of material weaknesses resolved
- # of significant deficiencies resolved
- # of corrective actions completed in the audit management and audit resolution Corrective Action Plan (CAP)

What success looks like over 5 years

Eliminate repeat findings.

Achieve a clean audit opinion.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Improve the agency's audit readiness, responsiveness, and resolution.	Multiple: Offices of the Chief Financial Officer, the Chief Risk Officer, and CEO Immediate; Risk Management Council
2.	Implement improved governance that supports sound financial management and reporting.	Multiple: Board of Directors; Risk Management Council; Offices of the CEO Immediate, Chief Operating Officer, and Chief Financial Officer
3.	Increase staff capacity and knowledge.	Office of the Chief Financial Officer
4.	Improve financial data quality.	Office of the Chief Financial Officer



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Sub-Objective 4: Increase equity in contracting by contracting with businesses owned or operated by women, minorities, veterans, and socioeconomic programs pursuant to the Federal Acquisition Regulation

Why we're prioritizing this sub-objective

AmeriCorps will continue to advance initiatives to address gaps in contracting with small businesses and FAR socioeconomic programs. In addition to continuing to increase awareness of and reenforcing FAR requirements and compliance, AmeriCorps will commit to an annual goal of setting aside 10% of its total number of contracts to small businesses and FAR socioeconomic programs

What success looks like over 5 years

At least 10% of total annual contract volume goes to small businesses and FAR socioeconomic programs

Up from a baseline of 25% in FY 2021.

Annual key performance indicator

A minimum of 10% of total annual contract volume set-aside for small businesses and FAR socioeconomic programs

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Increase awareness of an enforcement of FAR requirements including the Rule of Two analysis	Office of Procurement Services
2.	Increase ease of access for diverse contracting groups to take advantage of contracting opportunities with AmeriCorps	Office of Procurement Services
3.	Continue participation in the annual HBCU Industry Day, an event providing HBCUs the opportunity to present their offerings and services to agencies	Office of Procurement Services
4.	Explore posting procurement announcements in alternative platforms specifically dedicated to reaching veteran-owned, Tribal and other women and minority owned-businesses, and small businesses	Office of Procurement Services



Effectively steward federal resources

Objective 4.3

Ensure responsible management of financial resources

Sub-Objective 5: Strengthen agency and program integrity by protecting AmeriCorps resources from fraud and mismanagement.

Why we're prioritizing this sub-objective

AmeriCorps is committed to making its agency, grants, and programs more resistant to fraud and mismanagement. Concerns about fraud are not unique to AmeriCorps but cut across all government grants and pandemic relief programs. AmeriCorps' efforts, in partnership and consultation with the Office of Inspector General, will strengthen agency, grants, and program integrity and ensure responsible management of federal resources.

Annual key performance indicators

- # trainings provided to grantees
- # trainings provided to agency staff (% of agency staff trained)

What success looks like over 5 years

% increase in awareness among grantee population regarding fraud and internal controls

% increase in awareness among agency staff regarding fraud and internal controls

% knowledge increase among training participants regarding fraud and key internal control best practices

AmeriCorps does not have baseline measures and will establish numerical targets after implementing trainings.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Develop a grantee training program around fraud prevention in consultation with the Office of Inspector General.	Office of the Chief of Program Operations
2.	Hire staff dedicated to fraud prevention and detection and obtain specialized training.	Office of Monitoring
3.	Conduct annual fraud risk identification and maintain fraud risk profile with mitigation steps to address identified fraud risk. Maintain fraud risk working group.	Office of the Chief Risk Officer
4.	Build grantee performance data analytics to identify fraud risk trends.	Office of the Chief Risk Officer
5.	Enhance assessment activities to detect potential fraud indicators.	Office of Monitoring, Office of the Chief Risk Officer
6.	Continued refinement of the risk-based monitoring selection methodology to ensure that identified fraud risks inform prioritization of monitoring compliance activities across the portfolio.	Office of Monitoring



Make AmeriCorps one of the best and most equitable places to work in the federal government

- 1. Foster employee well-being and productivity
- 2. Strengthen the foundation of diversity, equity, inclusion, and accessibility in the workplace
- 3. Build a workplace culture that enables all AmeriCorps employees to thrive
- 4. Invest in leadership development



Make AmeriCorps one of the best and most equitable places to work in the federal government

Our Narrative

President Biden has "made it the policy of the United States to protect, empower, and rebuild the career Federal workforce" including "Continuing to build a diverse, equitable, inclusive, and accessible workforce that reflects our nation." Over the next five years, we will elevate the experience of AmeriCorps employees, fostering an equitable, engaging and supportive workplace. We recognize that people are our most valuable resource at AmeriCorps, so building and retaining a diverse, satisfied, and motivated workforce is vital to maximizing our impact in communities across our nation. We will prioritize the well-being and productivity of our workforce, strengthen the foundation of DEIA in the workplace, build a workplace culture that enables all employees to thrive, and uplift the employee journey by investing in leadership development.



Make AmeriCorps one of the best and most equitable places to work in the federal government

Objective 5.1

Foster employee well-being and productivity

Why we're prioritizing this objective

Enabling employees to bring their best self to work drives productivity, reduces turnover, and positions AmeriCorps as a desirable employer of choice. Supporting the well-being of our workforce by providing programs, tools, and resources that promote wellness, a sense of community in the workplace, a healthy work/life balance and enables employees to be successful in their jobs will lead to a happier, healthier, and thriving workforce.

Annual key performance indicators

- Well-being and Productivity: Increase in employee satisfaction and motivation
- Productivity: Retention rate

What success looks like over 5 years

Work/Life Balance

At least 70% of AmeriCorps employees will agree or strongly agree that their workload is reasonable – from a baseline of 40% in FY 2020 – as reported in the Federal Employee Viewpoint Survey.

- FEVS Q: "My workload is reasonable" this is the only question in FY 2020 FEVS that was categorized as a challenge, defined as 35% negative or higher responses.
- FEVS Q: My supervisor supports my need to balance work and other life issues. 89% positive.
- FEVS Q: Senior leaders demonstrate support for Work-Life programs. 66% positive.
- FEVS Q: How satisfied are you with the telework program in your agency? 89% positive.
- FEVS Q: How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)? 89% positive.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Identify and modify staffing levels to right-size workloads.	Department Heads
2.	Expand wellness campaigns.	Office of Human Capital
3.	Provide easy-to-use technology tools, easy-to-access information and business processes, and define and promote best practices for virtual collaboration.	Office of Information Technology
4.	Grow employee affinity groups.	CEO Immediate Office



Make AmeriCorps one of the best and most equitable places to work in the federal government

Objective 5.2

Strengthen the foundation of diversity, equity, inclusion, and accessibility in the workplace

Why we're prioritizing this objective

Organizations that prioritize DEIA in the workplace outperform those that do not. At AmeriCorps, we will strive to embed DEIA into the fabric of our workplace, one where employees have a sense of belonging, and are empowered to contribute, collaborate, and innovate. We are committed to creating a work environment that values a diverse range of perspectives and lived experiences.

Annual key performance indicators

- Percentage of DEIA Strategic Plan milestones completed on time
- Percentage of DEIA training attendees who believe the training enhanced their understanding of DEIA issues
- Percentage of workforce who participate in DEIA events or programs

What success looks like over 5 years

DEIA is integrated into the culture and practices of the agency.

At least 80% of AmeriCorps employees will agree or strongly agree that DEIA is integrated into the culture and practices of the agency—as reported in the Federal Employee Viewpoint Survey.

- FEVS Q: "My supervisor is committed to a workforce representative of all segments of society." – 80% positive in 2020
- FEVS Q: DEIA is integrated into the culture and practices of my workplace.

Strategies to achieve the 5-year target		Responsible coordinating office
1.	Develop and implement a workforce DEIA strategic plan per the Executive Order to advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (E.O. 14035).	CEO Immediate Office
2.	Invest in DEIA-specific training for staff at all levels	Office of Human Capital
3.	Develop and execute DEIA staff recruitment and retention strategies.	Office of Human Capital
4.	Strengthen DEIA in workforce policies and practices.	Office of Human Capital



Make AmeriCorps one of the best and most equitable places to work in the federal government

Objective 5.3

Build a workplace culture that enables all AmeriCorps employees to thrive

Why we're prioritizing this objective

Fostering a workplace culture that moves beyond a survive mindset to a thrive mindset is what fundamentally distinguishes a good workplace from a great one. Taking deliberate steps to assess, adjust, and define core values and guiding principles into all aspects of our workplace is an integral part of building a workplace culture that optimizes results.

Annual key performance indicators

- Implement quarterly pulse surveys and identify at least two
 actions to take resulting from the survey results. This will
 enable AmeriCorps to more quickly measure employee
 sentiments and identify opportunities to improve their
 experience, cultivating a culture of continuous feedback
 and improvement.
- Employee turnover rate

What success looks like over 5 years

Employees are satisfied with their jobs, their pay, and their organization.

Global Satisfaction Index*: achieve a score of at least 72 (the combined small agency average) – from a baseline of 54 in FY 2020 – on the Federal Employee Viewpoint Survey.

- * This index combines employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work.
- **1. Job Satisfaction:** Considering everything, how satisfied are you with your job? (Q.36)
- **2. Pay Satisfaction:** Considering everything, how satisfied are you with your pay? (Q.37)
- **3. Organization Satisfaction:** Considering everything, how satisfied are you with your organization? (Q.38)
- **4. Recommend Organization:** I recommend my organization as a good place to work. (Q.17)

Strategies to achieve the 5-year target	Responsible coordinating office
1. Develop and launch pulse surveys.	Office of Human Capital
2. Define the culture and values we want for our agency.	CEO Immediate Office
3. Increase opportunities for employee recognition and appreciation.	Office of Human Capital



Make AmeriCorps one of the best and most equitable places to work in the federal government

Objective 5.4

Invest in leadership development

Why we're prioritizing this objective

Investing in leadership to develop, expand, and retain a highly skilled and motivated workforce is vital to more effectively delivering our mission. Leadership development not only grows and strengthens our leadership capacity; it ignites purpose in employees in a transformative way, shifting the workplace from good to great. AmeriCorps understands the value of providing pathways to accelerate career advancement and building and sustaining leaders by creating the space and time to invest in their growth and development.

Annual key performance indicators

- Percent of workforce who completed at least one leadership development course and internally advance
- Percent of AmeriCorps senior leaders both career and political appointees – who complete a 360 reviews
- Percent of leaders who have a corresponding leadership development plan in follow up to 360 reviews

What success looks like over 5 years

An engaged workforce that pursues leadership development opportunities.

Employee Engagement Index*: achieve a score of at least 75 (the combined small agency average) – from a baseline of 71 in FY 2020 – on the Federal Employee Viewpoint Survey.

- * This index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).
- 1. Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q.26, 27, 28, 30, and 31)
- 2. Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q.21, 22, 23, 24, and 25)
- **3. Intrinsic Work Experience:** Employees' feelings of motivation and competency relating to their role in the workplace. (Q.2, 3, 4, 6, and 7)

S	trategies to achieve the 5-year target	Responsible coordinating office
1.	Implement annual 360 reviews for senior staff.	Office of Human Capital
2.	Develop leadership development plan based on 360 reviews.	Office of Human Capital
3.	Develop clear and measurable work plans for all employees.	Office of Human Capital
4.	Expand implementation of training and development plans for staff.	Office of Human Capital
5.	Launch a mentoring program.	Office of Human Capital

Let's get things done for America.

