

Analysis of the AmeriCorps NCCC Service Project Database: How NCCC Service Projects Strengthen Communities and Impact Members – Final Report

Submitted: September 29, 2020

*Value of thought.
Value of solution.*

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September 29, 2020

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Glossary

Issue Area: This is the general category for the focus of the NCCC service project.

- **Primary Issue Area:** This is the single main area addressed by the project from one of the following options: Energy Conservation (EC), Environmental Stewardship and Conservation (ENV), Infrastructure Improvement (INF), Natural and Other Disasters (DIS), Urban and Rural Development (URD). All projects have a primary issue area.
- **Secondary Issue Area:** This is the secondary area(s) addressed by the project. Options include all of the primary issue areas plus two more: FEMA (FMA) and Populations Assisted and Engaged (VAR). Not all projects have secondary issue areas.

Project characteristic: These are categories that describe the general aims of the project, and they are related to the outputs/accomplishments. For example, project characteristics may be: disaster assistance, where NCCC Members assist disaster survivors registering for FEMA assistance; housing, where Members serve at Habitat for Humanity build sites; education support, where Members tutor youth; or at-risk ecosystems, where Members clear sites of invasive species. Projects may have more than one characteristic.

Output: Outputs, or **accomplishments**, are results of activities completed by NCCC Members, and they are measurable (countable). For example, outputs could be the number of people served, number of volunteers recruited, number of acres landscaped, number of houses built, etc. Projects may have more than one output.

Outcome: Outcomes address community needs, and they are the result of the project's activities and outputs/accomplishments. Examples of outcomes include improved access to economic opportunities or housing, improved food security, and increased knowledge of sustainable energy practices. Projects may have more than one outcome.

- The **primary intended outcome** is the main intended benefit resulting from the NCCC activities.
- **Outcome groupings** (also called '**output categories**'), are broader categories of similar intended outcomes, such as "Basic Needs", "Disaster Recovery", and "Natural Resources." These intended outcomes are a result of the project's outputs/accomplishments. For example, the output "pounds of exotic vegetation removed" is expected to result in the intended outcome "parks, natural habitats, and at-risk ecosystems preserved or protected," and the output "new trees planted" is expected to result in the intended outcome of "parks, natural habitats, and at-risk ecosystems enhanced." Both outcomes are similar and fall under the outcome grouping of "Natural Resources."

Community Impact: These are the benefits to the community because of the service project. Impacts may affect the overall community, individuals within the community, or organizations such as nonprofits that host service projects. For example, at the community level, a service project may increase a community's built and natural capital by improving access to public spaces

like trails and parks. At the individual level, the project may provide immediate relief to disaster survivors or access to affordable housing for low income families. At the organizational level, a project may improve efficiency by organizing donations, supplies, or data.

Member Impact: These are the benefits to the Members providing the service, such as new experience and skills. Members may gain professional skills, including both technical (sometimes referred to as hard) skills in areas like construction or land management or managerial (sometimes referred to as soft) skills in leadership and teamwork. Members may also show personal growth, such as resilience or increased awareness of people different from themselves, or they may solidify career goals.

Executive Summary

The Corporation for National and Community Service (CNCS) is a federal agency engaging more than 5 million Americans in service through its core programs. One of those programs is AmeriCorps National Civilian Community Corps (NCCC), which engages people ages 18-24 in a ten-month, full-time term of team-based, residential national service. CNCS is building evidence for national service across its programs, highlighting the benefits of volunteering and demonstrating how its programs improve individuals' lives and strengthen communities. CNCS contracted JBS International to support NCCC's efforts assessing its impact on Member development and strengthening communities. JBS first constructed a prototype AmeriCorps NCCC Service Projects Database (SPD) containing sample project information and was subsequently awarded a second contract to populate the database with qualitative and quantitative project information on the NCCC service projects from FY 2012 to Spring 2019 across all campuses and analyze that data.

The database contains information on 5,004 NCCC service projects completed between 2012 and Spring of 2019 from the four regional campuses plus 120 service projects randomly selected from the Atlantic campus. It includes information on things like project issue area, characteristics, sponsor organization information, and goals and accomplishments.

The two primary purposes of the database are to capture key data about NCCC service projects in one location, where data can be analyzed both across and within projects, and to support the selection of case studies for a NCCC study. The information collected will be used to help AmeriCorps NCCC understand the relationship between service projects, outputs, and short- and long-term outcomes; to analyze the impact of service projects on communities served and Corps Members; and to inform a research effort to develop a NCCC-specific definition of 'strengthening communities' and Member development. In the longer term, integrating systematic data collection into daily operations and recording data in a central database can improve immediate monitoring, assist in identifying strategic goals and benchmarks, and has the potential for use in future evaluations.

This report describes the results of JBS's final analysis of the service project data for the NCCC program. Several research questions framed the final analysis. These questions fall into two categories. The first set of research questions focused on describing the type and characteristics of service projects. These questions looked at primary and secondary issue areas, project accomplishments, what recurring service projects look like in terms of issue areas, project characteristics, the community needs addressed by service projects, and how frequently NCCC served the same community with the same needs. The second set of research questions focused on what could be learned about how NCCC service projects strengthen communities and affect Members. These questions were based on what Members' reported on the PCR narratives

Key Findings

Characteristics of NCCC Service Projects and Communities Served

Analysis of the SPD reveals the following top-level results regarding the characteristics of NCCC service projects and the communities they serve.

- The top three issue areas are: Natural and Other Disasters, which made up 50% of AmeriCorps NCCC service projects, Urban and Rural Development service projects, with 26% of projects, and Environmental Stewardship and Conservation service projects, which accounted for 18%.
- Service projects typically had multiple project characteristics, which describe the general purpose of the project and are related to accomplishments. Service project characteristics most often reported were community support (41%), at-risk ecosystems (34%), infrastructure improvement (34%), and capacity building and leverage (34%).
- Community support and at-risk ecosystems were recurring characteristics across the five primary issue areas. Infrastructure improvement is also a recurring characteristic across all the primary issue areas, but only 5% of service projects reported Infrastructure Improvement as their primary issue area. Lastly, Capacity building and leverage characteristics were noted in four of the five primary issue areas, but this characteristic is most frequently reported under service projects in the natural and other disasters primary issue area.
- The greatest number of accomplishments or outputs were reported in the Natural and Other Disasters primary issue area with 9,250 outputs, and these accomplishments were reported under the disaster recovery, disaster prevention preparedness and mitigation, and disaster response categories. Service projects in the Environmental Stewardship, and Urban and Rural Development primary issue areas had the second greatest number of reported accomplishments or outputs, with more than 6,000. In these two primary issue areas, the categories with high numbers of reported accomplishments include natural resources and community well-being.
- Between 2012 and 2019, 1,439 unique sponsors were associated with the 5,004 service projects. The Federal Government, national non-profits, and other non-profits sponsored most service projects between 2012 and 2018. The Federal Government most frequently sponsored service projects in the Natural and Other Disaster issue area.

Strengthening Communities and Impact on Members

Analysis of the SPD reveals the following top-level results of how service projects strengthen communities and the impacts on Corps Members.

- Service projects supported communities by providing direct impacts including tangible and intangible benefits to both individuals and organizations, enhancing disaster prevention, preparedness, and mitigation, and assisting communities with disaster recovery.
 - The most common community-level impacts of NCCC service projects were on the built and natural capital of communities through work on improving accessibility to public structures; building trails, gardens and farms; and supporting youth camps.
 - The most common individual-level impacts are on helping people meet basic needs such as accessing food and shelter, receiving disaster assistance, and developing human capital and learning through teaching volunteers or tutoring youth.

- The most common organization-level impacts noted were in infrastructure support, which included enhancing an organization’s data infrastructure or physical infrastructure. Infrastructure support also included Members organizing and conducting inventory of an organization’s supplies or donations.
- About half of all service projects during the eight-year period involved disaster services.
 - Projects that focused on disaster prevention, preparedness, and mitigation most commonly reported enhancing disaster knowledge and preparedness by assembling and distributing informational materials and by providing information to individuals.’
 - Disaster response projects most commonly reported impacts associated with organizational effectiveness, such as supporting disaster service facilities or volunteer facilities in disaster areas.
 - Disaster recovery projects most commonly reported impacts associated with organizational infrastructure, for example developing resource guides or reports or completing damage or needs assessments
- Specific populations assisted by projects include military veterans, individuals in crisis (such as disaster survivors or the homeless), immigrants and refugees, disabled persons, the elderly, at-risk youth, and Members of Native American communities. Many projects supported more than one vulnerable population.
- Impacts of projects on Corps Members included enhancing personal and life skills, building professional skills, growing interpersonal skills, and fostering an understanding of civic engagement. The most commonly reported impacts on Members were enhancing construction and environmental management skills, increasing communication skills, building leadership skills, and fostering personal growth in areas like adaptability and confidence.

Recommendations

The following recommendations emerged from analysis of the SPD data.

- To facilitate analysis of service projects over time and by geographic location, AmeriCorps NCCC should ensure consistency in how service sites are identified in service project documents. One way to do this is to assign a unique identifier to each service site and their sponsor organization.
- To fully capture information on disaster-related service projects, AmeriCorps NCCC could redesign primary documentation (Service Project Request Form and Project Application) to accommodate selection of multiple disaster types with an option to identify the primary disaster type.
- To increase functionality and utility for end users, AmeriCorps NCCC could add the ability to generate summary reports to the service project database.
- To increase the value of the SPD for NCCC campuses, AmeriCorps NCCC could test the database with campus staff to obtain feedback on their potential uses of the database.

The following recommendations emerged during the development of the SPD.

- To minimize loss of data during the data entry process, AmeriCorps NCCC could back up the SPD daily and run the Access database compression routine weekly. Users could apply “Save Record” when completing database entries on the Project Narratives form to prevent loss of data.
- To capture complete Member and community impacts consistently and accurately, AmeriCorps NCCC could provide written guidance on the Community and Member Impact statements with explicit guidance to not merely list accomplishments (outputs).
- To support Team Leaders capturing their project’s community benefits on the Project Completion Report (PCR), NCCC could provide written guidance on how to identify such impacts (and whether they are immediate/visible or speculative/longer-term). This could take the form of a short list of Community and Member Impact codes or guiding questions.
- To clarify possible links between multiple service projects (whether undertaken for one or multiple sponsors), NCCC could add to the database and corresponding Service Project Request Form and Project Application unique ID numbers for organizations, secondary sponsors, and sites.
- To obtain detailed and complete information on service project goals, AmeriCorps NCCC could expand the size of First Goal, Second Goal, and Third Goal fields on the Project Application form and provide written guidance on how to complete these fields.
- To ensure consistent reporting regarding populations served, NCCC could add a checklist of specific populations for service projects on the PCR. These populations might include military veterans; people in crisis (e.g., disaster survivors and homeless individuals); immigrants or refugees; disabled persons; Native Americans; and the elderly.

Moving forward, integrating systematic data collection into daily operations and recording data in a central database can improve immediate monitoring and oversight and assist in identifying longer term strategic goals and benchmarks. In addition, a central database with consistently defined, systematically collected, high quality data about NCCC service projects, outputs and outcomes will prove useful in future evaluations.

Introduction

The mission of AmeriCorps National Civilian Community Corps (NCCC) is to strengthen communities and develop leaders through direct, team-based service. NCCC Members are 18 to 26 years old and represent a wide variety of socioeconomic, cultural, geographic, and educational backgrounds. NCCC Members are assigned to one of four regional campuses then placed into teams ranging between 8 and 12 Members. Teams complete a variety of service projects, which are generally 3 to 13 weeks in duration, and respond to local community needs throughout the United States and territories. Teams live in the communities they serve to help better understand the community, participate in more enhanced service-learning opportunities, and build leadership and life skills through service.¹

The Corporation for National and Community Service (CNCS) contracted JBS International to support NCCC's efforts assessing its impact on Member development and strengthening communities. JBS first constructed a prototype AmeriCorps NCCC Service Projects Database (SPD) containing sample project information and was subsequently awarded a second contract to populate the database with qualitative and quantitative project information on NCCC service projects from FY 2012 to spring 2019 across all campuses and to analyze that data. The two primary purposes of the database are to capture key data about NCCC service projects in one location, where data can be analyzed both across and within projects, and to support the selection of the case studies for an AmeriCorps NCCC study. In the longer term, integrating systematic data collection into daily operations and recording data in a central database can improve immediate monitoring and oversight and assist in identifying strategic goals and benchmarks. In addition, a central database with consistently defined, systematically collected, high-quality data about AmeriCorps NCCC service projects, outputs and outcomes, will be useful in future evaluations.

AmeriCorps NCCC completed more than 5,000 service projects through the deployment of 46,989 Corps Members and Team Leaders to all 50 U.S. states and Washington, DC, as well as three U.S. territories (Puerto Rico, the U.S. Virgin Islands, and the Northern Mariana Islands). A research team at JBS International coded then analyzed the data on these service projects to assess the extent to which it can be used to map the types and characteristics of service projects and evaluate the impact of service projects on communities and Corps Members. In the longer term, integrating systematic data collection into daily operations and recording data in a central database can improve immediate monitoring and oversight and assist in identifying strategic goals and benchmarks. In addition, a central database with consistently defined, systematically collected, high quality data about AmeriCorps NCCC service projects, outputs and outcomes, has the potential for use in future evaluations.

The first set of analysis, focusing on the types and characteristics of service projects, is guided by these research questions:

- Research Question 1: What are the characteristics of NCCC service projects by issue/focus areas?

¹For more information, see: <https://www.nationalservice.gov/programs/ameri-corps/ameri-corps-programs/ameri-corps-nccc/sponsor-ameri-corps-nccc-team>.

- Research Question 2: What are NCCC’s service project accomplishments to communities by issue/focus areas?
- Research Question 3: How has the type of sponsor changed over time?
- Research Question 4: How have the characteristics of NCCC service projects changed over time?
- Research Question 5: What are the characteristics of recurring service projects? What community needs have service projects addressed over time by issue/focus areas?
- Research Question 6: How frequently does NCCC serve the same community with the same needs?
- Research Question 7: How many individual service projects are nested within unique sponsors? What is the number of sites and the average number of sites for each sponsor type?²

The second set of analysis focus on what can be discerned about impact on communities and Members based on Members’ report of the service projects’ accomplishments. The following research questions guided these analyses.

- Research Question 8: What does the data show on how NCCC projects impact and strengthen communities? What does the data show on how NCCC projects impact Members? Do these impacts vary and, if so, how?
- Research Question 9: What are the main themes associated with strengthening communities and Member impact?
- Research Question 10: What are NCCC’s service project contributions to communities’ disaster preparation and mitigation?
- Research Question 11: What are NCCC’s service project contributions to support recovery and response in communities that experienced disaster?
- Research Question 12: What are NCCC’s service project contributions in building community and organization capacity?

Data

The NCCC Service Projects Database (SPD) is a rich source of both qualitative and quantitative data on completed service projects from FY 2012 through Spring 2019. AmeriCorps NCCC provided the research team with electronic versions of these data sourced from completed Service Project Applications (referred to as Project Application throughout), Service Project Request (SPR) forms, and Project Completion Reports (PCR). The data included NCCC-assigned issue areas, project accomplishments, project characteristics, disaster type (when applicable), type of sponsor, and sponsor and site locations. The measures for project characteristics describe the general goals of the project and are related to the project

² Research Question 7 as originally stated “How are individual service projects nested within multiple separable sponsor initiatives? How often are multiple service projects linked both within sponsors and among multiple co-sponsors” could not be answered. CNCS data does not include unique IDs for sites or co-sponsors. Thus, the question was revised to look at data on unique sponsors and sponsor types, and sites under sponsor type.

accomplishments. For example, project characteristics include: disaster assistance, where NCCC Members assist disaster survivors in registering for Federal Emergency Management Agency (FEMA) assistance; housing, where Members serve at Habitat for Humanity build sites; education support, where Members tutor youth; and at-risk ecosystems, where Members clear sites of invasive species. Projects may have more than one characteristic. The SPD also captured narrative text as reported by NCCC teams that worked on these service projects. The narrative texts reflect the teams' perceptions of the service projects on the communities served and what the Members stated they gained by working with their teams.

Methods of Analysis

We used quantitative and qualitative analytic approaches to answer the research questions. We use frequency, mean, and percent to examine the types and characteristics of service projects. Our examination of the second set of research questions on the impact of the service projects on the communities served and Members, used both qualitative and quantitative methods. Appendix A describes the thematic coding of the narrative texts.

Findings

Types and Characteristics of NCCC Service Projects and Communities Served

This section describes service projects' primary and secondary issue areas, their NCCC-assigned project characteristics (e.g., community support, at-risk ecosystems, infrastructure improvement, and capacity building and leverage, etc.) and project accomplishments. AmeriCorps NCCC defines project accomplishments as outputs completed for a service project. We examined whether the different project characteristics and types of sponsoring organizations changed over time. Since there are multiple years of data available, we also examined whether the needs addressed by service projects address recur. Last, we looked at the number of sponsor service sites that typically engage in NCCC projects.

Research Question 1: What are the characteristics of NCCC service projects by issue area?

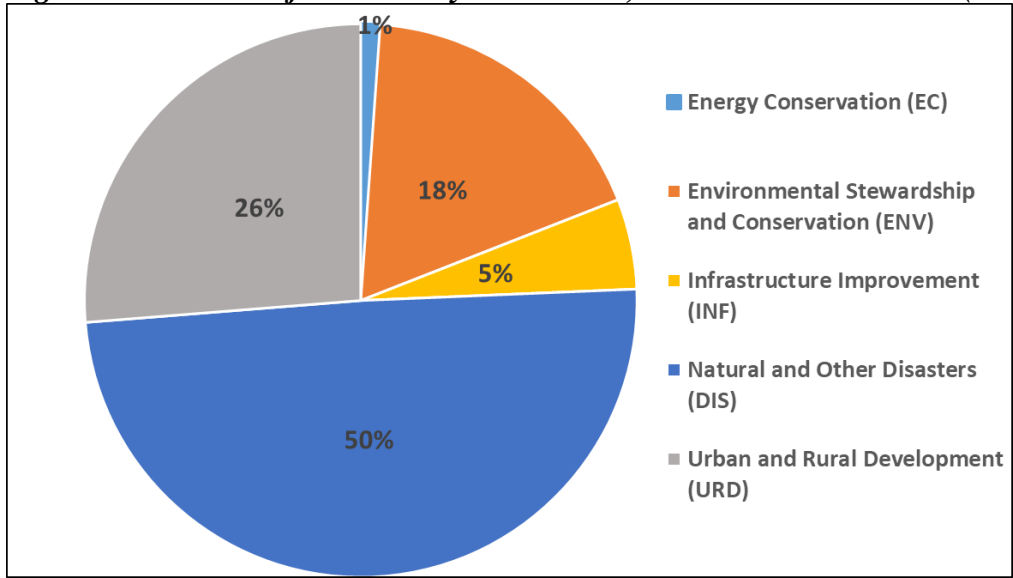
For the first research question, the characteristics of service projects are examined by primary issue areas, secondary issue areas, and types of outputs completed for the service projects taken from NCCC's accomplishments data.

Issue Areas

NCCC has five categories of issue areas: Energy Conservation (EC), Environmental Stewardship and Conservation (ENV), Infrastructure Improvement (INF), Natural and Other Disasters (DIS), and Urban and Rural Development (URD). Each service project is categorized in one primary issue area.

Figure 1 shows half of service projects are in the Natural and Other Disasters and about one-quarter are in the Urban and Rural Development service projects issue area. One percent of service projects are in the Energy Conservation primary issue area.

Figure 1: Service Projects Primary Issue Areas, Fiscal Years 2012-2019 (N=5,004)



Secondary issue areas include ten categories: the five primary issue areas and the following five additional categories – FEMA (FMA), Populations Assisted and Engaged (VAR), Education Support (EDU), Unmet Human Needs (HUM), and Public Safety (PS).³ About two-thirds (67%, 3,358) of service projects have a secondary issue area. Of the 3,358 projects with a secondary issue area, 1,578 (47%) have one secondary issue area while 1,780 (53%) selected more than one, resulting in multiple combinations. Table 1 shows the distribution across the secondary issue area categories. For parsimony, the table shows only the combinations of secondary issue areas with at least 100 service projects. The FEMA category was the most frequent secondary issue area with 522 service projects (16%), followed by Populations Assisted and Engaged with 411 service projects (12%).

³ NCCC has since phased out three secondary issue areas— Education Support (EDU), selected by 120 projects; Unmet Human Needs (HUM), selected by 29 projects; and Public Safety (PS), selected by 16 projects.

Table 1: Number and Percent of Service Projects with Secondary Issue Areas, Fiscal Years 2012-2019 Projects (N=3,358)

Secondary Issue Area	Number of Projects	Percent
FEMA (FMA) only	522	16%
Populations Assisted and Engaged (VAR) only	411	12%
Infrastructure Improvement (INF) only	289	9%
Environmental Stewardship and Conservation (ENV) and Infrastructure Improvement (INF)	224	7%
Infrastructure Improvement (INF) and Urban and Rural Development (URD)	206	6%
Urban and Rural Development (URD) only	171	5%
Populations Assisted and Engaged (VAR) and Urban and Rural Development (URD)	139	4%
Environmental Stewardship and Conservation (ENV), Infrastructure Improvement (INF), and Populations Assisted and Engaged (VAR)	136	4%
Environmental Stewardship and Conservation (ENV) only	134	4%
Infrastructure Improvement (INF) and Populations Assisted and Engaged (VAR)	134	4%
Environmental Stewardship and Conservation (ENV) and Urban and Rural Development (URD)	107	3%
Infrastructure Improvement (INF), Populations Assisted and Engaged (VAR), and Urban and Rural Development (URD)	105	3%
All remaining combinations of secondary issue areas (less than 100 projects each)	780	23%

Project Characteristics

NCCC records 16 characteristics about their service projects. Characteristics are based on the service project's outputs/accomplishments, and a service project may have more than one characteristic. Of the 5,004 completed service projects, 4,796 had one or more characteristics. As shown in Table 2, the most frequent characteristics were community support (41%), at-risk ecosystems (34%), infrastructure improvement (34%), capacity building and leverage (34%), and disaster assistance provided (30%).

Table 2: Service Projects Characteristics, Fiscal Years 2012-2019 (N=4,796)

Characteristic	Examples of Outputs	Percent
Community Support	Community activities planned or conducted; meals served	41%
At-risk Ecosystems	Wildlife species protected or assisted; acres of wetlands restored or protected	34%
Infrastructure Improvement	Playgrounds constructed or repaired; public buildings renovated	34%
Capacity Building & Leverage	Partnerships and coalitions supported; individuals assisted on the 211-call system	34%
Disaster Assistance Provided	People assisted at mass care facilities; Federal Disaster Aid Applications processed	30%
Environmental Conservation	Miles of new hiking trails constructed; parks restored or refurbished	29%
Populations Assisted and Engaged	Number of immigrants or refugees assisted; veterans assisted	27%
Housing	Homes painted or renovated; homes mucked and/or gutted	24%
Awareness and Stewardship	New trees planted; energy efficiency kits distributed	18%
Other Healthy Futures	Number of gardens started or tended	12%
Education Support	K-12 students tutored; adults tutored	11%
Public Safety	Disaster simulations or exercises supported	11%
Energy Efficiency	Recycling programs started or expanded; number of efficient lightbulbs installed	4%
Inclusion of People with Disabilities	Homes in which handicap accessibility was improved	3%
Access to Care	People received immunizations	3%
Financial Literacy	Tax returns completed	1%

Note: Percent will not add to 100% because service projects may have more than one characteristic.

Project Characteristics by Primary Issue Area

This section describes the distribution of projects' characteristics within each of the five primary issue areas. Nearly half of the 5,004 service projects (2,472) are categorized as Natural and Other Disasters (Figure 1), and service projects typically had multiple project characteristics.

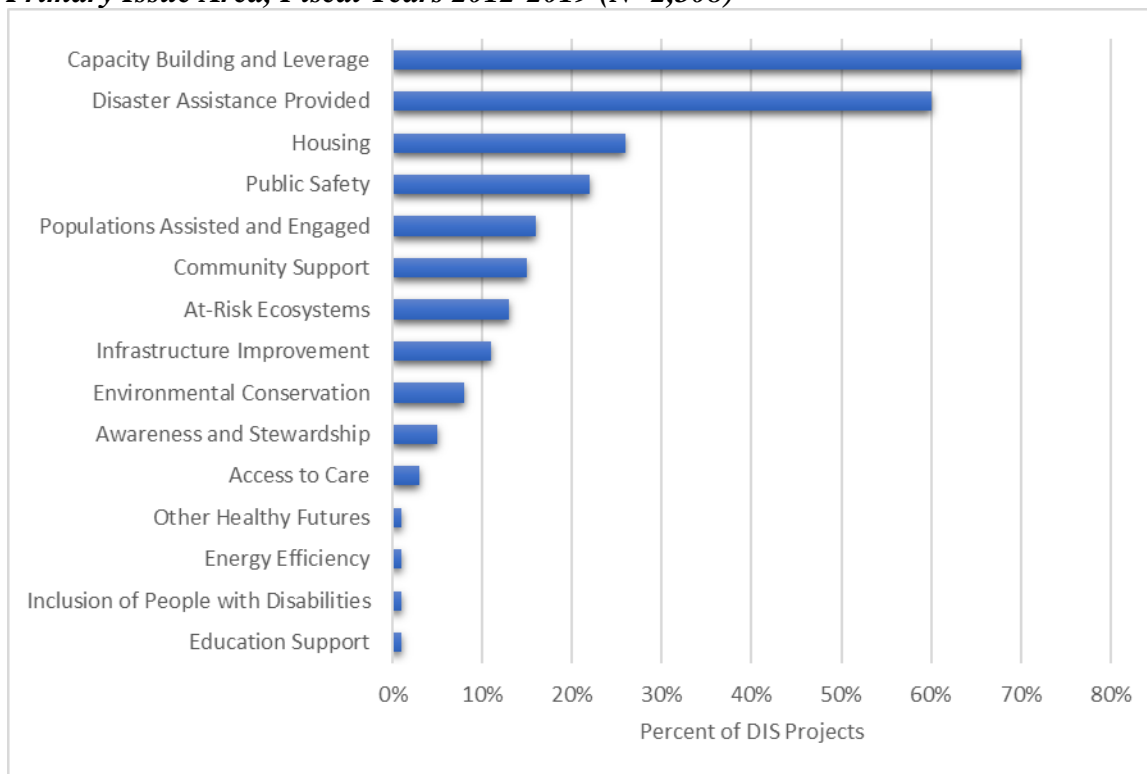
Figures 2 through 6 show community support and at-risk ecosystems are recurring characteristics with 15% to 82% of the service projects having one of these characteristics across the primary issue areas. Infrastructure improvement is also a recurring characteristic but with a lower percentage –12% to 45%– of service projects across the five primary issue areas. The exception was the infrastructure primary issue area, where 85% of service projects were recorded as infrastructure improvement characteristics. However, as was shown in Figure 1, the infrastructure primary issue area only accounted for 5% (264) of all service projects from 2012-2019. The capacity building and leverage characteristic was recorded in four of the five issue areas, most frequently for service projects in natural and other disasters.

The remainder of this section illustrates the distribution of service projects' characteristics within each issue area. We organize the discussion alphabetically by issue area acronym with each issue area's project characteristics reported by largest to smallest prevalence.

Natural and Other Disasters (DIS)

Service projects in the Natural and Other Disasters (DIS) issue area are typically recorded using the capacity building and leverage and disaster assistance characteristics. In Figure 2, 70% of DIS service projects were capacity building and leverage, and 60% were disaster assistance. Other characteristics recorded for more than 20% of service projects in DIS were housing and public safety.

Figure 2: Characteristics of Service Projects in the Natural and Other Disasters (DIS) Primary Issue Area, Fiscal Years 2012-2019 (N=2,308)*

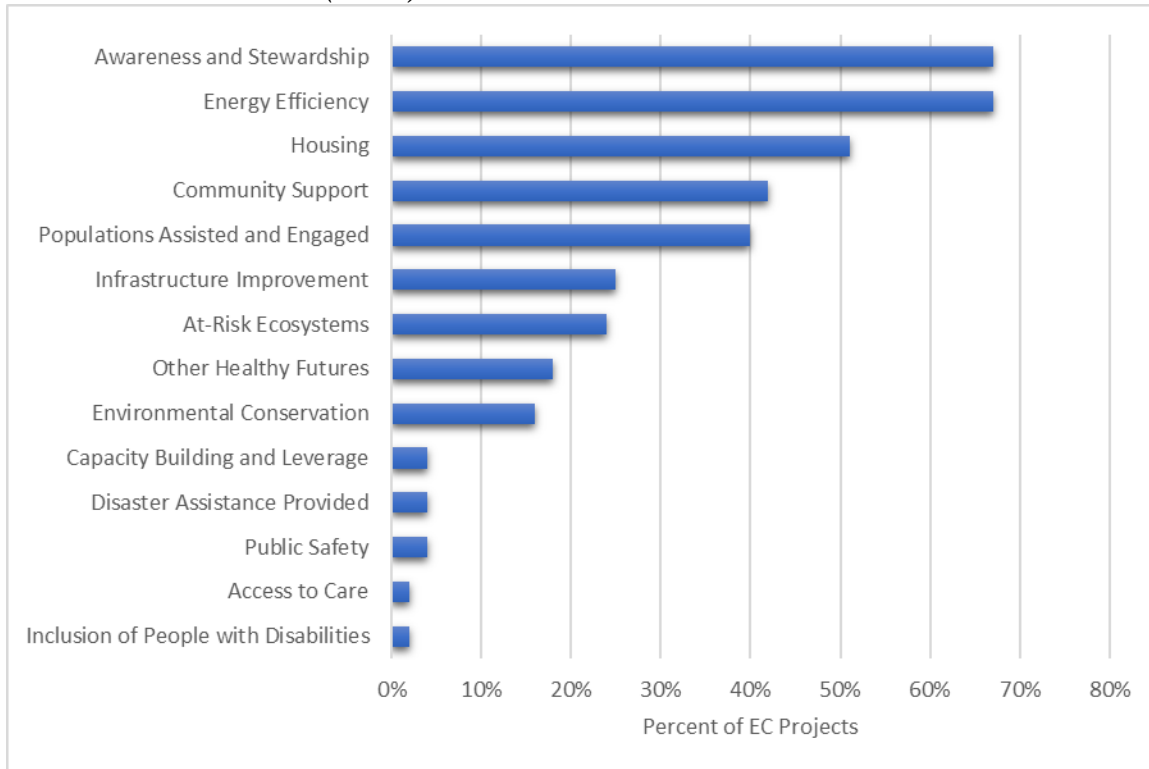


* Service projects might have more than one characteristic.

Energy Conservation (EC)

The service projects in the Energy Conservation issue area represent 1% of all service projects from 2012-2019 (Figure 1). Of the service projects reporting characteristics in the EC issue area, the most frequent characteristics, as shown in Figure 3, were awareness and stewardship (67%), energy efficiency (67%), and housing (51%). More than 20% of the service projects were characterized as community support, population assisted and engaged, infrastructure, and at-risk ecosystems.

Figure 3: Characteristics of Service Projects in the Energy Conservation (EC) Issue Area, Fiscal Years 2012-2019 (N=55)*

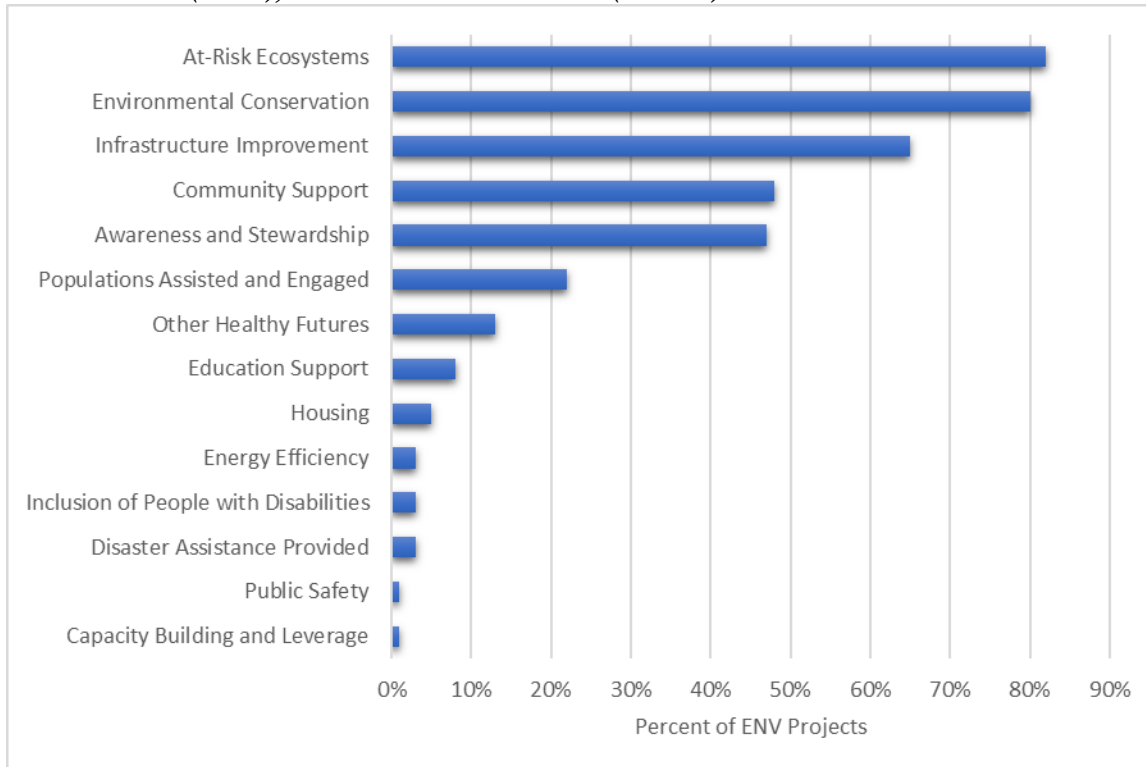


*Service projects might have more than one characteristic.

Environmental Stewardship and Conservation (ENV)

About 18% (890) of the service projects reported characteristics in the Environmental Stewardship and Conservation issue area (Figure 1). The most frequent characteristics reported for these service projects are at-risk ecosystems (82%), environmental conservation (80%), and infrastructure improvement (65%). More than 45% of these service projects are characterized as community support or awareness and stewardship; more than 20% are characterized as population assisted and engaged.

Figure 4: Characteristics of Service Projects in the Environmental Stewardship and Conservation (ENV), Fiscal Years 2012-2019 (N=890)*

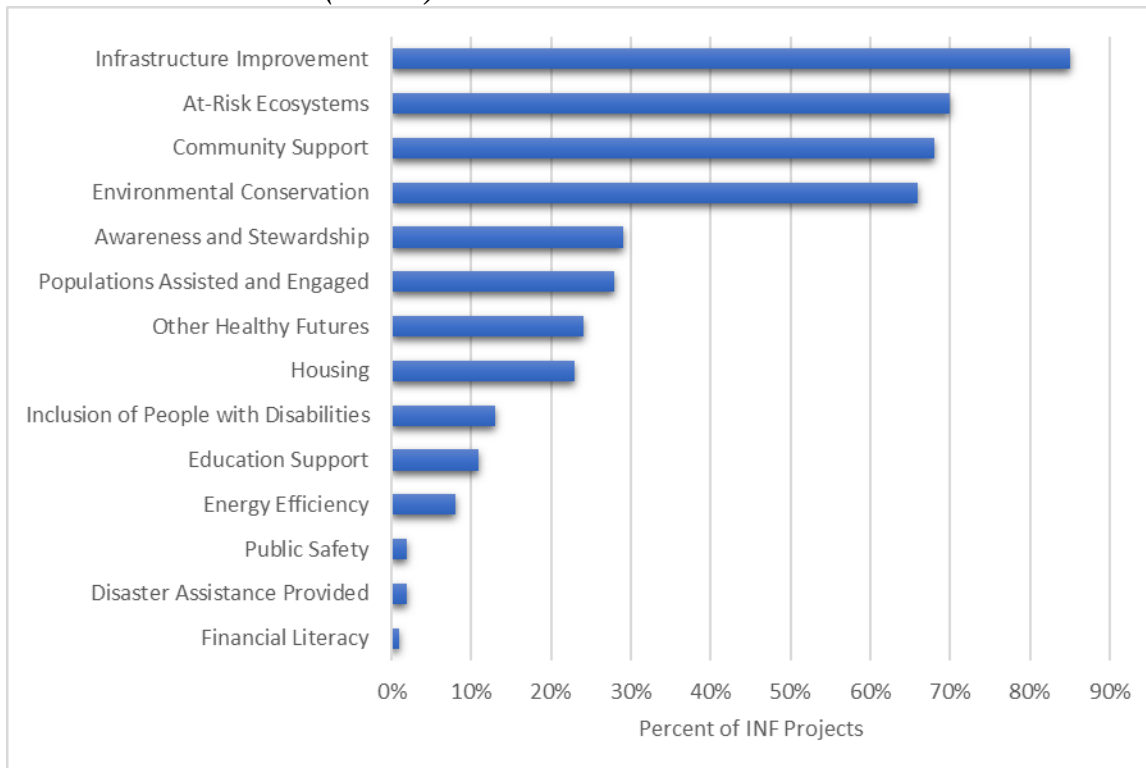


*Service projects might have more than one characteristic.

Infrastructure Improvement (INF)

Five percent (260) of service projects are in the Infrastructure Improvement primary issue area. As expected, the most frequently reported characteristic was infrastructure improvement (85%); this was followed by at-risk ecosystems (70%), community support (68%), and environmental conservation (66%). More than 20% of these service projects were characterized as awareness and stewardship, population assisted and engaged, other health futures, and housing.

Figure 5: Characteristics of Service Projects in Infrastructure Improvement (INF) Issue Area, Fiscal Years 2012-2019 (N=260)*

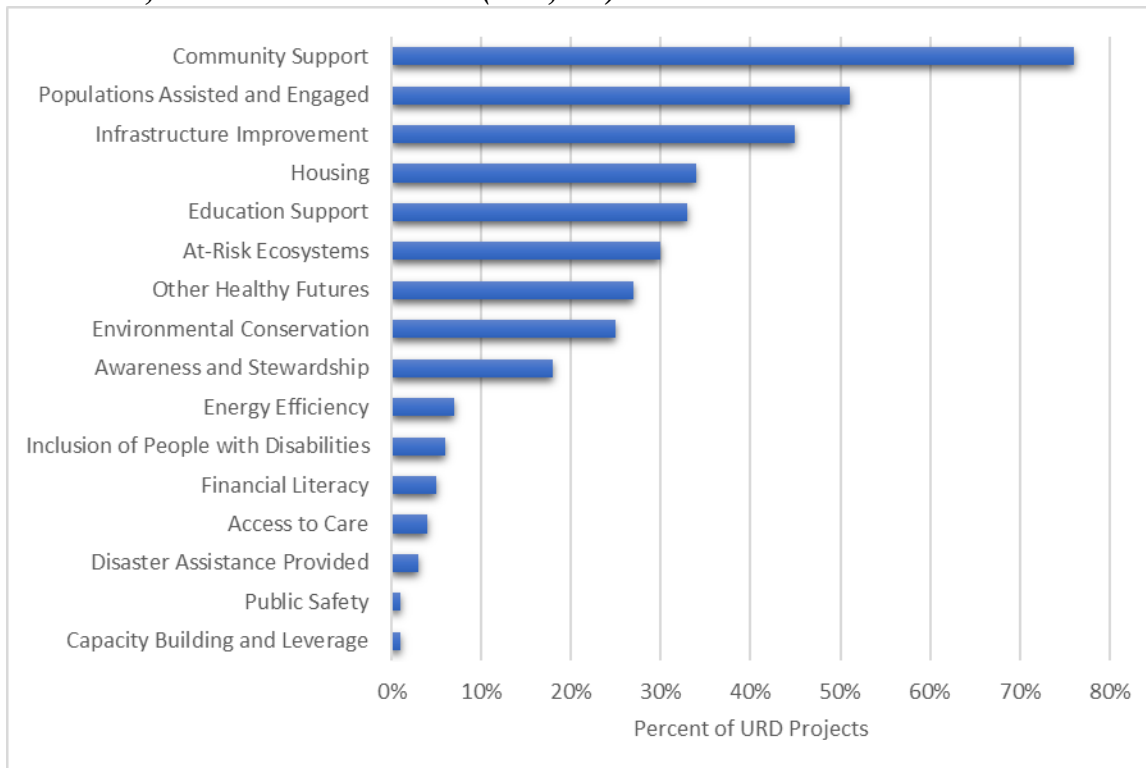


*Service projects might have more than one characteristic.

Urban and Rural Development (URD)

More than one quarter (26%) of service projects are in the Urban and Rural Development issue area (Figure 1). These service projects are frequently characterized as community support (76%), populations assisted and engaged (51%), and infrastructure improvement (45%). Other characteristics reported for more than 20% of these projects include housing, education support, at-risk ecosystems, other health futures, and environmental conservation.

Figure 6: Characteristics of Service Projects in the Urban and Rural Development (URD) Issue Area, Fiscal Years 2012-2019 (N=1,283)*



*Service projects might have more than one characteristic.

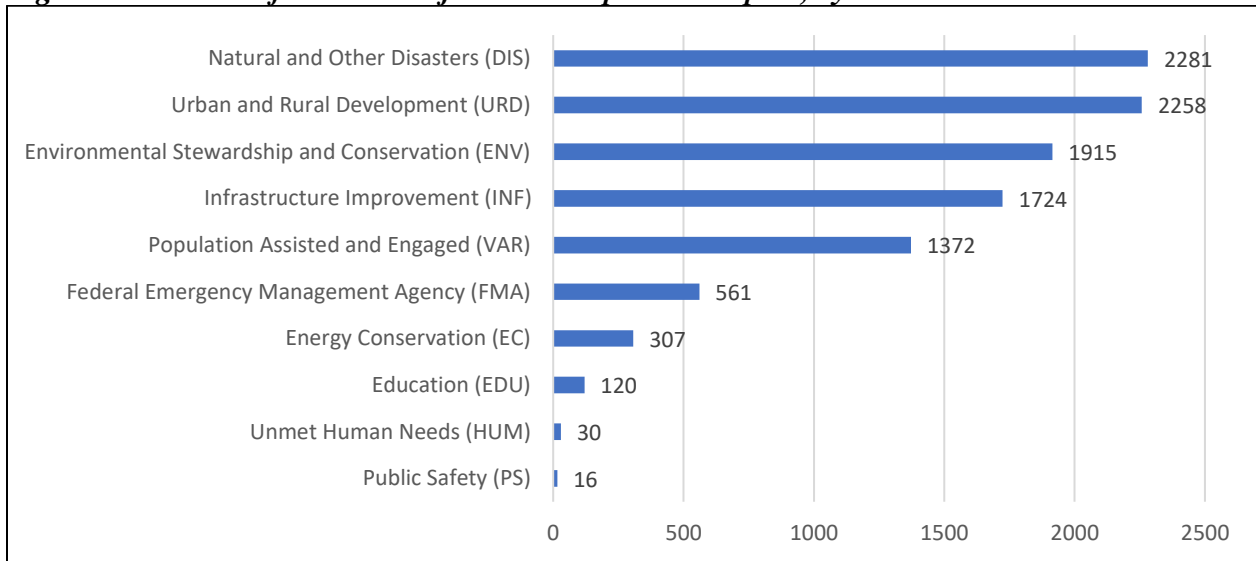
Research Question 2: What are service projects’ accomplishments to communities by issue/focus areas?

This section describes the service projects’ accomplishments in the communities served. NCCC records information on service projects’ accomplishments as “outputs.” NCCC has ten output categories (see Figure 7). NCCC teams reported the greatest number of outputs in the DIS issue area, while EC had the least number of outputs.

First, we assessed the completeness of the data on service projects outputs. Figure 7 shows the number of service projects with outputs by issue area. The NCCC’s accomplishments data contained the five issue areas and these secondary issue areas: Education (EDU), Unmet Human Needs (HUM), Public Safety (PS), FEMA (FMA) and Populations Assisted and Engaged (VAR).

A service project may have multiple outputs in these issue areas. Outputs are concentrated in the DIS, URD, ENV, INF and VAR issue areas (Figure 7). The service projects’ accomplishments in the FMA issue area cover a shorter period, from 2012 through 2016. As previously noted, NCCC phased out the EDU, HUM, and PS issue areas.⁴

Figure 7: Number of Service Projects that Reported Outputs, by Issue Area



Second, to answer the second research question, we identified themes from the community impact narratives of 4,769 service projects with outputs. We coded outputs based on their primary activity or focus. We pulled examples from the community impact narratives to illustrate accomplishments. For our analysis, output categories were guided by the primary intended outcome found in the *AmeriCorps NCCC Team Project Output* document. We grouped these primary intended outcomes into the overarching categories: Basic Needs; Community Well-being; Disaster Prevention, Preparedness and Mitigation; Disaster Recovery; Disaster Response; Energy and Environmental Practices; Housing; Natural Resources; Public Space and

⁴ A MS Excel file “Q2 Charts by Output Group and Issue Area for NCCC 2020-09-29” shows an expanded versions of service projects accomplishments by issue areas.

Infrastructure; and Special Populations⁵. Table 3 lists the total number of outputs in the 10 output categories.

Table 3: Total Number of Outputs Reported in Each Output Category*

Output Category	Total Number of Outputs
Natural Resources	6,588
Public Space and Infrastructure	4,590
Community Well-being	4,384
Disaster Recovery	4,101
Special Population	3,005
Disaster Prevention, Preparedness, and Mitigation	2,899
Disaster Response	1,589
Basic Needs	1,523
Housing	1,277
Energy and Environmental Practices	1,084
Total	31,040

*The output categories were guided by the Primary Intended Outcome from the “AmeriCorps National Civilian Community Corps (NCCC) Team Project Output” list. AmeriCorps NCCC phased out some accomplishment outputs; 776 outputs were phased out and not included in the results.

Table 4 shows the total number of outputs in each output category by the Issue Areas. The highest number of outputs are in the Natural Resources category in the ENV issue area. The second highest number of outputs are in the Public Space and Infrastructure output category, which is spread across three issue areas: ENV, URD, and INF. Community Well-being and Disaster Recovery output categories also had a high number of outputs. Energy and Environmental practices, and Housing output categories had the fewer total number of outputs.

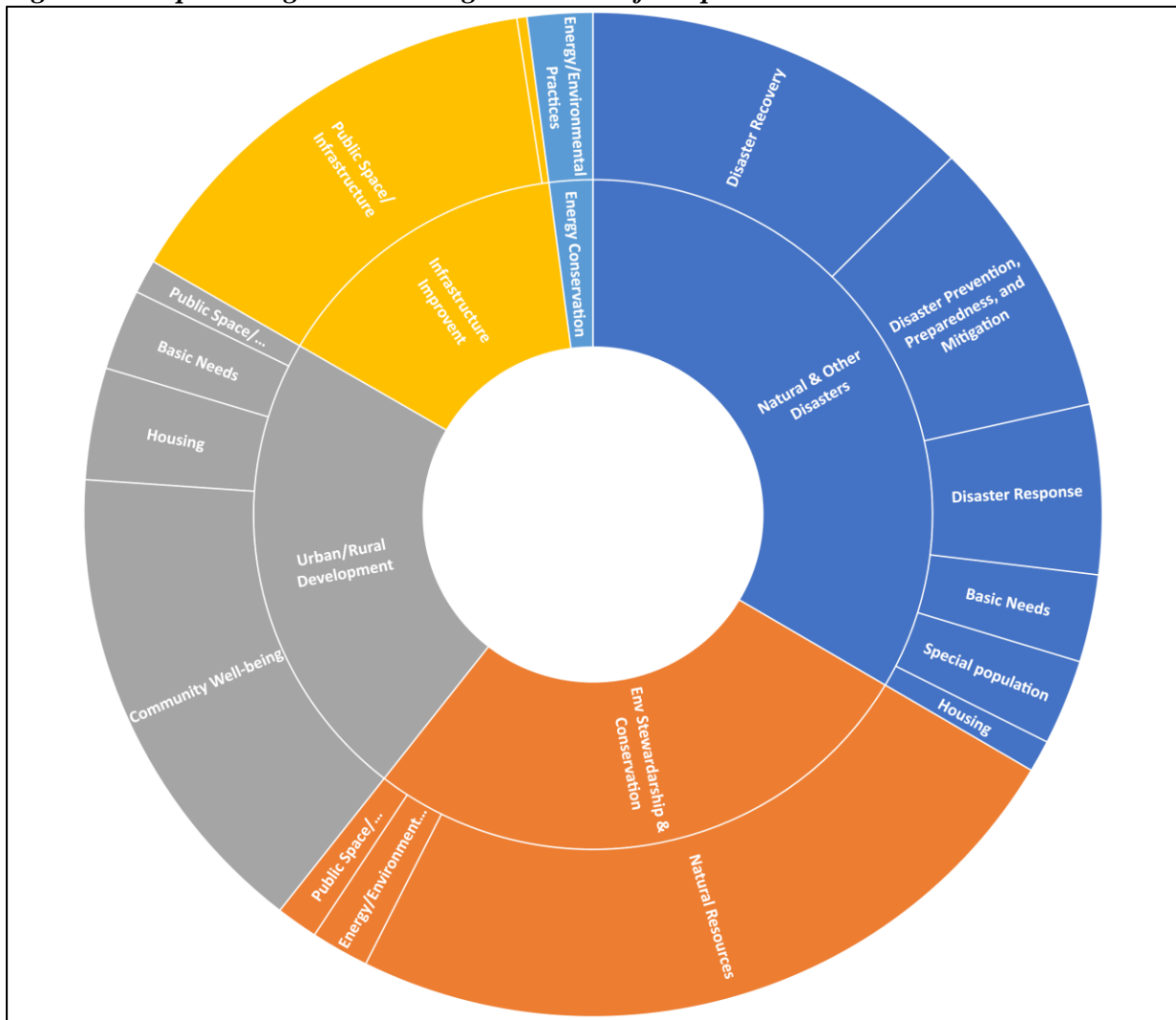
Table 4: Total Number of Outputs in Each Output Category by Issue Area

	DIS	ENV	URD	INF	VAR	FMA	EC	Total
Natural Resources		6,588						6,588
Public Space and Infrastructure		368	301	3,921				4,590
Community Well-being			4,296	88				4,384
Disaster Recovery	3,431					670		4,101
Special population	758				2,247			3,005
Disaster Prevention, Preparedness, and Mitigation	2,496					403		2,899
Disaster Response	1,505					84		1,589
Basic Needs	777		719			27		1,523
Housing	283		994					1,277
Energy and Environmental Practices		510					574	1,084
Total	9,250	7,466	6,310	4,009	2,247	1,184	574	31,040

⁵ The “Special Population” output category is defined as a group or individuals served by NCCC Members with specific characteristics, such as disadvantaged youth, higher education students, immigrants or refugees, homeless individuals, NCCC alumni, people with disabilities, people in disaster areas, senior citizens, veterans, and volunteers.

Figure 8 shows the issue area (inner circle) and their output categories (outer circle) with the highest counts of outputs.⁶ The greatest number of outputs were reported in the Natural and Other Disasters primary issue area, and the bulk of these outputs were reported under the Disaster Recovery, Disaster Prevention Preparedness and Mitigation, and Disaster Response output categories, with 7,432 of 9,250 total outputs. Service projects in the Environmental Stewardship and Conservation, and Urban/Rural Development primary issue areas also had some of the largest number of reported outputs, with more than 6,000 in each. In these two primary issue areas, the output categories with the highest number of reported outputs include, respectively, Natural Resources and Community Well-being.

Figure 8: Output Categories with Highest Count of Outputs



⁶ Larger segments indicate higher numbers of outputs. For example, there were 4,296 Community Well-being outputs and 984 Housing outputs within the Rural/Urban Development issue area.

Figure 9 represents the issue areas with 400 or more outputs in a single output type. The size of the slices in the outer layer is based on the total count for the output type, and this layer determines the relative size of inner slices. For example, because the Environmental Stewardship and Conservations issue area has more output types with large counts, it appears bigger, but, as we know from previous figures and tables, Natural and Other Disaster is the biggest issue area by total number but shows fewer counts under any particular output type.

Figure 9: Top Output Types Reported by NCCC Service Projects (400 or more)



In Appendix B, we provide detailed supporting tables showing the frequency and percent of outputs within issue areas and output types from 2012 to 2019. See tables B-1 through B-26.

Research Question 3: How has the type of sponsor changed over time?

Sponsors Types

NCCC had nine organizational classifications for sponsors: Federal Government, Higher Education - State Controlled, Local Government – County, Local Government – Municipal, National Non-Profit, Non-Profit, State Education Agency, State Government, and Other. Of the 5,004 service projects, 4,558 had information of the type of organization for the sponsor. From 2012 to 2019, Federal Government sponsored 41% of those projects, non-profits sponsored 28%, and national non-profits sponsored 16%. In any full fiscal year, Federal Government sponsors accounted for at least 43% of the service projects (Table 5).

Table 5: Type of Organization of NCCC Sponsors by Fiscal Years 2012 – 2019*

Sponsor Type	Federal Government		Higher Education Organization - State Controlled		Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit		Other		State Education Agency		State Government	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
2012	43	9	8	2	14	3	26	5	133	27	213	43	18	4	2	0	40	8
2013	328	45	6	1	23	3	27	4	114	16	163	22	15	2	-	0	49	7
2014	293	44	7	1	11	2	29	4	102	15	168	25	16	2	3	0	41	6
2015	275	43	6	1	13	2	40	6	91	14	172	27	10	2	1	0	33	5
2016	248	47	6	1	11	2	21	4	72	14	141	27	7	1	1	19	19	4
2017	271	48	5	1	4	1	30	5	71	13	153	27	8	1	6	1	20	4
2018	370	47	4	1	9	1	21	3	123	16	210	27	20	3	4	1	23	3
2019	27	18	1	1	2	1	7	5	33	22	56	38	10	7	1	1	10	7
Total	1,855		43		87		201		739		1,276		104		18		235	

*Description for “Other” sponsor data was not provided in the NCCC data file.

Natural and Other Disasters (DIS)

Of the five primary issue areas, Natural and Other Disasters issue area had the most sponsors. This is the issue area where Federal Government sponsored the highest number of service projects. Of the 1,855 service projects the Federal Government sponsored, 1,611 were in the Natural and Other Disasters issue area. Among non-profit organizations, 301 of the 1,276 service projects they sponsored were in this issue area, and 175 of the 739 service projects sponsored by national non-profits were in this issue area.

Table 6: Sponsor Type by Fiscal Years 2012 - 2019 by Natural and Other Disasters (DIS)*

Sponsor Type	Federal Government		Higher Education Organization - State Controlled		Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit		Other		State Government	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
2012	24	15	3	2	5	3	6	4	37	23	71	44	3	2	13	8
2013	304	78	0	0	5	1	3	1	18	5	48	12	0	0	11	3
2014	262	78	0	0	0	0	7	2	18	5	36	11	2	1	9	3
2015	230	79	1	0	1	0	5	2	17	6	33	11	1	0	5	2
2016	225	82	0	0	4	1	2	1	19	7	19	7	3	1	1	0
2017	240	82	0	0	0	0	2	1	22	8	23	8	1	0	3	1
2018	313	74	0	0	3	1	3	1	41	10	54	13	2	0	5	1
2019	13	34	0	0	2	5	0	0	3	8	17	45	2	5	1	3
Total	1,611		4		20		28		175		301		14		48	

*Description for “Other” sponsor data was not provided in the NCCC data file.

Energy Conservation (EC)

Four types of organizations sponsored service projects in the Energy Conservation issue area (Table 7). Over the seven-year span, non-profit organizations sponsored at least 50% of the Energy Conservation service projects followed by local government at the municipal level.

Table 7: Sponsor Type by Fiscal Years 2012 - 2018 by Energy Conservation (EC)

Sponsor Type	Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit	
	N	%	N	%	N	%	N	%
2012	1	7	0	0	7	50	6	43
2013	1	11	0	0	2	22	6	67
2014	0	0	0	0	2	22	7	78
2015	0	0	2	50	0	0	2	50
2016	0	0	2	25	0	0	6	75
2017	0	0	3	43	0	0	4	57
2018	0	0	1	33	0	0	2	67
Total	2		8		11		33	

Environmental Stewardship and Conservation (ENV)

Non-profit organizations are the most frequent sponsors of Environmental Stewardship and Conservation service projects (Table 8). These organizations sponsored 32% of the total service projects between November of 2011⁷ and May 2019. The Federal Government sponsored 171 ENV service projects during this same period.

Table 8: Types of Sponsors for Environmental Stewardship and Conservation (ENV) Service Projects*

Sponsor Type	Federal Government		Higher Education Organization - State Controlled		Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit		Other		State Education Agency		State Government	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
2012	18	17	1	1	7	6	7	6	18	17	36	33	4	4	0	0	18	17
2013	19	17	1	1	11	10	10	9	15	13	27	24	5	4	0	0	26	23
2014	27	21	1	1	7	5	7	5	21	16	40	31	2	2	2	2	24	18
2015	36	29	1	1	10	8	11	9	15	12	30	24	1	1	0	0	22	17
2016	12	13	3	3	6	7	5	6	13	15	37	42	2	2	0	0	11	12
2017	19	21	2	2	2	2	6	7	13	14	36	39	2	2	1	1	11	12
2018	33	27	2	2	6	5	9	7	17	14	39	32	3	2	2	2	11	9
2019	7	14	0	0	0	0	3	6	7	14	20	40	4	8	0	0	9	18
Total	171		11		49		58		119		265		23		5		132	

*Description for “Other” sponsor data was not provided in the NCCC data file.

⁷ Some NCCC service projects in fiscal year 2012 reported a start date of November 2011.

Infrastructure Improvement (INF)

Non-profit and national non-profit organizations sponsored 54% of the Infrastructure Improvement service projects, and local government-municipal and state government were the second largest group of sponsors at 26% (Table 9).

Table 9: Types of Sponsors for Infrastructure Improvement (INF) Service Projects

Sponsor Type	Federal Government		Higher Education Organization - State Controlled		Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit		Other		State Education Agency		State Government	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
2012	0	0	0	0	1	3	7	21	3	9	16	47	1	3	1	3	5	15
2013	3	8	1	3	4	11	3	8	11	30	5	14	0	0	0	0	10	27
2014	0	0	1	3	2	6	5	14	9	26	12	34	0	0	0	0	6	17
2015	7	18	1	3	2	5	4	10	5	13	17	43	1	3	0	0	3	8
2016	4	11	1	3	1	3	4	11	6	17	17	47	0	0	0	0	3	8
2017	4	14	0	0	1	4	6	21	3	11	10	36	2	7	0	0	2	7
2018	4	13	0	0	0	0	1	3	3	10	16	52	2	6	0	0	5	16
2019	3	33	0	0	0	0	2	22	1	11	2	22	1	11	0	0	0	0
Total	25		4		11		32		41		95		7		1		34	

*Description for “Other” sponsor data was not provided in the NCCC data file.

Urban and Rural Development (URD)

National non-profit and non-profit organizations sponsored 975 of the 1,220 URD service projects.

Table 10: Types of Sponsors for Urban and Rural Development (URD) Service Projects*

Sponsor Type	Federal Government		Higher Education Organization - State Controlled		Local Government - County		Local Government - Municipal		National Non-Profit		Non-Profit		Other		State Education Agency		State Government	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
2012	1	1	4	2	0	0	6	3	68	38	84	47	10	6	1	1	4	2
2013	2	1	4	2	2	1	11	6	68	39	77	44	10	6	0	0	2	1
2014	4	2	5	3	2	1	10	6	52	32	73	45	12	7	1	1	2	1
2015	2	1	3	2	0	0	18	10	54	30	90	51	7	4	1	1	3	2
2016	7	6	2	2	0	0	8	7	34	28	62	52	2	2	1	1	4	3
2017	8	5	3	2	1	1	13	9	33	22	80	53	3	2	5	3	4	3
2018	20	10	2	1	0	0	7	3	62	30	99	48	13	6	2	1	2	1
2019	4	8	1	2	0	0	2	4	22	44	17	34	3	6	1	2	0	0
Total	48		24		5		75		393		582		60		12		21	

*Description for “Other” sponsor data was not provided in the NCCC data file.

Research Question 4. How have the characteristics of NCCC service projects changed over time?

This research question seeks to describe whether there has been a change in the characteristics of service projects over time. For context, we first present the number of service projects each year between 2012 and 2019 (Table 11) and the distribution of service projects in each primary issue area (Figure 10).

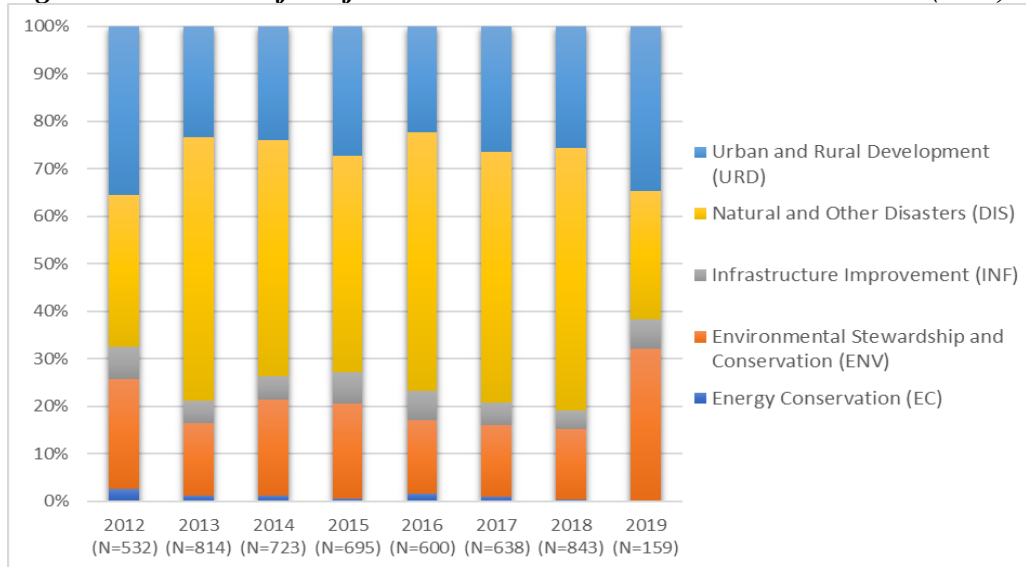
The number of service projects are roughly evenly distributed between 2012 and 2018. However, 2019 includes projects through May 2019 only and is therefore an incomplete list of service projects for that year (Table 11).

Table 11: Number of Projects by Year (N=5,004)

Year	Number of Projects	Percent
2012	532	11%
2013	814	16%
2014	723	14%
2015	695	14%
2016	600	12%
2017	638	13%
2018	843	17%
2019	159	3%
All Years	5,004	100%

Figure 10 shows the distribution of service projects in each primary issue area by year. Infrastructure Improvement service projects have remained at about 4-7% of NCCC projects each year; Natural and Other Disasters made up 45-56% of service projects between 2013 and 2018. Urban and Rural Development service projects composed between 22 and 36% of projects every year, and Environmental Stewardship and Conservation serviced projects comprised between 15 and 23%.

Figure 10: Percent of Projects in each Issue Area between 2012-2019 (N=5,004)



Percent of Projects with Each Characteristic, 2012-2019

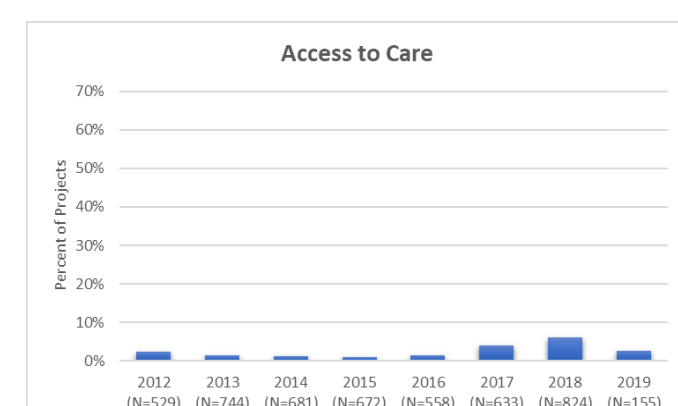
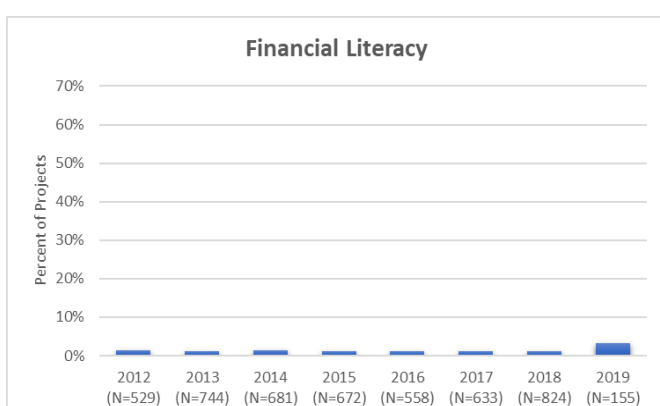
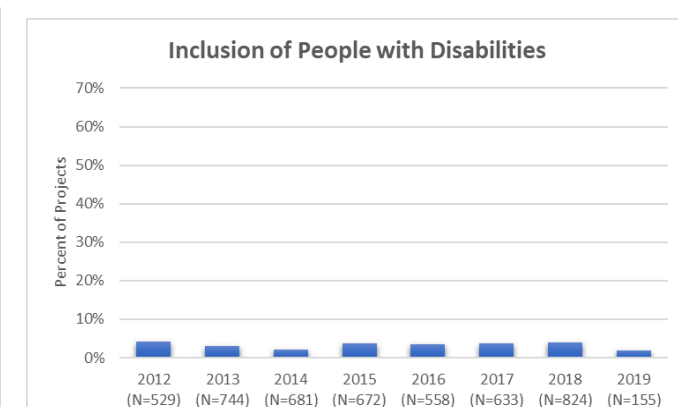
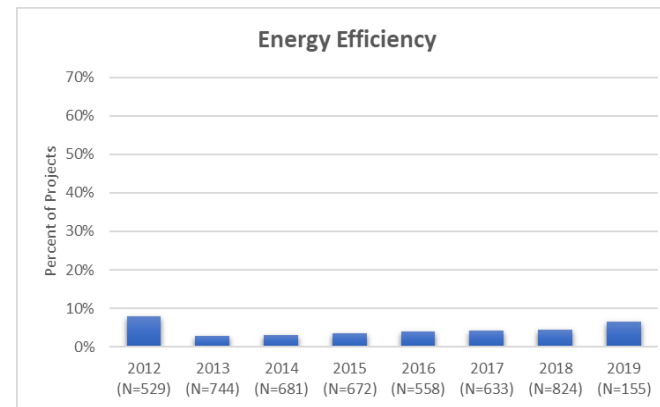
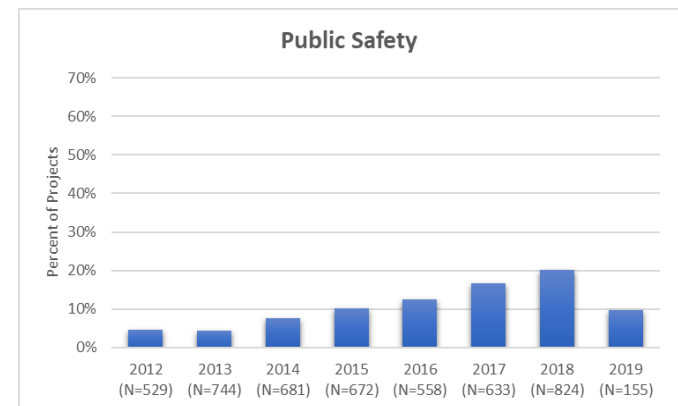
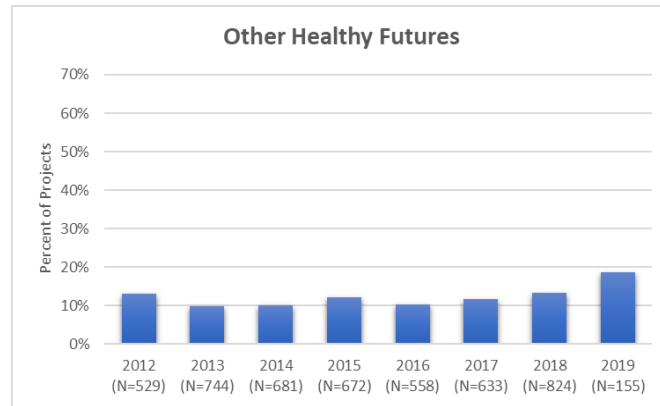
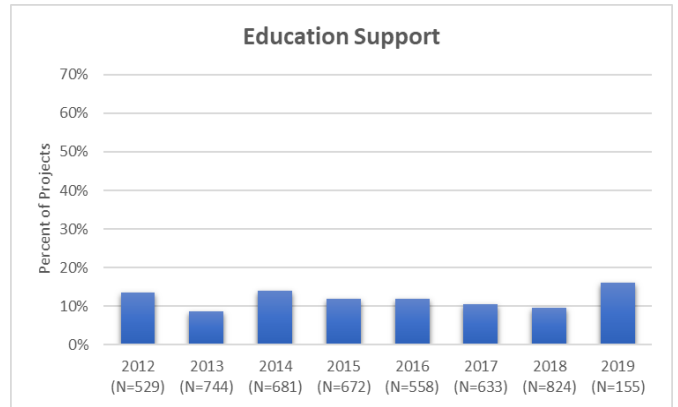
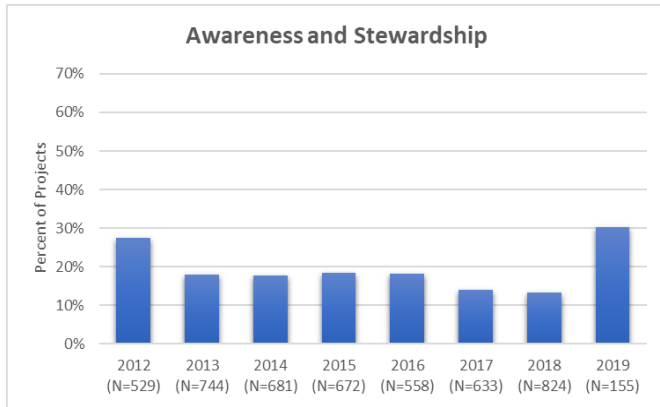
Across the eight-year span, the 6 most frequently reported of the 16 characteristics were Community Support, At-Risk Ecosystems, Infrastructure Improvement, Capacity Building and Leverage, Disaster Assistance Provided, and Populations Assisted and Engaged.

Figure 11 shows the percent of service projects in each characteristic between 2012 and 2019. Since a service project may have more than one project characteristic, the percent will not add to 100. The main trends observed in Figure 11 are:

- The percentage of Community Support service projects decreased from 2015 to 2017 but never fell below 30 and increased again in 2018.
- The percentage of At-risk Ecosystems service projects decreased from 2015 to 2018 but increased in 2019.
- The percentage of service projects in Capacity Building and Leverage varied from 34 to 42 between 2012 and 2018. As the number of these service projects increased in this area, so did service projects in Disaster Assistance and Housing.
- The percentages of service projects in Disaster Assistance in 2017 and 2018 (40 and 45) were higher than in other years.
- The percentage of projects characterized as Housing increased gradually from 18 in 2015 to 37 in 2018.
- The percentage of service projects in Populations Assisted and Engaged remained between 20 and 30 from 2013 to 2018.
- The percentage of service projects in Awareness and Stewardship decreased every year from 2013 to 2018.
- The percentage of service projects in Education Support remained between about 10 and 15 every year.
- Fewer than 10% of projects had the characteristic of Inclusion of People with Disabilities, Access to Care, Energy Efficiency, or Financial Literacy in any year.

Figure 11: Percent of Projects with each Characteristic (N=4,796), 2012-2019





Research Question 5: What are the characteristics of recurring service projects? What community needs have service projects addressed over time by issue area?

Characteristics of Recurring Service Projects

We identified the number of times any service project occurred at the service site address. If the service site address appeared more than once, the site was considered “recurring.” Just under half (49%) of the service site addresses were “recurring” (Table 12) with 11% of sites (786) hosting at least five projects between 2012 and 2019.

Table 12: Recurring and Non-Recurring Service Sites (2012-2019)

Number of times service project occurred at the site	Service Sites (N=6,993)	Percent
One Time (Non-recurring)	3,533	51%
Two Times	1,282	18%
Three or Four Times	1,392	20%
Five or More Times	786	11%

Figure 12 shows the distribution of how often sites hosted an NCCC team in each year from 2012 to 2019. There does not seem to be any discernible trend in the recurrence of service projects at specific sites. Between 2014 and 2016, 56% or more of the service sites hosted an NCCC team two or more times.

Figure 12: Percent of Recurring and Non-Recurring Service Sites by Year (2012-2019)

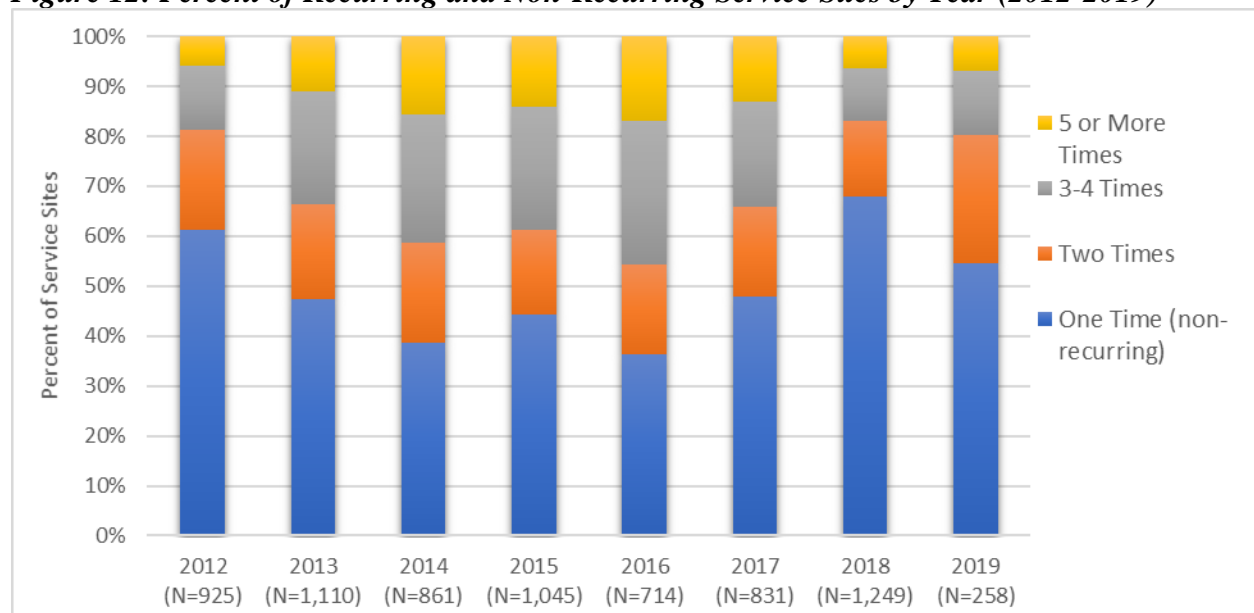


Table 13 shows the characteristics of service projects grouped by whether the service site was a recurring site (hosted two or more service projects) or non-recurring (hosted one service project). Of the service sites that were active only once, almost half hosted Community Support service projects. Of the sites that hosted two service projects, 53% hosted Community Support service

projects, 48% hosted At-risk Ecosystems service projects and Infrastructure Improvement. Of the service sites that were active 3-4 times, 38% hosted Capacity Building and Leverage service projects, 37% hosted Community Support service projects, 35% hosted At-risk Ecosystems, and 32% hosted Infrastructure Improvement service projects. Of the service sites that were active five or more times, 44% hosted Capacity Building and Leverage service projects, and 33% hosted Community Support service projects.

Table 13: Percent of Recurring and Non-recurring Service Sites by Project Characteristic, 2012-2019*

Characteristic	Recurring Service Sites			Non-recurring Service Sites
	Active Two Times (N=1,247)	Active 3-4 Times (N=1,312)	Active 5 or more times (N=751)	Active One Time (N=3,423)
Community Support	53%	37%	33%	49%
At-risk Ecosystems	48%	35%	28%	38%
Infrastructure Improvement	48%	32%	26%	37%
Environmental Conservation	43%	29%	25%	33%
Disaster Assistance Provided	17%	28%	22%	32%
Populations Assisted and Engaged	32%	28%	23%	32%
Housing	24%	20%	13%	30%
Capacity Building & Leverage	17%	38%	44%	27%
Awareness and Stewardship	27%	19%	18%	22%
Other Healthy Futures	18%	13%	8%	15%
Education Support	15%	12%	12%	13%
Public Safety	7%	11%	17%	8%
Energy Efficiency	6%	4%	3%	4%
Inclusion of People with Disabilities	4%	4%	2%	3%
Access to Care	2%	3%	2%	3%
Financial Literacy	3%	2%	2%	3%

* A service site could host a project with more than one characteristic

Even though the current information NCCC collects can capture whether a site is recurring to host service projects, a recurring site does not necessarily mean the same type of service project. In short, recurrence of service projects at the same site address in a different year might not have Corps Members performing the same type of services.

Community Needs Addressed Over Time

The information NCCC collects can provide insights into the community needs that service projects addressed over time within each of the primary issue areas. We use ten output categories as the measure of community needs. Of the 5,004 projects, 4,796 projects reported outputs that were classified in at least one of the ten output categories.⁸ The analysis on community needs is based on the reported outputs for 96% of the service projects.

In this section we describe NCCC’s accomplishments in addressing community needs across each issue area. In Appendix B, we provide detailed supporting tables showing the percent of

⁸ Data is missing for the remaining 208 projects (i.e. they did not report outputs).

outputs within each of the ten output categories and issue areas for each year, from 2012 to 2019 (see Tables B-27 through B-31).

Natural and Other Disasters (DIS)

Natural and Other Disaster (DIS) comprises the highest number of service projects during this period. Within this issue area, the community needs most frequently addressed were in Disaster Recovery and Disaster Prevention, Preparedness and Mitigation. Between 2014 and 2018, more than half of outputs were in these two output categories. Community needs in the Disaster Recovery output category peaked in 2016 at 38% of all outputs in the Natural and Other Disaster issue area, and community needs in the Disaster Prevention, Preparedness, and Mitigation output category increased from 2012 through 2015. Other important areas where community needs were addressed included Disaster Response, which made up between 7% and 15% of outputs each year, and Special Populations, which made up 10% to 18% of the outputs for 6 of the 8 years (see Appendix B, Table B-27).

One service project cited their accomplishments in Disaster Response as follows:

“FEMA Community Relations is a branch of FEMA’s External Affairs Department that works directly with disaster survivors as a means to direct those who have been impacted to available assistance and resources. For three weeks, Bayou 4 worked out of FEMA’s LRO (Long-term Recovery Office) and worked directly with the Community Relations staff in the New Orleans area. Upon entering the disaster area for Hurricane Isaac, Bayou 4 was paired up with Community Relations reservists who were already working the area for several weeks prior to the team’s arrival. Bayou 4 was split up as a team during the workdays, and went door to door canvassing Jefferson, Orleans, and Plaquemines Parishes around the greater New Orleans area. Bayou 4 Members gave out available information to survivors such as: the location of Disaster Recovery Centers, how to apply for federal disaster assistance, how to eliminate mold from a home, where to live if a home is inhabitable, and how to follow through for an appeal to get federal assistance money. “

Energy Conservation (EC)

The Energy Conservation (EC) issue area had the fewest number of service projects between 2012 and 2018⁹ (see Appendix B, Table B-28). The community needs most frequently addressed in this issue area were in the Energy and Environmental Practices output category, comprising between 34% and 65% of all outputs every year in this issue area. Natural Resources outputs accounted for 17% to 25% of all outputs in 4 of the 7 years; they peaked in 2013 at 25% of all outputs in this issue area and decreased to 6% of outputs by 2018.

This is one example of how the NCCC teams described their accomplishments:

“Coast 2 managed to save Louisiana residents 520,080 kWh worth of energy, \$60,720, and 590,040 pounds of CO2 that would have otherwise been emitted into the atmosphere. (These statistics are calculations based on the lifetime of a lightbulb--7 to 10 years.) Additionally, 500 gallons worth of rainwater collected in rain barrels will help prevent

⁹ EC outputs were not available in 2019.

flooding of Louisiana residents' homes during storms. The owner of the new vegetable garden can potentially save \$10-100 dollars each year, and with nutritious food choices, will be able to have a healthier lifestyle. Additionally, each of the 85 homeowners who had lightbulbs installed, the 10 who had rain barrels installed, the 1 who had a garden installed, and the 28 who were canvassed (124 homeowners overall), were all given educational packets that described how to be environmentally friendly, how to save more energy, and how their new products or items save them money, energy, or water."

Environmental Stewardship and Conservation (ENV)

In the Environmental Stewardship and Conservation (ENV) issue area, Natural Resources were the most frequent community needs that NCCC teams addressed, accounting for about half of the outputs every year (see Appendix B, Table B-29). The Public Space and Infrastructure output category comprised about one quarter of the outputs every year in the ENV area. There was little fluctuation in the distribution of outputs across the different categories from year to year.

As an example of a community need addressed in ENV projects, an NCCC team wrote:

"Blue Seven worked to make a substantial positive impact on the community. By constructing 2.3 miles of trail and restoring 12.3 miles of existing trail, Blue Seven aided in adding and restoring access to nature for locals, tourists, and animals. Blue Seven building 10 gardens for the community garden provided the needed manpower to get the community garden started and running again. And by clearing 20.5 acres of brush and invasive species throughout the project round, Blue Seven helped the city staff keep the town clean and safe for those that live here and pass through..."

Infrastructure Improvement (INF)

In the Infrastructure Improvement (INF) issue area, the most frequently reported outputs were in Natural Resources and Public Space and Infrastructure, which combined to cover about two-thirds of the outputs in this issue area every year (see Appendix B, Table B-30). Between 16% and 24% of the outputs were in Community Well-being each year, increasing to 24% by 2019.

One NCCC team described their accomplishment as follows:

"River 1 helped restore historically significant buildings that were in serious need of repairs. The buildings that the team roofed had been placed on a back burner for several years because they are staff buildings, not seen or used by the public; park funds had been allocated for the more critical repairs to buildings that the paying patrons used throughout the park. However, these buildings not only served as an important piece of history, they were built by the CCC during the 1930's and the cabin was built with cabbage palm logs, a style not often seen outside of CCC construction, they are also important to the functioning of the park; the shop building that was leaking and rotted housed important tools and equipment while the cabin was going to be the residence of the volunteer coordinator. By making repairs to a living space, the park was able to house more of their volunteers or staff with another functioning cabin available. Approximately 350,000 people visit the park annually and the majority of resources the park has are dedicated to making the park enjoyable and safe for those people. Although the volunteers served with the team, having River 1 roof the two buildings allowed the

volunteers and rangers to be able spend more time on other pressing matters, such as the buildings and land that the paying public interacted with rather than spending over a month on two buildings the public would not benefit from.”

Urban and Rural Development (URD)

Urban and Rural Development (URD) service projects accounted for 26% of all service projects between 2012 and 2019. The most frequent reported outputs across the communities served were in the Community Well-being category, which composed about one-third of the outputs in this issue area in most years (see Appendix B, Table B-31). These reported outputs peaked at 35% of the outputs in 2014. Public Space and Infrastructure composed about one-fifth of outputs every year. Natural Resources composed about 15% of the outputs every year, peaking in 2016 at 18%.

An example of NCCC teams’ accomplishments in the Community Well-being output category was described in this narrative:

“Although Water 5’s main project was working at the House of Abigail, the team got to work with other community groups to understand the issues that Mountain View faces. Every Wednesday, the team alternated working with the Mountain View Garden Club and the Mountain View Community Garden. And once a month, the team would work with the F.E.E.D. Program (Food Enough Everyone Distribution). The Mountain View Garden Club works to make the town of Mountain View beautiful and appealing to people passing through and the residents that live here. The Mountain View Community Garden works to give the people of Mountain View a place to grow their own food for a small price of \$10 per bed per year. The F.E.E.D. Program is a mobile food pantry that provides food to residents in the Mountain View and Peace Valley Area that can show their monthly income and the amount of household Members they are providing for. The town of Mountain View is a smaller town that has a predominantly older population, so the team has been helping the town complete projects that wouldn’t otherwise be completed. By working in the Community Garden and with the F.E.E.D. Program, the team learned about the food security issues in the town of Mountain View. With the F.E.E.D. program, the team would help distribute food, but also help people carry their items to their vehicles. With the Community Garden, the team would help mulch and weed, along with helping complete other projects such as staining and creating a new sign that otherwise wouldn’t have been completed.”

Research Question 6: How frequently does NCCC serve the same community with the same needs?

To answer this question, we again use the reported outputs as the measure of community needs. AmeriCorps NCCC has phased out a group of outputs; these are combined under a general “Phased Out” category. A service project may report multiple outputs or address multiple needs across these categories.

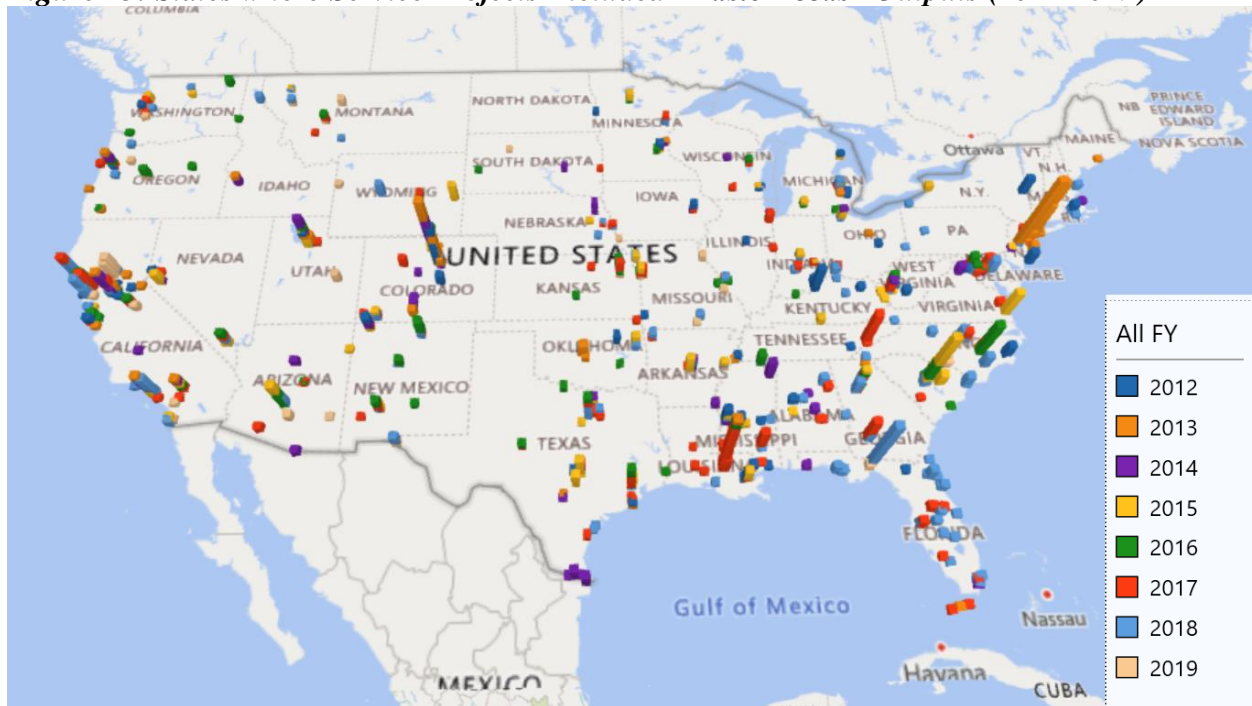
We used the state from the site address to determine project locations where NCCC teams served communities. To determine how frequently NCCC served the same needs (which we measure from type of outputs reported) in the same communities, we grouped the site addresses and cross-tabulated the addresses with the 11 project output categories (including “Phased Out”). We illustrate the results in state-level maps for each output category (or needs) from 2012 to 2019.¹⁰ An accompanying Excel file, “Q6 Site Map by Year and Output Grouping for NCCC 2020-09-29,” includes a table with the list of category outputs and maps of project locations by year.

¹⁰ Site addresses were used to determine the location where service projects were completed. There were 324 addresses that were not found, including 173 P.O. Box addresses, and 94 addresses did not have an exact match.

Basic Needs

Basic Needs outputs include, for example, persons receiving immunizations, and people receiving food, water, clothing, personal items or household goods. Figure 13 shows the states where NCCC teams reported Basic Needs outputs. Nearly half of all states (24) had sites where at least five service projects included Basic Needs between 2012 and 2018. The highest numbers of Basic Needs outputs were in California and Texas; each had 24 sites where at least five service projects included Basic Needs outputs during the time period.

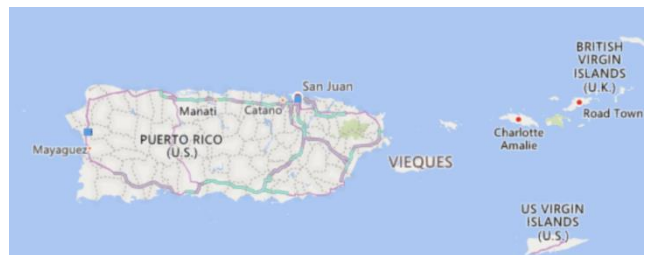
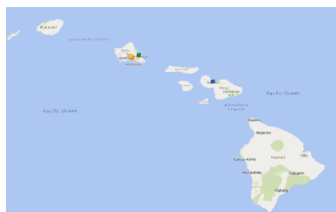
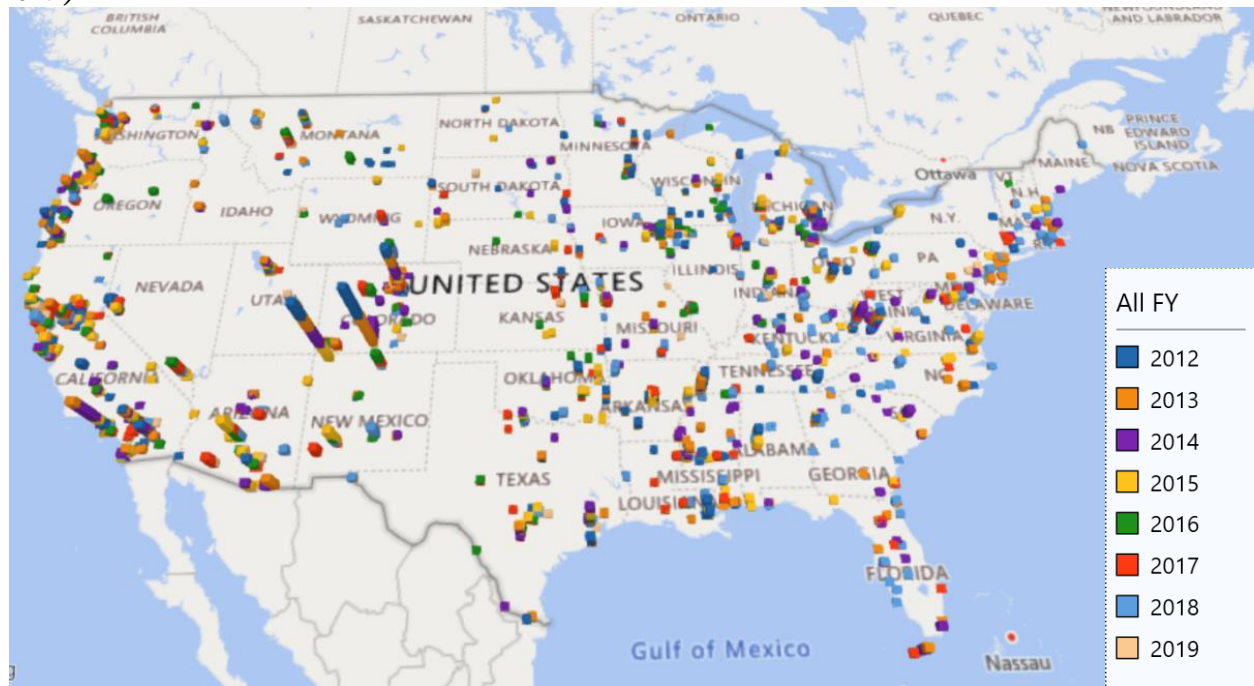
Figure 13: States where Service Projects Included “Basic Needs” Outputs (2012-2019)



Community Well-Being

The Community Well-being category encompasses diverse accomplishments such as youth participating in a summer program, pounds of debris removed, and community activities planned or conducted. Figure 14 shows the states where NCCC teams reported these types of outputs. Most states (30) had sites where at least five service projects included Community Well-being outputs between 2012 and 2018. The largest numbers of accomplishments that addressed community well-being were in California, where 118 sites had five or more projects, followed by Colorado (42), Texas (36), Oregon (33), and Washington (28), where at least five NCCC teams reported this category.

Figure 14: States where Service Projects Included “Community Well-being” Outputs (2012-2019)

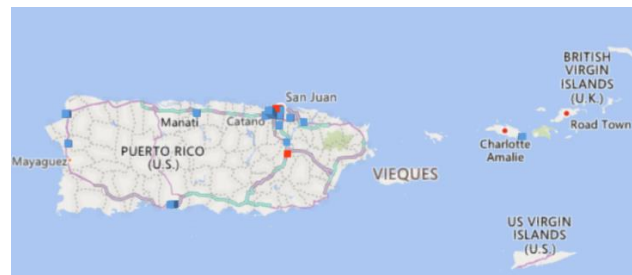


Three output categories are related to disaster: Disaster Prevention, Preparedness, and Mitigation; Disaster Recovery; and Disaster Response. The next three maps show that the concentrations of service projects in these three categories are sparser nationally compared to those of other output categories but are more concentrated in certain states. Specifically, these categories are concentrated in California, Colorado, Missouri, southern states (Texas, Georgia, Florida, South Carolina, Louisiana) and east coast states (Washington, D.C., New York, New Jersey).

Disaster Prevention, Preparedness and Mitigation

NCCC teams served in 12 states between 2012 and 2019 where at least five service projects included outputs categorized as Disaster Prevention, Preparedness, and Mitigation. Five of these states had large numbers of sites where at least five recurring projects occurred and where accomplishments in Disaster Prevention, Preparedness, and Mitigation were reported. In Texas, 142 sites had projects that recurred five or more times; California had 96 such sites, Georgia 84, Missouri 67, and Washington, D.C. 67.

Figure 15: States where Service Projects Included “Disaster Prevention, Preparedness, and Mitigation” Outputs (2012-2019)



Disaster Recovery

Ten states had sites with at least five service projects where NCCC teams reported accomplishments in Disaster Recovery occurred between 2012 and 2018. Three of these states each had over 100 sites with five recurring service projects that addressed disaster recovery over the time period. In Texas, 200 sites had projects that recurred five or more times, followed by Georgia (130) and Missouri (106).

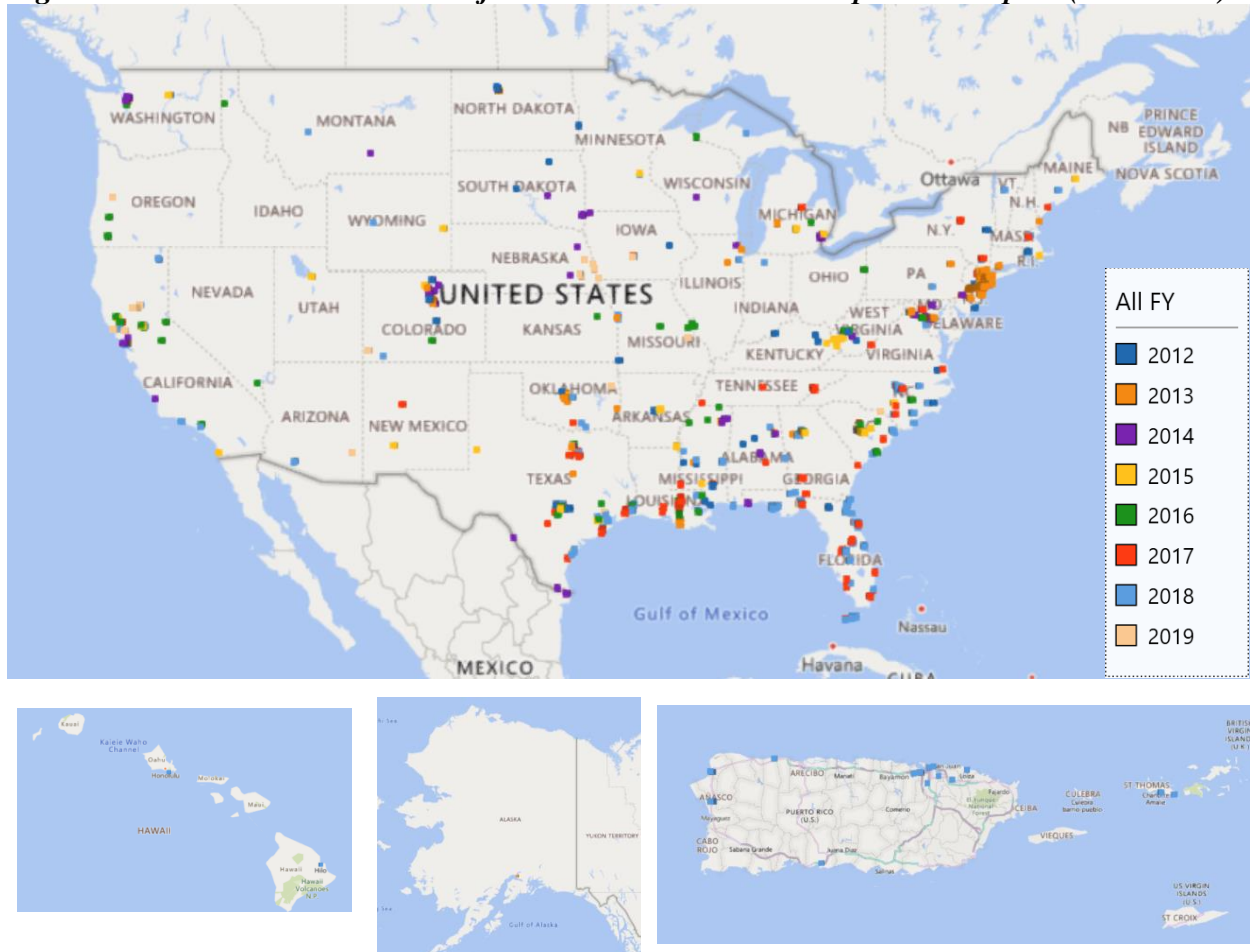
Figure 16: States where Service Projects Included “Disaster Recovery” Outputs (2012-2019)



Disaster Response

The concentration of sites and service projects with accomplishments in Disaster Response mirrors the previous two maps that cover the other disaster categories. Figure 17 shows the states with projects that reported Disaster Response outputs. Thirteen states had sites where at least five service projects included Disaster Response outputs between 2012 and 2018. Most of these sites were in Texas, where 35 sites had five or more service projects where NCCC teams addressed disaster response, and Georgia, where 22 sites had five or more such projects.

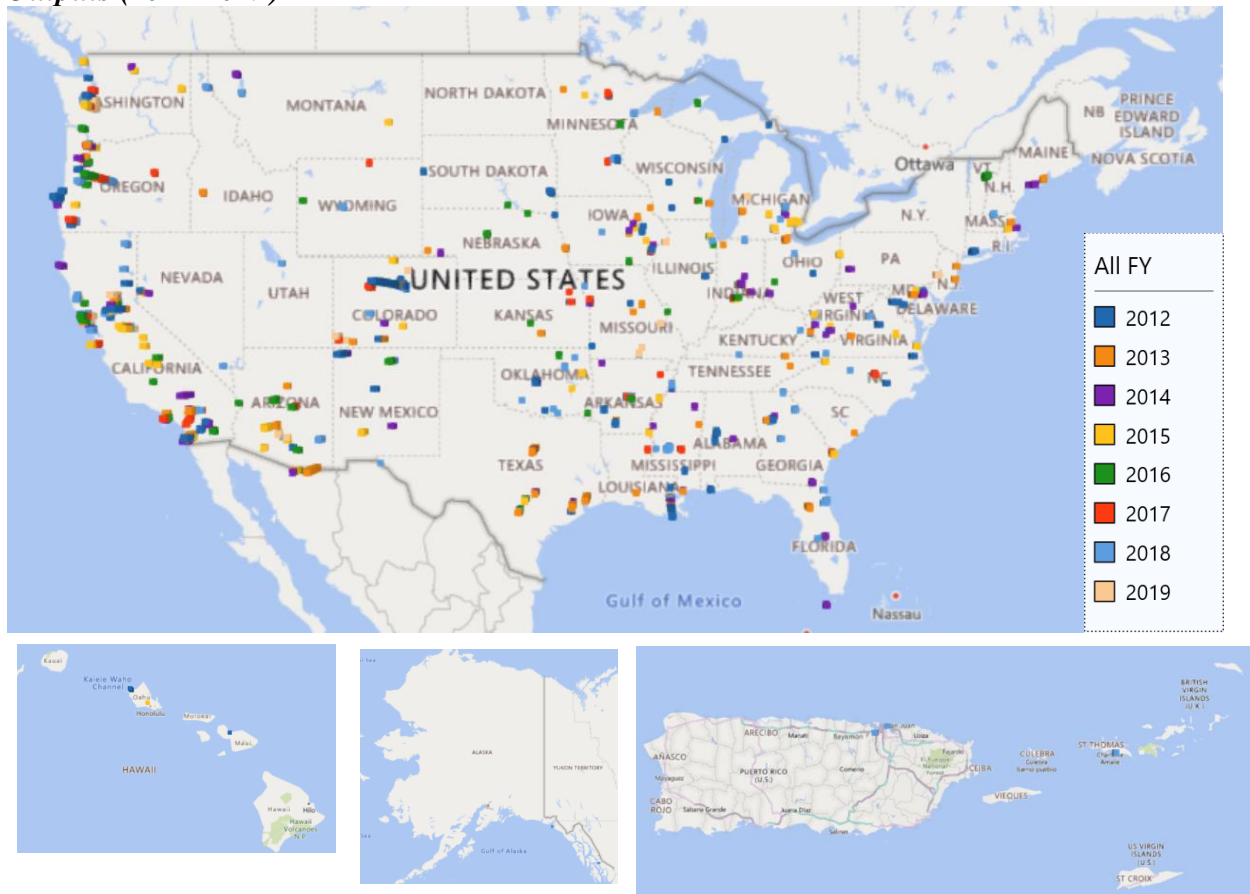
Figure 17: States where Service Projects Included “Disaster Response” Outputs (2012-2019)



Energy and Environmental Practices

Figure 18 shows the states where NCCC teams reported Energy and Environmental Practices outputs (e.g., individuals educated on recycling practices). Fifteen states had sites where at least five service projects had Energy and Environmental practices outputs. In five states (Colorado, Minnesota, Iowa, Illinois, and Virginia), 16 sites in each had seven or more recurring service projects over the time period.

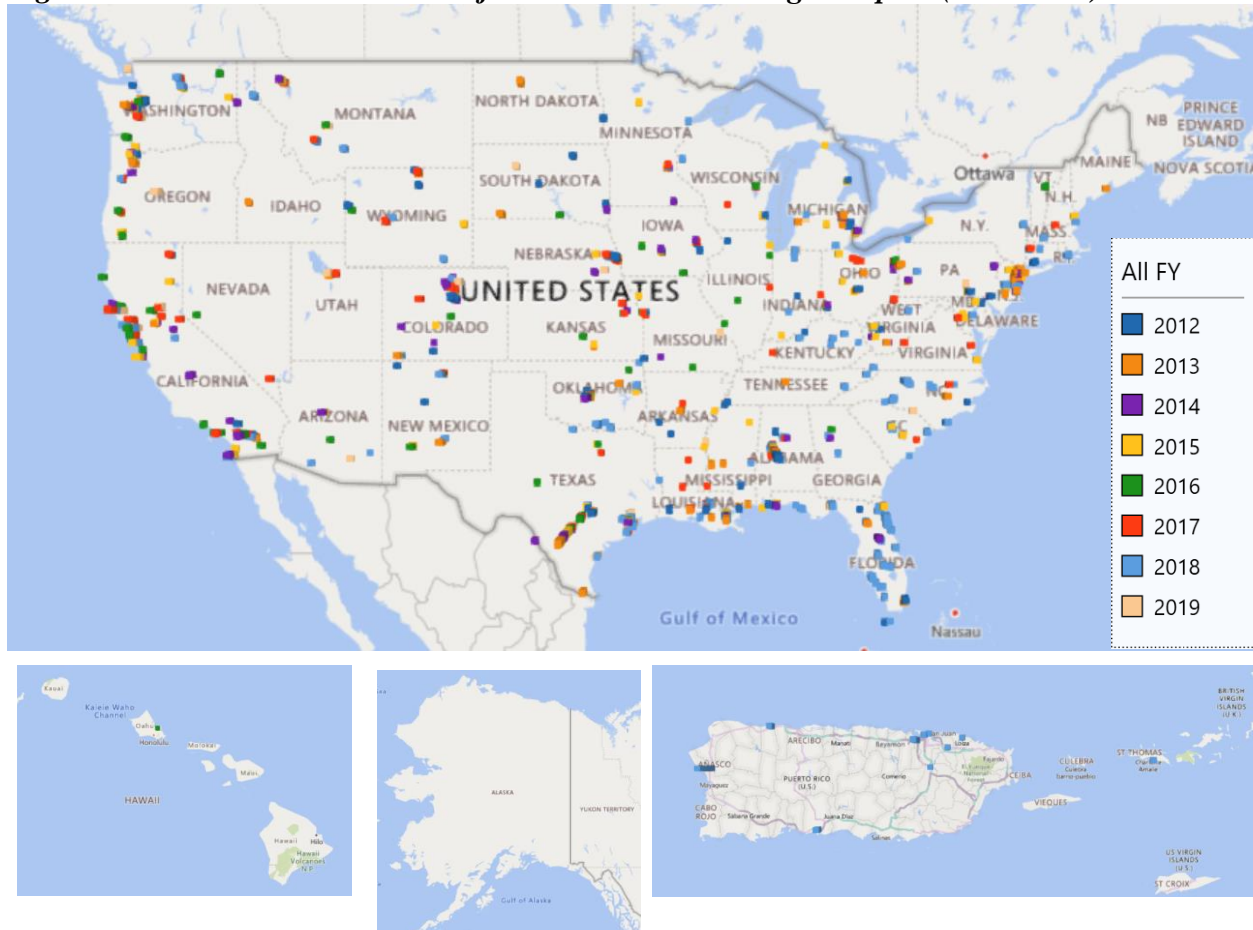
Figure 18: States where Service Projects Included “Energy and Environmental Practices” Outputs (2012-2019)



Housing

NCCC teams worked on service projects that addressed housing needs by painting, renovating or constructing, and landscaping. These service projects, as shown in Figure 19, occurred throughout the U.S. between 2012 and 2019. Most of these projects occurred in Texas, with 24 sites, and Alabama, with 29 sites that each had 6 recurring projects during the period.

Figure 19: States where Service Projects Included “Housing” Outputs (2012-2019)

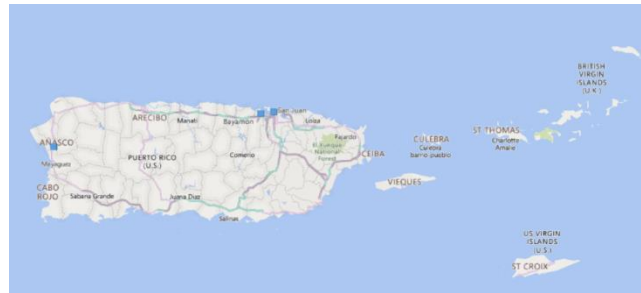
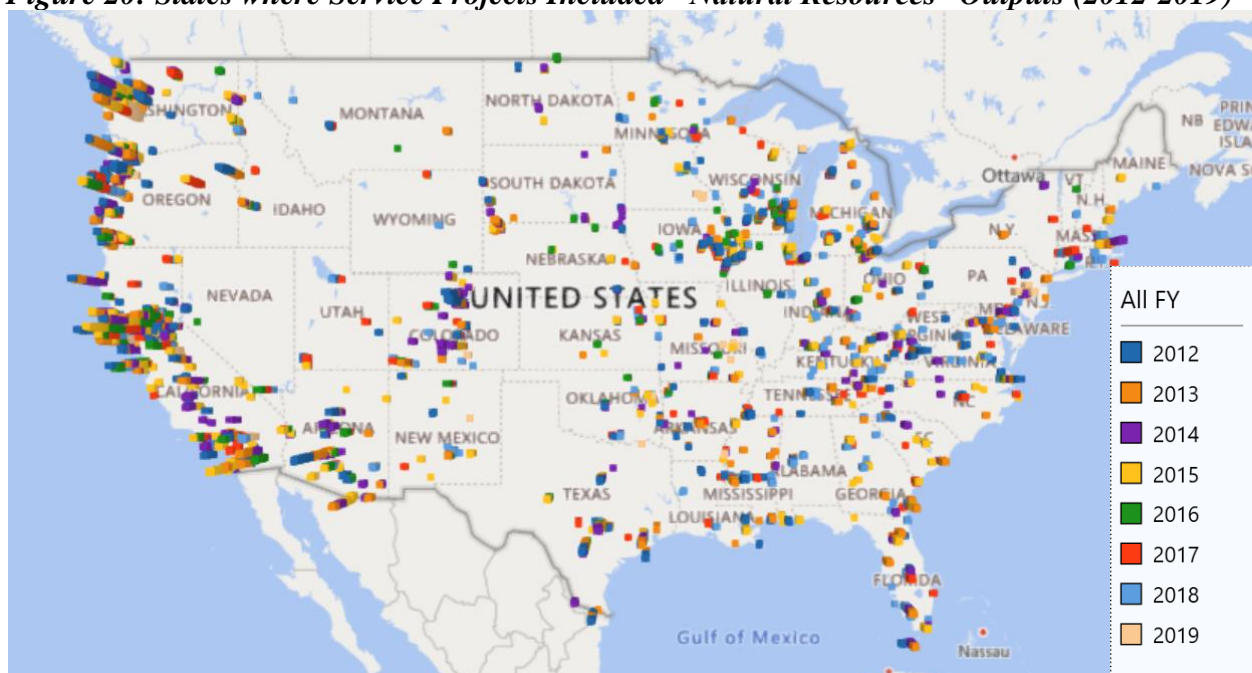


Natural Resources

The Natural Resources category comprises the highest number of outputs (see Table 4), and these outputs (accomplishments) are in the Environmental Stewardship and Conservation (ENV) issue area. In fact, the Natural Resources output category accounts for 88% of all outputs in the ENV issue area. Typical Natural Resources outputs include wildlife species protected or assisted, acres of wetlands restored or protected, and miles of new hiking trails constructed.

The map in Figure 20 shows NCCC teams have served and addressed natural resources needs of communities in all states and territories. Sixteen states had sites where at least five service projects recurred between 2012 and 2018. Most of these sites were on the West Coast: California had 232 service sites with at least five recurring projects during the time period, Oregon had 92, and Washington had 56.

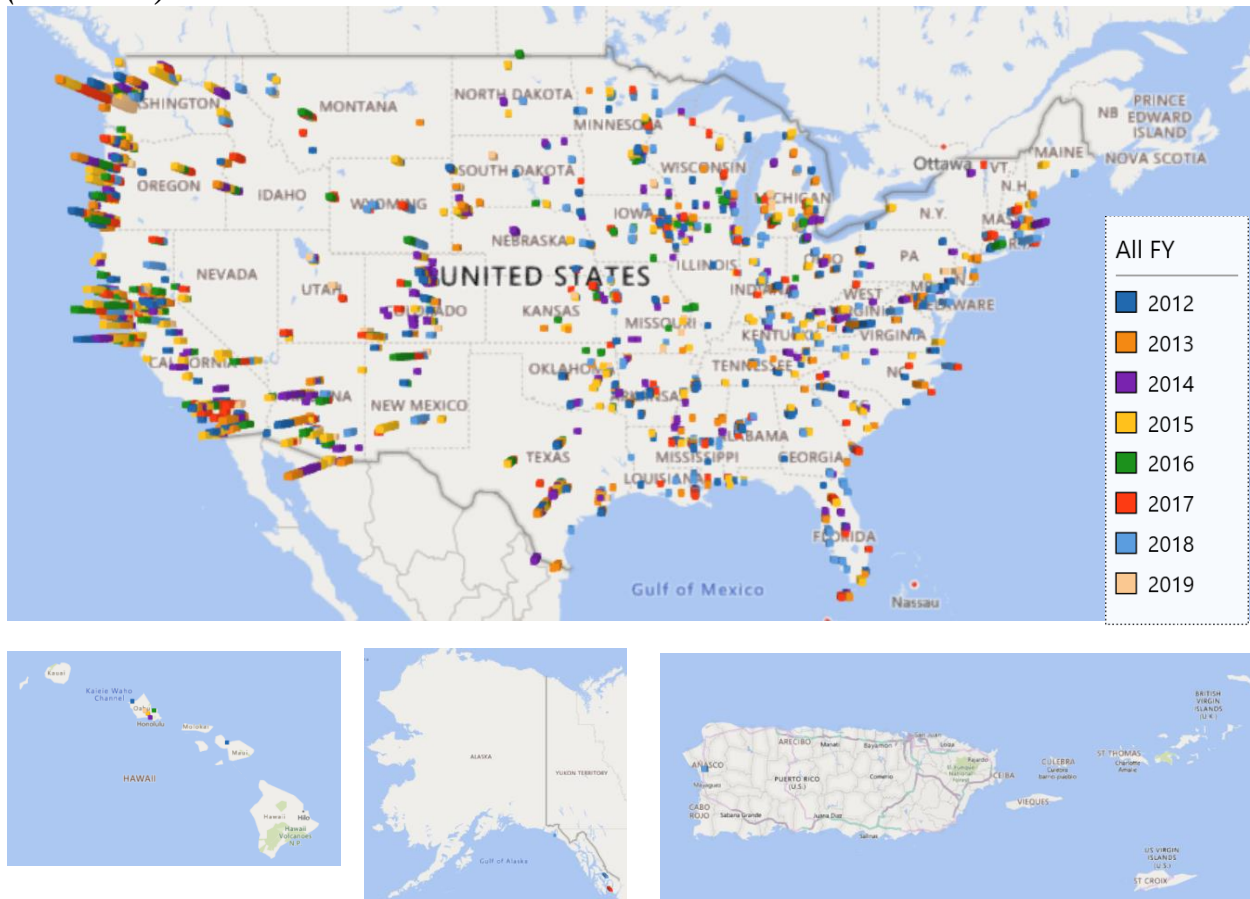
Figure 20: States where Service Projects Included “Natural Resources” Outputs (2012-2019)



Public Space and Infrastructure

Public Space and Infrastructure outputs include schools or public buildings renovated, vacant lots cleared, and picnic sites built. The map in Figure 21 shows that between 2012 and 2019, NCCC teams accomplished Public Space and Infrastructure outputs in communities in all states and territories. Sixteen states had sites where at least five service projects recurred between 2012 and 2019. Most of these sites were on the West Coast: California had 142 service sites with at least five projects during the time period that reported Public Space and Infrastructure outputs, Washington had 52, and Oregon had 46.

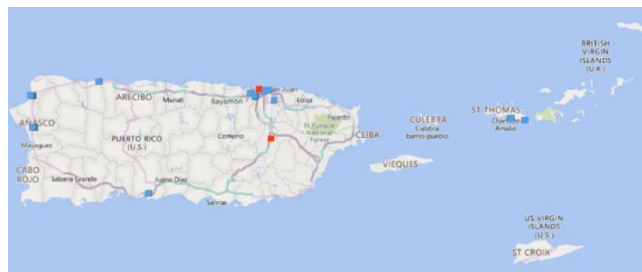
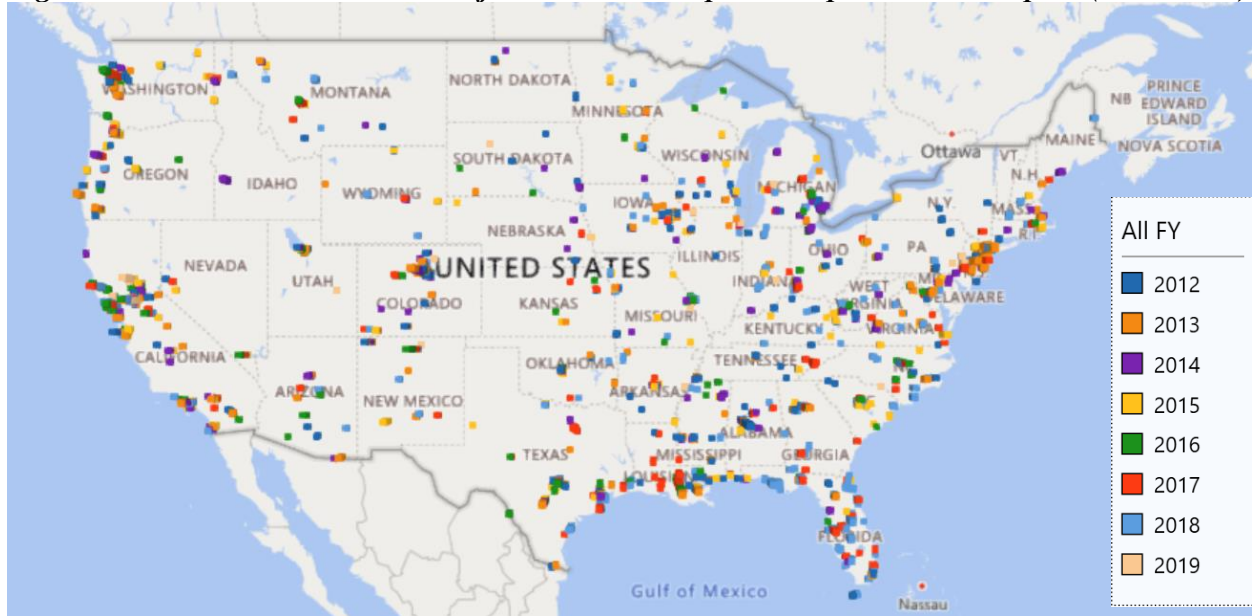
Figure 21: States where Service Projects Included “Public Space and Infrastructure” Outputs (2012-2019)



Special Populations

Special Populations include activities to recruit and train volunteers, assist people with disabilities, seniors, youth, veterans and their families, and individuals experiencing homelessness. Service projects with Special Populations outputs occurred in every state and territory. Four states had high numbers of service sites with five or more recurring projects where Special Populations outputs were reported. California had 58 sites, Washington 41, Alabama 39, and Georgia 24.

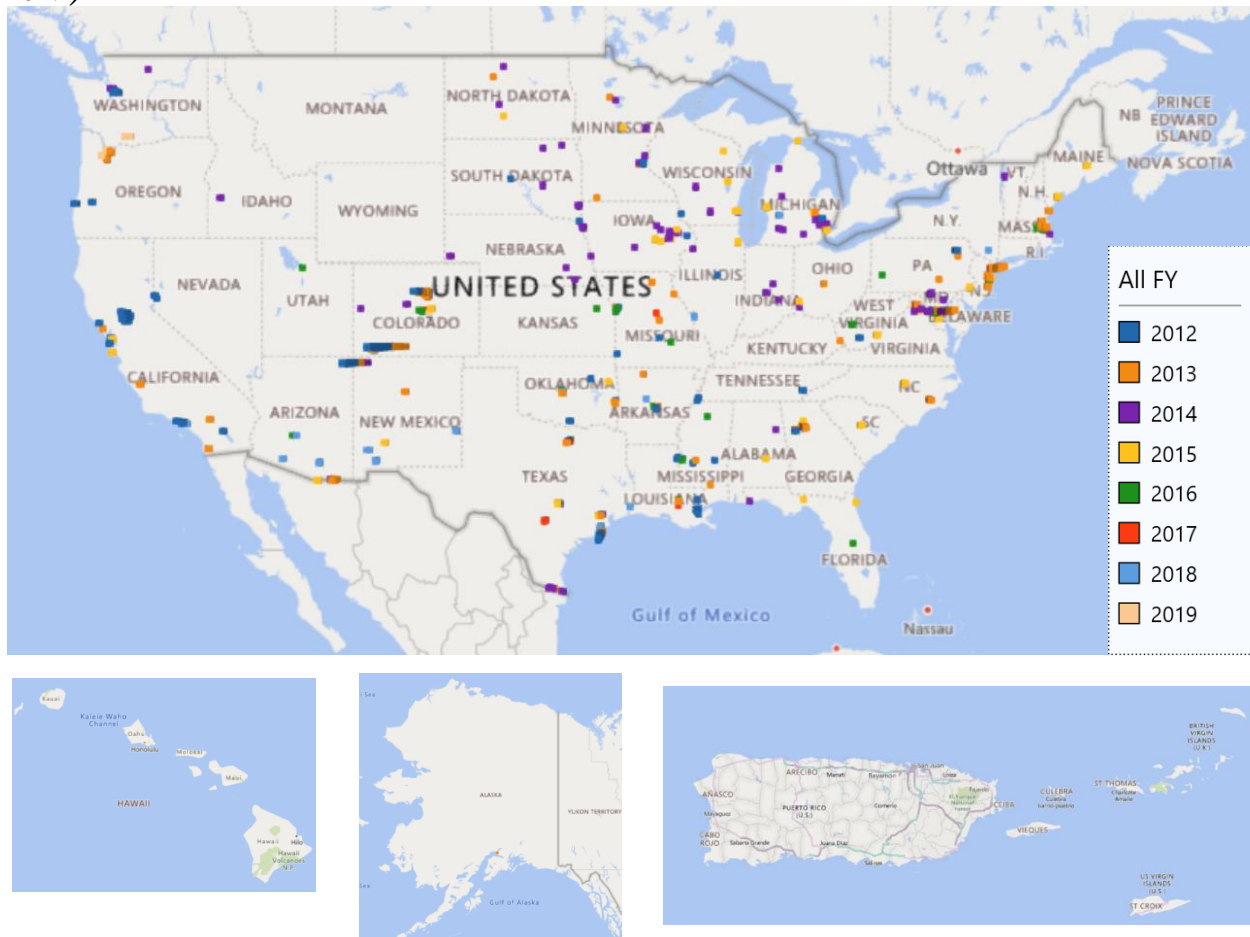
Figure 22: States where Service Projects Included “Special Populations” Outputs (2012-2019)



Phased Out

Figure 23 shows the states with projects whose outputs have been phased out by CNCS. This includes 20 outputs; most (16) were in the Education issue area, such as “teen parent programs presented” and “school hallways painted or renovated.”¹¹ Sixteen states had sites where at least five service projects occurred between 2012 and 2018. The largest number of sites were in Colorado (24) and Texas (16).

Figure 23: States where Service Projects Included Outputs that were “Not Categorized” (2012-2019)



¹¹ A complete list of the 20 phased-out outputs can be found in Appendix B, Table B-32.

Research Question 7: How many individual service projects are nested within unique sponsors? What is the number of sites and the average number of sites for each sponsor type?¹²

Service Projects Nested Within Unique Sponsors

Between 2012 and 2019, 1,439 unique organizations sponsored 5,004 service projects. Table 14 shows that non-profits (34%), the Federal Government (21%), and national non-profits (19%) account for three-quarters of all sponsors.

Table 14: Distribution of Sponsor Types (2012-2019)

Sponsor Type	Unique Sponsors	
	N	%
Non-Profit	495	34%
Federal Government	303	21%
National Non-Profit	270	19%
State Government	112	8%
Local Government - Municipal	84	6%
Local Government - County	38	3%
Higher Education Organization - State Controlled	14	1%
State Education Agency	9	1%
Other	50	3%
Missing	64	4%
Total	1,439	100%

Table 15 shows the number of service projects for each organization type. Sponsors are unique within the fiscal year, but the same sponsor could be counted in other years. Each year, NCCC conducted between 159 and 843 service projects in total, and non-profits, national non-profits and the Federal Government sponsored more service projects than other categories of organizations.

¹² Research Question 7 as originally stated: “How are individual service projects nested within multiple separable sponsor initiatives? How often are multiple service projects linked both within sponsors and among multiple co-sponsors” could not be answered. AmeriCorps NCCC data does not include unique IDs for sites or co-sponsors. Thus, the question was revised to look at data on unique sponsors and sponsor types, and sites under sponsor type.

Table 15: Number of Service Projects by Sponsor Type and Year (2012-2019)

Sponsor Type	2012	2013	2014	2015	2016	2017	2018	2019
Non-Profit	213	163	168	172	141	153	210	56
Federal Government	43	328	293	275	248	271	370	27
National Non-Profit	133	114	102	91	72	71	123	33
State Government	40	49	41	33	19	20	23	10
Local Government - Municipal	26	27	29	40	21	30	21	7
Local Government - County	14	23	11	13	11	4	9	2
Higher Education Organization - State Controlled	8	6	7	6	6	5	4	1
State Education Agency	2	0	3	1	1	6	4	1
Other	18	15	16	10	7	8	20	10
Missing	35	89	53	54	74	70	59	12
Total	532	814	723	695	600	638	843	159

Table 16 below shows the number of service projects per sponsor for all sponsor types combined. The number of projects ranged from 1 to 50 per sponsor, and sponsors averaged between 1 and 2 projects each year. Federal Government sponsors averaged between three and four projects for most years; other types of sponsors usually averaged one project per year. The average number of service projects by sponsor type can be found in Appendix B, Table B33.

Table 16: Average Number of Service Projects per Sponsor by Year (All Sponsor Types)

Sites	2012	2013	2014	2015	2016	2017	2018	2019
Total	532	814	723	695	600	638	843	159
Minimum	1	1	1	1	1	1	1	1
Maximum	7	31	40	37	50	49	38	4
Average	1.45	2.05	1.75	1.62	1.79	1.81	1.92	1.16

Number of Sites and Average Number of Sites per Sponsor Type

Table 17 presents the number of sites for each organization type that sponsored a service project. Sponsors are unique within the fiscal year, but the same sponsor could be counted in other years. Non-profit, national non-profit, and Federal Government had the highest number of sites during this period. Federal Government sponsors typically have more sites than other sponsor types. For example, the number of Federal Government sponsor sites ranged between 283 and 451 between 2013 and 2018. State Government, Local County Government, and Higher Education sponsors all decreased steadily from 2012 to 2018.

Table 17: Number of Sites by Sponsor Type and Year (2012-2019)

Sponsor Type	2012	2013	2014	2015	2016	2017	2018	2019
Non-Profit	375	233	189	285	199	234	365	89
Federal Government	68	419	338	375	283	304	451	38
National Non-Profit	219	150	135	154	85	106	200	65
State Government	61	63	56	42	21	34	39	18
Local Government - Municipal	47	47	34	72	22	41	41	10
Local Government - County	30	29	25	19	12	9	18	2
Higher Education Organization - State Controlled	22	7	7	9	6	8	5	4
State Education Agency	3	0	3	1	1	7	11	1
Other	19	16	16	10	7	11	43	16
Missing	81	146	58	78	78	77	76	15
Total	925	1,110	861	1,045	714	831	1,249	258

*Types of sponsors are unique within each fiscal year.

Table 18 below shows the number of service sites per sponsor for all sponsor types combined. The number of sites ranged from 1 to 66 per sponsor, and sponsors averaged between 1 and 3 sites each year. Federal Government sponsors had the largest average number of sites, ranging from two to five each year. Other types of sponsors averaged between one and three sites per year. The average number of sites by sponsor type can be found in Appendix B, Table B-34.

Table 18: Average Number of Sites per Sponsor by Year (All Sponsor Types)

Sites	2012	2013	2014	2015	2016	2017	2018	2019
Total	925	1,110	861	1,045	714	831	1,249	258
Minimum	1	1	1	1	1	1	1	1
Maximum	32	51	43	41	57	66	43	8
Average	2.51	2.80	2.08	2.44	2.13	2.35	2.85	1.88

Strengthening Communities and Impact on Members

NCCC teams provide narrative on each of their service projects. These narratives are recorded in the PCR. The two types of narratives are the community impact narrative on community benefits and the Member impact narrative on Member benefits. We thematically coded these narratives to capture and measure the impacts NCCC service has on communities and Members. We also look specifically at service projects involved in disaster preparation, mitigation, recovery, and response and their effect on the communities. Last, we look at the impact of NCCC service on the communities and the sponsoring organizations themselves in terms of building capacity.

Research Question 8: What does the data show on how NCCC projects impact and strengthen communities? What does the data show on how NCCC projects impact Members? Do these impacts vary and, if so, how?

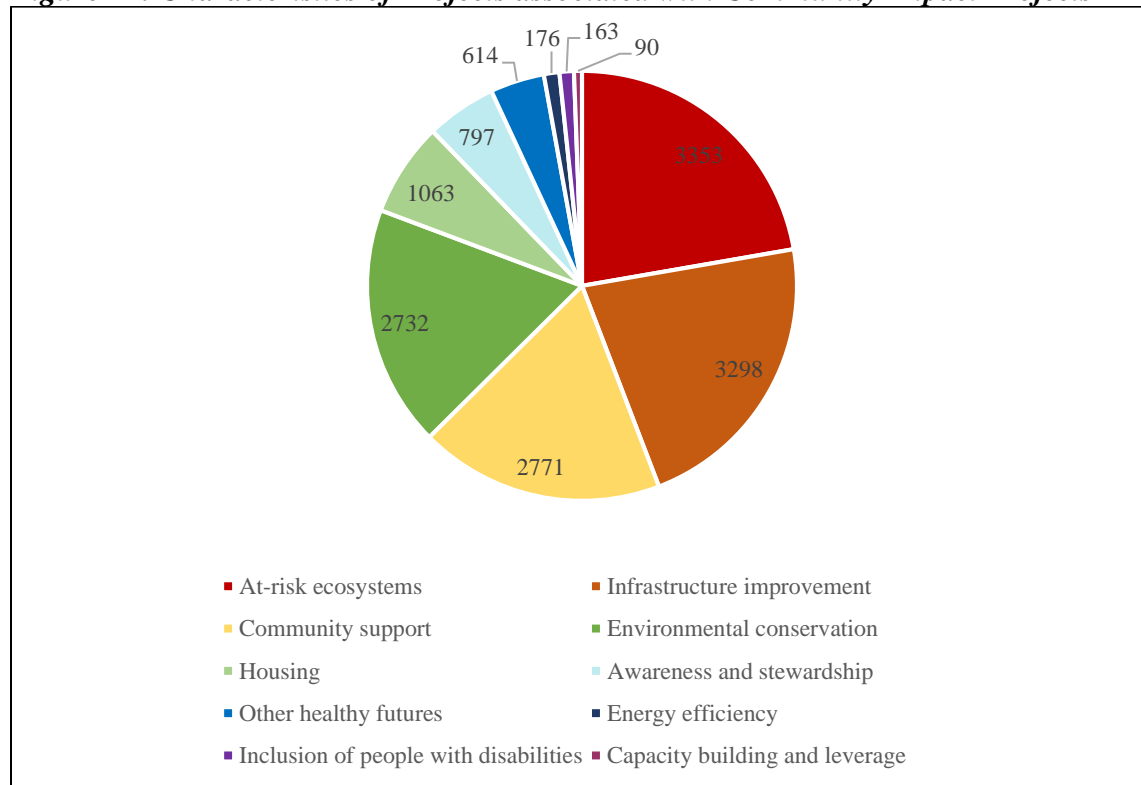
Impact on Communities of NCCC Projects

In order to answer this question, we qualitatively analyzed community impact statements from CNCS narrative data files by applying codes developed through an initial sampling of projects. Our analysis showed several themes across NCCC service projects, such as direct impacts to communities; tangible and intangible benefits to individuals in communities; tangible and intangible benefits to organizations; enhanced disaster prevention, preparedness, and mitigation; and assistance with disaster recovery.

Direct Impacts to Communities

Direct impacts to communities occurred through the improvement of built and natural capital, such as gardens, farms, camps, assisting with special community events, and enhancing economic impacts in the community. Projects that directly impacted local communities had a variety of characteristics, illustrated in Figure 24.

Figure 24: Characteristics of Projects associated with Community Impact Projects



NCCC teams achieved these goals through a wide array of activities, some of which are highlighted below using quotes from project narratives. Corps Members have participated in projects that created new public spaces or private residences or enhanced existing resources. Some of these projects included improved accessibility or aesthetics of public or private structures or spaces.

In one project narrative, Corps Members described their work:

“One of the many Independent Service Projects (ISP) the team led included renovating with the Xavier preparatory school by cleaning and beautifying windows and doors to prepare for students arrival in the near future. On the team’s community engagement day, Delta 10 went to a park off of St. Roch Ave to beautify the neighborhood and teach the community about the importance of recycling and energy conservation.”

In other projects, Corps Members described improvements to ecosystems, such as reduced erosion or increased biodiversity. For example, one project narrative stated:

“In addition, the team was instrumental in coalescing with the U.S. Forest Service (USFS) to accomplish the reclaiming of several popular campsites in Homestake and the surrounding area that had been depleted of its natural state due to excessive foot and vehicle traffic. Essentially, specific campsites were being rehabbed after heavy machinery churned the soil, which allowed Sun Four to plant 110 lodgepole pine trees and to tend to 180 freshly planted trees by watering them. Moreover, Members implemented four simplistic water bars to obstruct unnatural water flow as a result of motor vehicle tracks that were contributing to further erosion and runoff flowing into the river in the mountains of Piney Lake. Lastly, the team restored 36 feet of riverbank with the USFS by extracting and fastening together willow bundles that were staked at the river’s edge and in total assisted in 8.5 acres of wildlife habitat restoration.”

Some NCCC projects contributed to the addition of or improvements to community gardens or farms. For example, one NCCC team serving at a camp reported the following:

“Cedar 1 worked with Feed Iowa First in Cedar Rapids, IA for one week. They planted fresh fruits and vegetables such as watermelons, strawberries, peas, tomatoes, peppers, onions, bok choy, Chinese string beans, lettuce, kale, broccoli, cabbage, and cauliflower. First, one Member tilled the rows of empty land where the vegetables were going to be planted. Then, two people dug holes on each side of the row and another two people would bring the plants to put them in the ground and cover them with soil. They also helped the current crops by weeding around them. Cedar 1 made it possible to till the ground by mowing the grass. They also weed whacked around the shed and areas the riding mower could not reach. To ensure proper growth and support, stakes need to be placed next to tomato plants. One Member cut pieces of rebar to the correct length and another Member hammered them into the ground at every third tomato plant.”

A number of NCCC projects also provided specific support for improving the built and natural capital at camps. For example, one project reported:

“After a winter storm in 2012 that took down over a hundred trees, Camp Zanika has been cluttered with unwanted debris that also acts as fuel for fire. Silver Seven was able to reduce the fuel level in the surrounding forests of the camp, while also taking an active part in the camp sessions. In total the team burned 1,751 pounds of that unwanted debris, clearing an area of 6.5 acres. The project also consisted of camp beautification, in which the team repainted 13 different cabins. The team interacted with the ongoing summer camp sessions, shadowing counselors and helping to conduct the programs. In hopes to develop Camp Zanika’s environmental education program, the team constructed 1 birdhouse-type box that children will be able to deposit their questions about the natural world into in order to get a written response from the nature director.”

Another area of direct impacts to the community is assistance NCCC teams provide to special community events. The activities NCCC teams assisted with include event preparation, set up, and clean up. Some of these events were aimed at awareness or fundraising; for example, one team reported:

“Silver Six’s main project with the Noyo Food Forest was preparing for and facilitating the 2013 Earth Day Festival. The Earth Day Festival is the Noyo Food Forest’s annual major community outreach and fundraising event. Leading up to the festival, the team worked on beautification and infrastructure improvement projects to prepare the garden for community members attending the festival and businesses providing services throughout the event. The team laid 400 pounds of mulch, cleared paths and beds of grass and weeds totaling 600 pounds, transplanted 1,750 flowers and vegetables, and painted 32 signs. During the Earth Day Festival, Silver Six provided operational and logistical support to the Noyo Food Forest by greeting and assisting 750 visitors, setting up booths for vendors, serving soup, chili, and coffee, picking up trash, assisting with plant sales, recruiting children to help paint 1 community mural, and helping with other general tasks throughout the day.”

Other events NCCC teams supported included volunteer days; one team wrote, *“Finally, Maple 2 completed a Community Day in Hamilton County in collaboration with Hamilton County Convention and Visitor’s Bureau. The team organized volunteers to paint 5 rooms in a historic home and create a rain garden along with other landscaping improvements.”*

Finally, some NCCC projects helped to provide economic benefits to communities in which they worked. For example, one project reported:

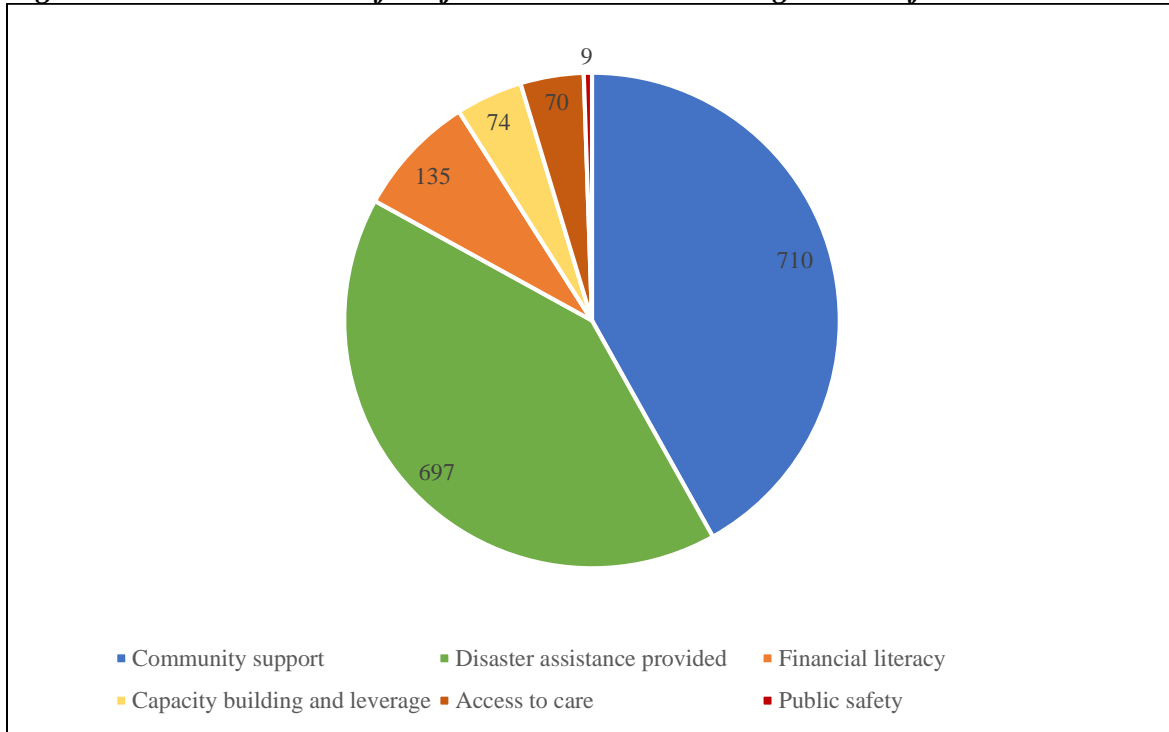
“About 350,000 visitors each year make their way to West Texas to visit Big Bend National Park and see the Chihuahuan Desert, one of the richest examples of North American desert. Maintaining and improving trails will enable more visitors to learn about the vast desert and cultural history of the Big Bend region. Big Bend crews and the AmeriCorps NCCC team addressed the need for great trails that will allow for exploration by Members of communities from all over the nation. Big Bend National Park is surrounded by Brewster County; the county, though immense, has only 15,000 inhabitants who depend on the tourism generated by the park to make a living. Corps Members helped to create a viable income for the local residents and at the same time provided those same residents a park to enjoy. Additionally, the Big Bend Trail recycling program offers local communities a place to recycle, for free, thus improving the local community’s awareness and environment.”

Tangible and Intangible Benefits to Individuals

Tangible Benefits to Individuals

Our analysis showed NCCC projects had tangible benefits to individuals through improved access to food, water, clothing, health care, shelter, or other basic needs. Characteristics of projects that provided tangible benefits to individuals are shown in Figure 25. Common impacts of these projects are illustrated below using project narrative quotes.

Figure 25: Characteristics of Projects associated with Tangible Benefits to Individuals



In some cases, Corps Members assisted with basic needs in the wake of a disaster or at other times; for example, one project narrative stated:

“By responding to the evacuation quickly, Green Six and Blue Six were able to assist with the initial set up of the shelters alongside the American Red Cross. There were 150 cots set up when the teams arrived to Chico, 450 assembled in the first 24 hours, then an additional 300 cots by hour 40 into assisting the shelters. With a constant stream of evacuees being registered, it was important for the teams to work together to assemble cots and distribute supplies as quickly as possible. This would allow for individuals and families to settle into the shelters after leaving all their belongings behind, and to have a place to rest after the initial evacuation.”

At other times, NCCC projects assisted with basic needs outside of disaster settings, as this example illustrates: *“Working with Essential Services, the team completed a homeless count for Coos Bay, giving out health kits and sandwiches to everyone who filled out a survey, ultimately aiding 38 people from the Coos Bay homeless community.”*

Many NCCC teams assisted individuals accessing safe and affordable housing that would not otherwise be available to them. For example, a NCCC team stated:

“For six weeks, Water 2 worked with Central Oklahoma Habitat for Humanity, based out of Oklahoma City, Oklahoma. Central Oklahoma Habitat for Humanity is a non-profit Christian housing ministry dedicated to building decent and affordable housing for low income families living in substandard conditions... The team's highlights were raising the

walls of 3 new homes, painting and cleaning 10 homes, and participating in the dedication of two new homes given to a family.”

The contributions of NCCC teams may have supported individuals’ physical health and safety within those communities. One project reported, *“Green Two partnered with Oregon State University KidSpirit, clearing out a gymnasium as well as sanitizing a gymnastics studio. The team helped to make the gym a safer, cleaner environment for the children that use the studio space.”*

A team helping to muck and gut houses stated, *“Because of the teams work the homes would be able to be treated for mold control and there would not be further risks to the family’s health making a healthier and therefore happier community.”*

A team that worked on trail repair and maintenance noted, *“The team also repaired 2 foot bridges on the trail to make them safer for campers and their guardians.”*

Some of the NCCC teams also helped individuals complete their tax forms, enabling them to obtain tax refunds. For example:

“Delta 4 strengthen the community of Memphis, as well as all the other cities that they visited and served, by putting \$362,009 in tax refunds back into the pockets of citizens. 322 tax returns were completed, processed, and approved; this is significant because those are 322 families and individuals who would have otherwise not been able to file their taxes due to lack of resources or knowledge. With the assistance of an AmeriCorps team new sites were opened by United Way in areas where individuals have a more difficult time completing their taxes. The presence of AmeriCorps NCCC increased community awareness around sites and financial resources that can be utilized in the years to come.”

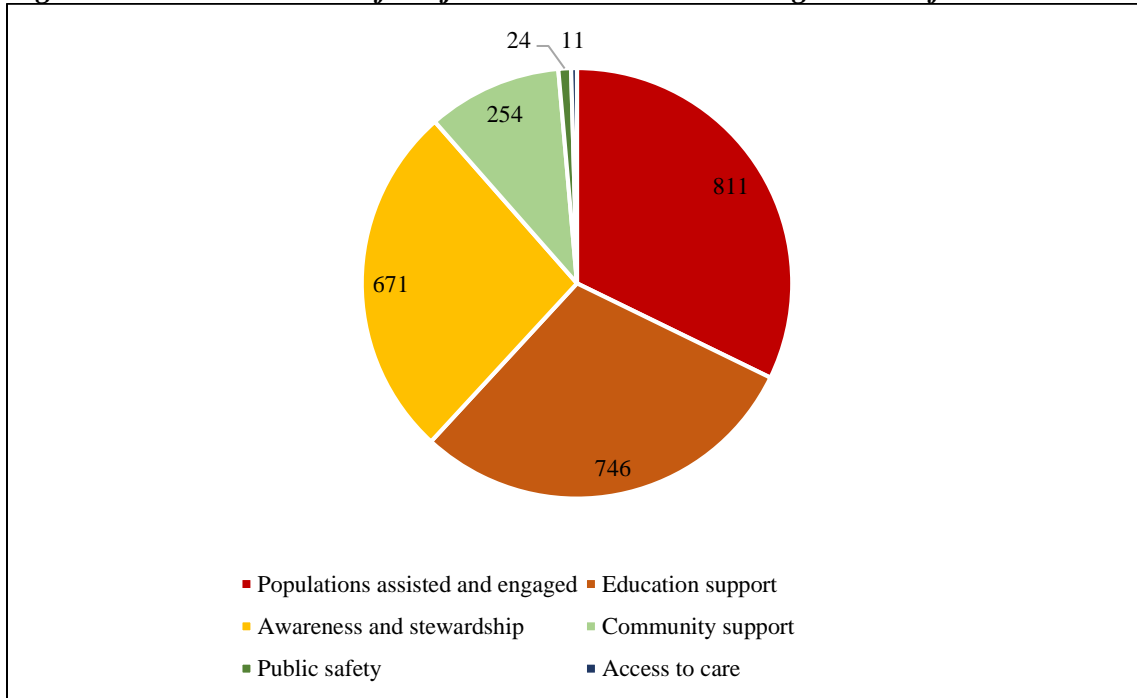
Finally, some NCCC projects helped to provide economic and financial benefits to individuals. For example, some of the home repair projects that NCCC teams took on allowed home owners to avoid paying for costly services: *“The mucking and gutting services that Delta 6 provided allowed for homeowners to save money as well.”*

In other cases, home repairs may have long-term economic benefits for homeowners as this narrative illustrates: *“Providing insulation allows for lower energy costs by not spending as much on heating and cooling for the home. The insulation was provided for residents that were low-income households and many of those residents are elderly. By saving money on energy costs, these residents are able to use that money on essential items like medications and food.”*

Intangible Benefits to Individuals

Our analysis showed intangible benefits of NCCC projects to Members of the communities in the form of psychosocial benefits and increases in human capital and learning. The characteristics of projects that provided intangible benefits to individuals are illustrated in Figure 26. The variety of impacts these projects had on individuals is illustrated below through the project narrative quotes.

Figure 26: Characteristics of Projects associated with Intangible Benefits to Individuals



One example of psychosocial benefits NCCC Members helped foster is captured in this quote: *“The residents of the Laurel Shelter, and the employees were very pleased by the painting that had been completed by Delta 2 and felt that it “lifted spirits around the home.”*

Another project wrote:

“Azul Two was able to benefit the community in a very direct way by interviewing 275 disaster survivors for unmet housing needs, but aside from the information gathered, Azul Two gave the disaster survivors someone to talk too. Many of the interviews would allow for the survivors to talk out their traumatic experience with the disaster. Letting the survivors de-stress was a major benefit to the mental health of the survivors.”

Another example of NCCC projects impact on psychosocial benefits is that the presence of Corps Members helped improve individuals’ attitudes toward FEMA or other government agencies; as a consequence, individuals feel that the government cares about their communities. For example, one narrative reported, *“The daily face-to-face interaction the team provided assured survivors that FEMA valued their safety and well-being.”*

Another project noted, *“The project attracted various government officials to the site, further demonstrating to the community that those who represent them in government care about their family and history in a place that has been long neglected.”*

NCCC projects helped with food security through more reliable access to healthy and affordable food. For example, one NCCC project reported, *“Cedar 1 also planted an urban garden so residents can have free access to fruits and vegetables, which are healthy and nutritious foods.”*

Another project reported:

“The main goal set out for the team consisted of preparing Revision International’s two urban vegetable farms, the Somali-Bantu Farm and Kepner Community Farm, for the upcoming season. This involved raking, weeding, sifting and spreading compost, adding fertilizer, turning soil, and planting in the plant beds. The team was also responsible for planting, thinning, transplanting, fertilizing and watering 10,000 vegetable and herb seedlings. These seedlings are to be sold in weekly seedling sales, for community members to use. The seedlings will also be used in their 300+ backyard gardens, and will be planted at the two farms to be harvested for their Community Supported Agriculture (CSA) farm shares. These uses help provide opportunities for community members to develop a nutritious diet. Fire 1 was also responsible for seed inventory and distribution for the twelve community teachers, or promotoras, who will educate backyard garden owners and aid in the planting of their gardens.”

Many NCCC projects promoted human capital and learning by teaching new skills to members of the communities. A NCCC team working on an energy conservation-focused project with adult members of the community reported: *“This will improve air quality and slow contributions to global warming. Educating the public on energy conservation and renewable resources will have similar benefits. If the people who have been educated put their education into practice they can both save themselves money and reduce their environmental impact.”*

Another NCCC team working on a project with children and young people reported, *“Blue Two served at a community event in which they taught children how to plant trees. This educational experience may impact the mindset of these children as they grow older to bolster a more environmentally-conscious generation.”*

NCCC teams tutored, mentored, supported or helped students with educational curriculum and materials. For example, one NCCC team worked directly in schools and reported the following activities: *“River 5 taught and coached the children how to play soccer, flag football, volleyball, basketball, prison ball, and capture the flag. River 5 also provided Zumba lessons for the children and preformed various callisthenic routines. In addition, River 5 helped the children learn math and read. River 5 also took the children at MQFCO on various field trips.”*

Another team worked to help local law enforcement officers access education about disability integration: *“The members also researched training opportunities for Law Enforcement personnel to attend in order to become more educated in disability integration and coordination.”*

Finally, NCCC teams helped to engage and support individuals who worked as volunteers with community organizations. For example, one team helped to registre a large number of volunteers for an environmentally-focused nonprofit: *“At this event, Maple 7 registered 440 community volunteers from the Quad City area in the three-day expo event. Maple 7 worked alongside the community volunteers to supervise, educate and teach individuals about the tree wrapping process.”*

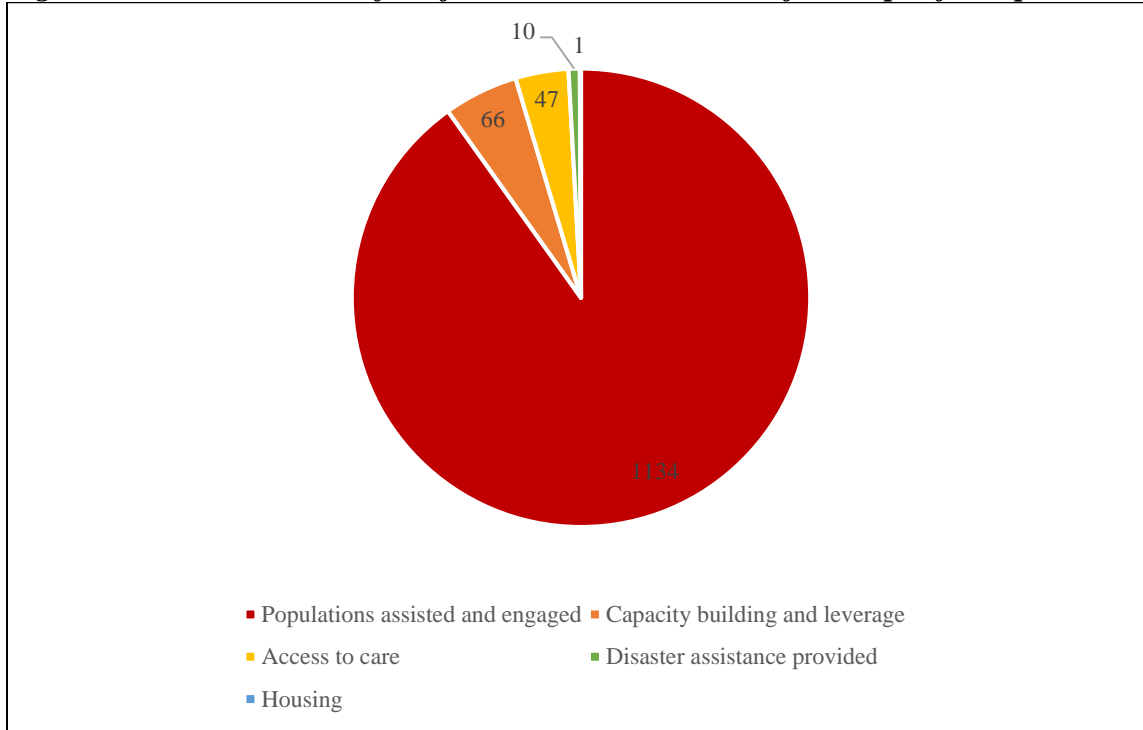
Another team working on a home-building project reported, *“7 had the opportunity to coordinate volunteer groups ranging from 10-30 people. By becoming the lead on separate*

tasks, the team was able to efficiently and effectively get more done for the project site and help the site supervisor maintain a safe work environment.”

Benefits to Specific Populations

NCCC projects also provided support and benefits to specific populations. These populations included individuals in crisis (like disaster survivors and those experiencing homelessness), veterans, the elderly, people with disabilities, at-risk youth, immigrants and refugees, and others. Projects that provided benefits to specific populations had a variety of characteristics, illustrated in Figure 27. Driven by these goals, projects conducted an array of activities, with some of the key types of activities and impacts illustrated using the project narratives below.

Figure 27: Characteristics of Projects associated with Benefits to Specific Populations



Some NCCC projects assisted individuals affected by disasters and other crises. For example, a NCCC team assisting individuals in response to Hurricane Isaac reported:

“First, Oak 3 was assigned to a client shelter in Shreveport, LA. The gym at the LSUS (Louisiana State University of Shreveport) campus provided shelter for clients who evacuated their town, before the hurricane hit. Here, the team supported the operation by serving breakfast, lunch, and dinner, to a gross total of 98 clients. In addition, Members interacted with the 31 youth, to make it easier for the parents who were very concerned for their homes.”

Another team reported, *“Pine 5 informed survivors of the full range of services available (such as the phone number for receiving mold kits and where to seek alternative shelter), registered those who suffered damages to their property with FEMA, and provided referrals to whole community partners.”*

In addition to assisting disaster survivors, NCCC teams also provided support to individuals and families experiencing homelessness. One team reported :

“Gold Four received and sorted 7250 pounds of household goods and 7500 pounds of clothing received and sorted. At the Midvale Family Shelter, Gold Four received and sorted through 1525 pounds of clothing for the homeless families. At the Midvale Family Shelter, the team helped clean 35 beds in the dorm area for incoming families. During Gold Four’s stay at The Road Home they were able to distribute 1000 pounds of food for the Homeless clients and 250 pounds of food was distributed at the Midvale location.”

Another project reported, *“Cedar 1 helped the Eastside Mission with different projects, such as assisting in the kitchen to serve the homeless or disadvantaged, and sorting clothes for their clothing shop. Families are able to get clothing at no cost, giving them the opportunity to dress appropriately for interviews, special occasions, and day-to-day activities.”*

Some NCCC projects focused on serving the veteran community. One project reported:

“In the Westwood Community, the team cut down and removed 1250 pounds of unwanted vegetation from one veteran's back yard, replaced the broken siding on his house, and primed and painted the whole exterior. The team also wrote and designed a banner, which they presented at a community Veterans Day gathering, where they served 24 veterans and their family Members lunch.”

NCCC projects also supported a range of other vulnerable populations. Some projects provided assistance to people with disabilities. NCCC teams supported individuals with both physical and intellectual disabilities. One project described its team’s experience:

“Most of the team’s time and effort was devoted to assisting other staff Members in providing childcare for 22 visually impaired or blind children and 13 siblings ranging in ages from 8 months old to 18 years old, so that parents could attend the workshops and sessions. Members of Maple 6 were divided among multiple rooms throughout the Braille School where they were able to care for the children. These rooms provided the children with varied environments and activities such as a game room and an arts and crafts room. The team also assisted the children with eating, communicating, and traveling throughout the buildings.”

Other projects assisted the elderly, at-risk youth, immigrants, refugees, and Native American individuals and communities. For example, one project described its work with unaccompanied alien children (UAC – also known as unaccompanied minors), writing, *“We received donated toys, supplies and training from Save the Children and utilized this support to better the children under Border Patrol’s supervision. We provided recreational and educational activities to the UAC, we were able to enrich the lives of children caught in a challenging situation.”*

Another project worked with at-risk youth, writing:

“The team assisted in total 200 cadets, male and female, considered at-risk youth. River One did so through teaching the Boys & Girls Club of America’s financial literacy course “Money Matters” to each cadet. The corps Members tutored these same 200

cadets in Health and English classes, putting in around 1120 total tutoring hours as a team.”

Another project wrote:

“Youth Members of these various clubs, but especially the Moody County Boys and Girls Club and the Santee Sioux Tribe Tribal Education Youth Center, face persistent issues of summer learning loss through lack of out of school academic engagement, inconsistent meals/poor nutrition at home, and lack of stable/regular positive role models in their personal lives. Assisting in facilitating the programs which Maple 4 took part in, managing the summer food grant program, and spending time engaging with youth in a range of contexts improves the well-being of club youth and directly addresses community needs identified by the sponsor. Giving youth the competence, confidence, and well-being to succeed in the immediate and long term, fosters the development of youth who are better able to mature into adulthood, which leads to a community of more engaged and positive community members.”

In many cases, NCCC projects supported multiple vulnerable populations through their work. For example, one project reported:

“River 1 worked to help disabled, elderly, and veteran community members finish taxing and laborious work on the way to finalizing their homes and returning them to pre-flood conditions. One corps member worked on the completion of several phases of a house owned by a disabled veteran, seeing a before and after of a nearly four week project.”

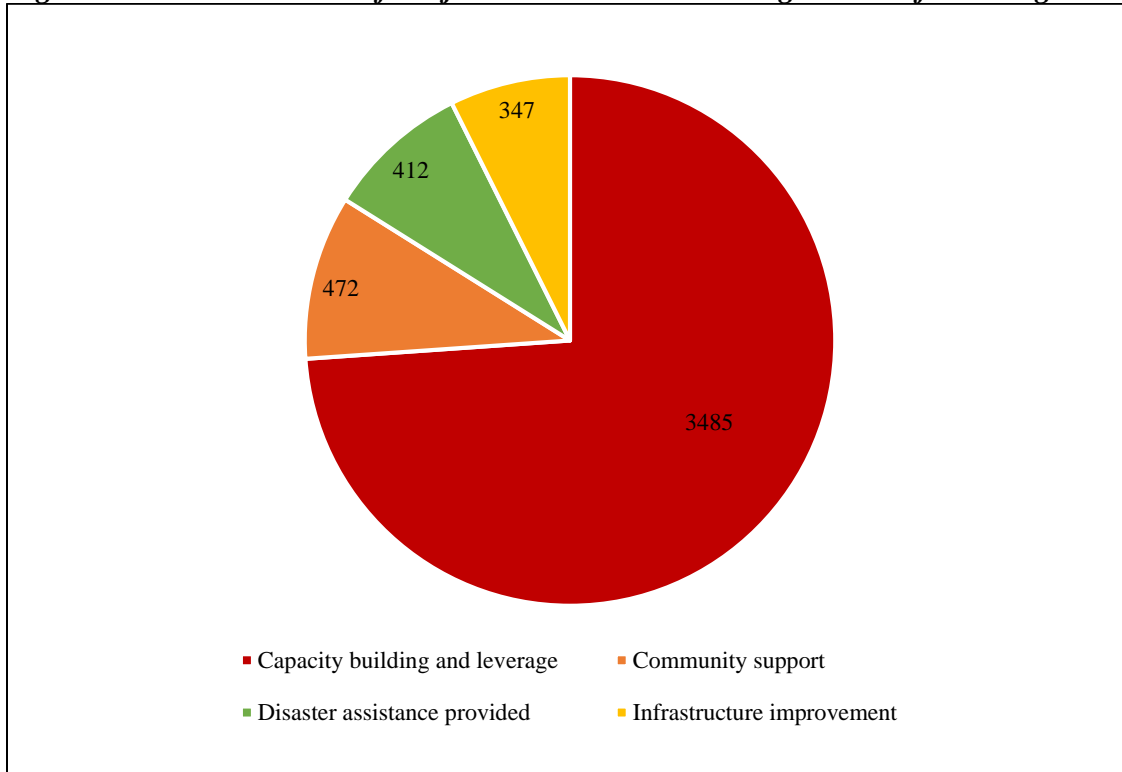
Tangible and Intangible Benefits to Organizations

Many NCCC projects supported organizations that serve communities, allowing those organizations to spend more time serving their target populations.

Tangible Benefits to Organizations

NCCC projects served organizations in a variety of tangible ways. These projects had characteristics focused primarily around Capacity Building and Leverage, though all of the characteristics of these projects are shown in Figure 28. Common impacts of these projects are described below using quotes from project narratives.

Figure 28: Characteristics of Projects Associated with Tangible Benefits to Organizations



Many NCCC projects provide tangible benefits to organizations by adding or improving their physical infrastructure. For example, a project reported helping an organization with various large projects:

“Blue Seven dug out and reshaped 75 feet of a stone amphitheater at the base of Inspiration Point, as well as installed an irrigation system for the 27 trees that they planted and consequently watered on a weekly basis. In addition, they dug 815 feet of drainage ditch in which 3/8 inch PVC pipe was laid, installed 1 irrigation box, installed and pinned down 650 feet of drip line, installed 54 drip line emitters, and buried an additional 75 feet of drip line. The Members also dug an eight foot hole for a “Peace Pole” and spread 26 truckloads of decomposed granite on the pathway.”

NCCC teams helped organize data and informational products. For example, a FEMA Corps team reported, *“Throughout the round Members created and updated 10 different data bases of information pertaining to Manufactured Housing Units, created a 3D model of a Manufactured Housing Unit, compared and contrasted fire prevention methods, and wrote up a software application.”*

Another project reported, *“Two Members were assigned to help scan, digitally verify, and organize files from former disasters, in order to prepare them for transportation to the Federal Records Center in Fort Worth. This project was immensely helpful because it was a time-consuming process which freed up space and resources for future disasters files.”*

NCCC teams helped organize physical supplies and equipment. One NCCC team working on a conservation project reported, *“By assisting with miscellaneous tasks such as sorting hand tools and cleaning shop areas, the team saved the park staff time and energy that can instead be focused on wildlife conservation.”*

Another team reported, *“The main focus of work during the project with Habitat for Humanity in Omaha was organizing and packing materials and supplies at their 5,000 square foot warehouse and assisting with moving, unpacking, and reorganizing supplies in their new 24,000 square foot warehouse.”*

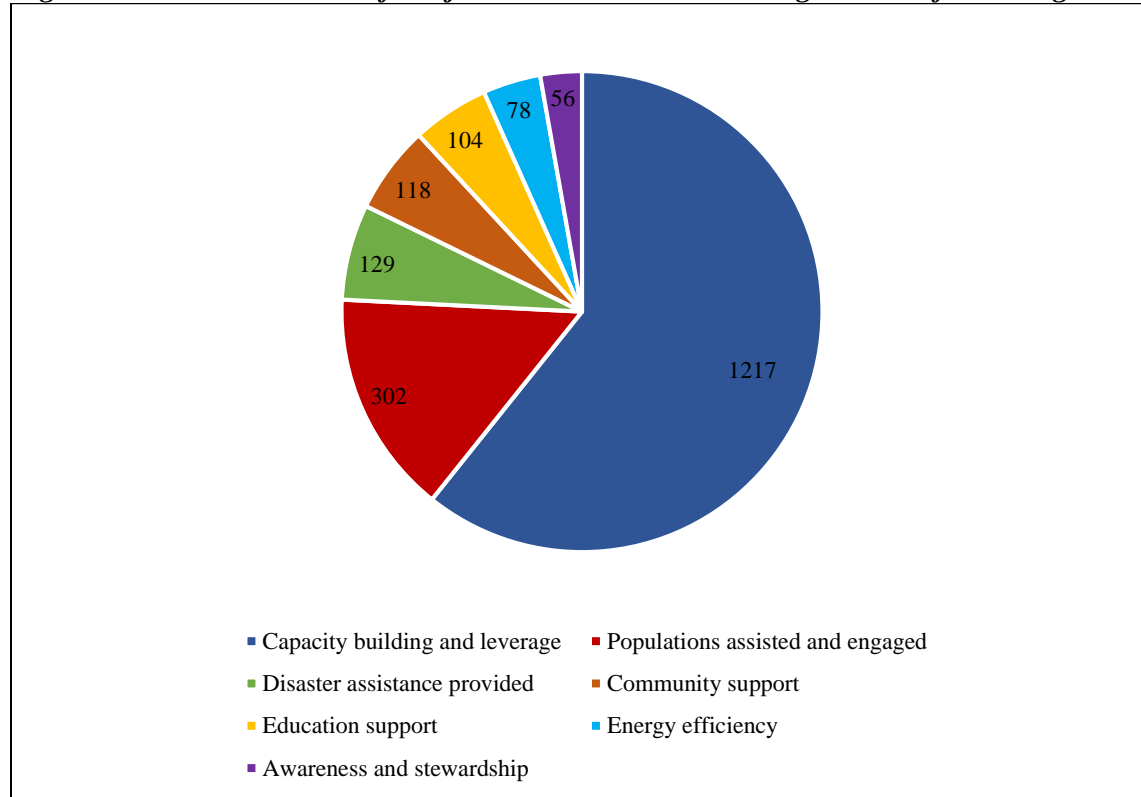
Another project reported:

“One group worked in the Freeport Boys and Girls Club where they worked to remove furniture and other items from the old club to the new club. They also organized those items in a storage room, painted one classroom, cleaned, and designed an art project for the children to partake in. The other group helped to organize office space, file paperwork, create props for a talent show, and inventoried decorations for the Annual Boys and Girls Club Holiday Gala.”

Intangible Benefits to Organizations

Numerous NCCC projects also provided intangible benefits to organizations, such as enhancing organizational efficiency and effectiveness. Characteristics of these projects are illustrated in Figure 29. Illustrative project narrative quotes highlighting the impacts of these programs follow.

Figure 29: Characteristics of Projects associated with Intangible Benefits to Organizations



Many NCCC projects did not provide direct tangible benefits but nonetheless were impactful because these projects enhanced the organizations’ efficiency or effectiveness. These NCCC projects enabled the organizations to serve more people, offer more or better services, or finish projects faster than would otherwise be possible. For example, one team that served as camp counselors noted that they helped expand the services of the camp: *“Through Delta eights efforts as camp counselors, Camp Easter Seals UCP was able to allow more people who have disabilities to get to enjoy a positive camp experience.”*

A team helping at a school reported, *“Maintenance tasks completed also saved time for regular maintenance staff, who normally wouldn’t be able to complete these additional tasks during the usual school year.”*

A FEMA Corps project reported:

“Because the team served as raw manpower in the large warehouse staffed by four people regularly, the amount of work that could be done before the team arrived was greatly improved. This facility serves as the center for all electronic equipment within FEMA and, because of this, everything that happens there has to be done on time and

correctly. When that happens, all other facilities, whether in the field or long standing offices, have the equipment they need to operate effectively. When these other facilities have what they need, they can better assist the community in preparation and recovery efforts. In such instances, American citizens are put in a better position to receive adequate and timely support when needed in the face of disaster situations. The efficiency with which Hickory 4 served allowed resources to be distributed much sooner, sometimes a day or more before expected. This speed of distribution could be the difference between life and death for a citizen.”

Another project enhanced the efficiency of the services the United Way could offer to flood survivors:

“Earth 7 has worked in different parts in Larimer County, Mucking and Gutting homes. Some things include removing and putting up drywall, cutting down fallen trees, removing debris and identifying and fixing damages to interior of the building. The assistance of Earth 7 has allowed people who live in the Larimer County community to receive some help more efficiently.”

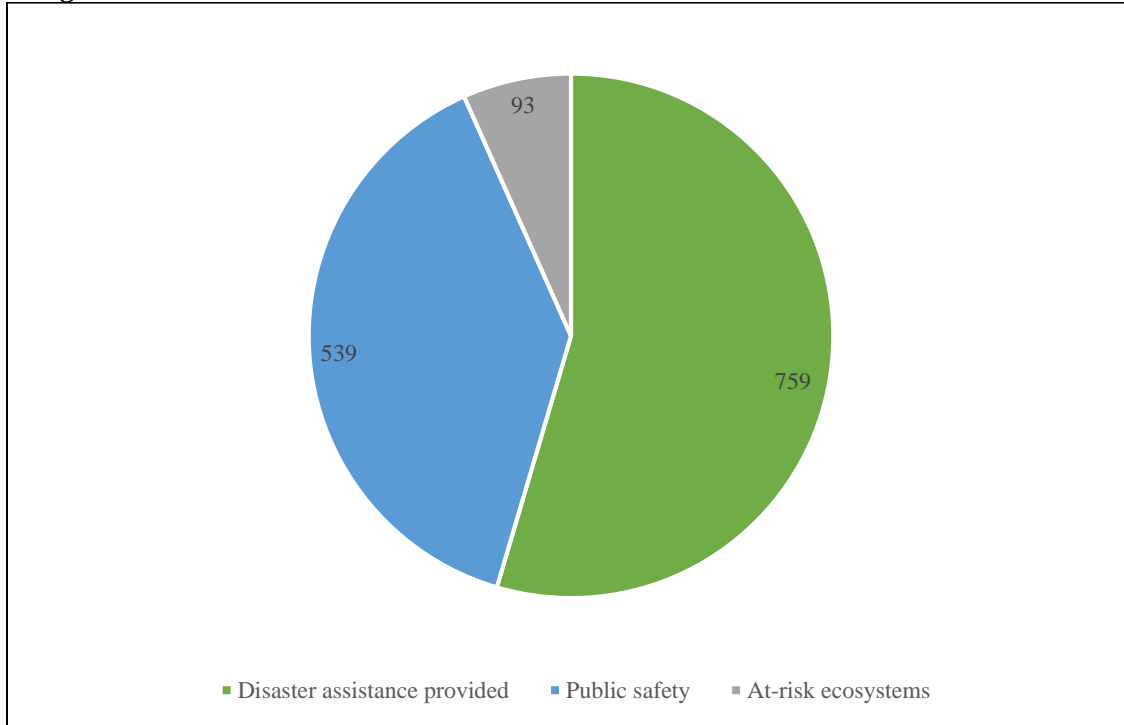
In a few cases, NCCC teams also helped foster collaborations or partnerships between organizations. One project narrative reported, *“The goal was to better understand the National Flood Insurance Program by end of round and facilitate collaboration between DSA and Mitigation.”*

Another reported, *“For six weeks, Maple 5 served in Columbus Nebraska for project sponsor Connect Columbus. The primary objective of the project were defined as to: promote collaboration among agencies and organizations and the sharing of community resources...”*

Disaster Prevention, Preparedness, and Mitigation

NCCC projects provided a variety of services to help prevent, prepare for, and mitigate natural disasters. Characteristics of these projects are shown in Figure 30. Common themes of these projects’ impacts are illustrated below using project narrative quotes.

Figure 30: Characteristics of Projects associated with Disaster Prevention, Preparedness, and Mitigation



Many NCCC projects helped prevent or mitigate natural disasters on public lands through changes to the physical environment, such as through fuel reduction work to prevent or mitigate wildfires. For example, one community impact narrative states:

“Sun 3 helped to prepare units for prescribed burns by limbing and thinning near the fireline. This helps to make the fire less intense near the fireline and therefore reduces the chance of the burn escaping and turning into a wildfire. The team also thinned many of the units. This helps in reducing the likelihood for crown fires to occur, ensures that the Ponderosa Pine (a fire resistant species of pine) remains the dominant species, and promotes greater resistance to mountain pine beetle attack and the spread of mistletoe by reducing Ponderosa Pine stocking levels.”

Another project reported:

“Due to the geography of RFB 8, the Forest Service deemed it vital to burn piled fuels to protect the city of Boulder from catastrophic wildfires. Without the controlled consumption of these fuels, a wildfire could potentially sweep down the ridge, through Jamestown, and into Boulder with very few natural barriers. Fire 4's burning of piled fuels and subsequent, repeated checking to ensure that all heat was extinguished in the piles ensured that Boulder and Jamestown would be protected.”

NCCC teams enhanced community members’ knowledge of how to prepare for or prevent disaster. One team working with The Pillowcase Project reported, *“The Pillowcase Project is a partnership between the American Red Cross and the Disney Cooperation to empower children*

grades 3-5 with the knowledge and skills to be prepared and take action in emergency situations.”

Another project reported:

“FEMA Gold Four also attended and assisted at 3 local community preparedness fairs, where the team set-up and manned a FEMA booth, completing 16 hours of outreach to 300 people by providing disaster preparedness information. The team also provided the local community with information such as encouraging them to create a disaster kit, informing them what safety precautions to take during the event of a disaster and various other tips pertaining to disaster preparedness.”

A team in Atlanta reported, *“Lastly, Summit 4 volunteered at Refugee Family Services and delivered a disaster preparedness lesson plan to elementary school-aged children. The team gave the children disaster preparedness materials and family preparedness plans to fill out with their families.”*

Another project reported:

“At this workshop, 10 youth leaders trained in disaster preparedness activities including a sandbagging workshop, a fire extinguisher class, an individual preparedness session, and a workshop on herbal medicines for disaster. A total of 30 people, including the 10 youth leaders, participated in this safety awareness training...During the conference, 300 educational kits were distributed to participants. This kit contained a DVD Emergency Preparedness Tool Kit developed to be used as a guide for training youth in their tribes to prepare for disaster.”

Finally, some NCCC teams assisted directly to improve response readiness through disaster simulations, drills, and related activities that provided opportunities to first responders and others to practice and improve response. A FEMA Corps project reported, *“During the rest of the team’s time there they assisted the Trainers in leading an advanced course for Public Information Officers. FEMA Green One assisted in the simulation by creating media injects, role playing, and answering the phones to allow for the students to experience a simulation as real life as possible.”*

Another team reported:

“An interactive simulation also allowed audience Members to personally develop and run a mock VRC (Volunteer Response Center], and encounter individuals with various intentions of visiting the VRC. They additionally were supplied with different supplementary materials to assist them and potentially their fellow employees, to eventually help in their own creation of VRCs in their towns. Ocean Eight was granted the opportunity to travel to and work in the areas they lead these presentations in, allowing them to observe and experience Northeastern Mississippi, as well as along the Gulf of Mississippi. Over the course of three and a half weeks, Members presented 4 VRC facilitations in Oxford, Starkville, Hattiesburg, and Gulfport to 14 individuals.”

Disaster Response

Some NCCC teams provided immediate response to individuals. Characteristics of these projects included a focus on Housing, Disaster Assistance, and Public Safety, presented in Table 19.

Table 19: Characteristics of Projects Associated with Disaster Response

Project Characteristics	Number of Reported Project Outputs
Housing	327
Disaster assistance provided	232
Public safety	65

Many of the Disaster Response projects focused on helping individuals affected by disasters by providing services like mucking and gutting homes to reduce health and safety hazards or prevent future damage. For example, one project reported providing such support, writing:

“The community of Panama City directly benefitted from Delta 1’s work as the team worked directly with homeowners to remove hazards from their homes and protect their homes from further damage. Mucking and gutting homes removed the hazard of mold and black mold. This can lead to long-term health issues with constant exposure. Tarping roofs prevented the homes from further water damage and potential for mold growth. Removing debris made entrances and exits safely accessible to homeowners. Clearing an area for homeowners to place a trailer on their property assisted homeowners by creating a temporary living until their homes were deemed safe to live in.”

Another narrative described a similar project:

“The service that Cedar 4 completed during their time in Glenwood and Hamburg directly benefitted the survivors of the flooding disaster, both at the disaster site and at the Glenwood Resource Center (GRC). The receding flood waters at the disaster site in Hamburg created a high need for mucking, gutting and mold suppression as homes became more accessible to cleanup crews on the ground. The team’s service mucking, gutting, and performing mold suppression allowed a safe home and community for survivors to return to and begin their rebuilding efforts. Additionally, survivors being able to access their homes and identify the materials and supplies they needed most, created a demand for assistance in the GRC. Mucking and gutting homes and performing mold suppression in a timely manner prevented further damage to the structure and ensured that the homeowner had an opportunity to rebuild and avoid the home being condemned.”

Disaster Recovery

NCCC teams helped provide essential services and support in the wake of disasters. Characteristics of these projects are illustrated in Table 20. Common impacts of these projects are highlighted, below with quotes from project narratives.

Table 20: Characteristics of Projects associated with Disaster Recovery

Project Characteristics	Number of Reported Project Outputs
Disaster assistance provided	970
Capacity building and leverage	408
Housing	341

Often, these projects involved assisting populations directly affected by the disaster. NCCC projects increased knowledge of or access to funding, labor, or other resources that assisted in long-term recovery from disaster. Many times, NCCC teams helped disaster survivors register for services: *“The team also impacted the local community by ensuring everyone they made contact with was able to register for assistance or find the status of their applications. This will (help) the survivors as they try to rebuild their homes and lives.”*

In other cases, NCCC teams provided direct services to affected populations: *“Blue Fifty and Silver Six worked alongside the American Red Cross to provide food, shelter, and a clean living space to all who were displaced by the Oroville Dam.”*

NCCC teams also provided essential information to survivors about services and assistance: *“The team was also able to inform residents of other resources they could utilize, such as the Shelter at Home program, which they may not have previously been aware of.”*

In some cases, teams also provided for survivors’ basic needs in the immediate aftermath of a disaster:

“The food, water and clothing collected by the team benefited many survivors of this disaster, fulfilling their immediate needs. Delta 2’s work connecting individuals with resources including food pantries, immunization programs, long term recovery, temporary housing, and other organizations benefited the community by providing options for immediate assistance while programs through FEMA and MEMA worked to determine financial assistance.”

Some NCCC teams helped with the refurbishment or renovation of homes affected by the disaster, helping to reduce health and safety hazards or prevent future damage. For example, one project reported:

“The team’s service strengthened the community by providing extra hands in the efforts to rebuild these homes, working quickly and efficiently on each home, and by speaking with the homeowners of each home to listen to their stories. For example, the team worked at the West Columbia house for two weeks, and in that time completed over 1,000 square feet worth of flooring; varnished every doorway/frame in the home; cut and

placed trim along each wall in the 9 rooms within the house, and painted the walls, ceilings, and trim with top coat.”

Another team reported:

“Many people within the community of Tuscaloosa are still rebuilding from the tornado in 2011. There are families who still are waiting for homes. Homeowners are extremely grateful to have volunteers like AmeriCorps NCCC to help. As volunteers with Habitat for Humanity Tuscaloosa (HFHT) River Two Members were consistent participants in the building process.”

The actions of NCCC teams sometimes helped individuals return to their homes or go back to work more quickly following a disaster. One project reported, *“By lending our manpower to SBP we helped accelerate the process of getting these homeowners moved back in to their homes and bringing their long and arduous journey to a close.”*

Another project report stated, *“Due to Maple 1’s work, these individuals are closer to returning to their homes and getting their normal lives back.”*

Another team wrote, *“As vocalized frequently by the project leads, Water 4 helped to deliver the SBP mission of shrinking the time between disaster and recovery. Overall, as Water 4 completed over 3000 hours of home renovation and repair the team helped to improve the lives of those still struggling in Brazoria County.”*

Finally, in some instances, NCCC teams reported helping individuals affected by disaster to experience a sense of normalcy and providing other emotional and psychosocial benefits: *“With our help, the community was able to benefit by regaining a sense of normalcy after a disaster in a faster amount of time. The homeowners who benefit from SBP’s work regained a sense of pride in their home, slowly restoring the overall morale of the community itself.”*

Another team described their service: *“River 5 was able to serve those who could not complete any necessary work themselves, while simultaneously providing hope for the future as the community moves on from the flood.”*

These intangible benefits are, according to some of the project narratives, just as valuable as the more tangible benefits teams provided;

“Our team has had the opportunity to speak with these individuals, and the gratitude and joy they have expressed at being able to have their home back has been truly life-changing for the team. It is clear that our work and the work of AHAH has not just provided a physical service for these individuals, but an emotional one as well. Homeowners have expressed to us that they felt deserted and helpless before All Hands and Hearts offered their services. This organization has helped to make people feel remembered and cared for when it seemed that no one else did.”

Impact on Members of NCCC Projects

Through the service projects narrative, NCCC also asks Members to record how their work impacted them. We thematically coded and analyzed the Member Impact statements using a

codebook developed through an initial sampling of projects; these codes were then applied to the narrative text. Four main themes reflect impact on Members: personal impacts and life skills, professional skills, interpersonal connections, and civic orientation and engagement.

Personal Impacts and Life Skills

Corps Members reported that their service impacted their self-efficacy, confidence, and resilience. One FEMA Corps team reported, *“It was a beneficial experience to the team to have a forgiving and kind point of contact, to help the Corps Members become more comfortable and competent in their jobs, give them space to make mistakes, but held them to the same standards as the rest of the FEMA crew.”*

One NCCC project reported, *“At a more abstract level, corps Members learned how to stay motivated while performing mundane, repetitive tasks.”*

NCCC teams reported impact on managerial skills through stress management and critical thinking skills, as these examples point out: *“The long hours worked by Cedar 4 gave the team experience in coping with stress;”*

Another team reported, *“The team was able to practice flexibility and adapting to the needs of others.”*

And, another wrote, *“This confidence lead to the team doing their assigned job better, which will bring them even more confidence in their lives. Confidence is paramount to being able to work in a team, lead a team, or really perform any function that requires someone to rely on you.”*

Participation in NCCC also helped some Members think more about their careers, affirming or changing career interests or otherwise helping Members better prepare for careers. For example, one project reported how team Members were able to obtain professional development opportunities: *“The team also participated in two professional development trainings consisting of useful information on salary negotiation, cover letters, resumes, interviewing, international work, and what to do after you get the job.”*

Some NCCC projects provided useful experiences preparing employment applications and interviews; for example, *“Members carried chainsaws and other heavy equipment, had no electricity and minimal to no phone service. This will be a powerful experience for Members to recall in interviews and applications for positions requiring outdoor work/physical stamina--a likely scenario for many in the team pursuing careers in natural resources.”*

Other NCCC projects provided Members with opportunities to build a professional network that could provide employment references; as a FEMA Corps project reported, *“In addition, the team has continued to build a list of professional references which will greatly benefit any one of them when it comes time to apply for a job after the program is completed.”*

NCCC projects also helped Members acquire new knowledge and skills to help carry out a variety of endeavors. Some of this knowledge will help Members in their personal lives, as this example illustrates: *“In order to inform others about their health insurance options, every Member of Cedar 5 needed to gain a full understanding of the Affordable Care Act. This*

knowledge was useful to the team because everyone is approaching the age where they are no longer covered by their parents' plans."

In other cases, Corps Members acquired new knowledge and skills that will help them effectively carry out work-related projects as in this statement:

"Corps Members benefited from this project in many ways. Corps Members gained the skills to successfully set and run a staging area. Members trained in many different position including truck check in/ check out, ground support, general maintenance and data entry. While at Region IV corps Member also were able to learn the work that goes into a disaster before it even happens."

Another team wrote, *"The team gained extensive experience with planning, facilitating, and supporting a community event through their work with the Home Fire Campaign."*

Professional Skills

NCCC projects also provided Corps Members the opportunity to develop professional skills. This included technical skills, including skills related to construction, crisis response, the use of computers, and environmental management. These skills are acquired through formal training and hands-on experience, which Corps Members can include on their resumes. Training for Members varied based on the types of projects and organizations they worked with. For example, a NCCC team working on a crisis project noted, *"Corps Members were trained on how to properly carry and transport critically injured victims."*

An NCCC team working on an environmental conservation project noted:

"Silver received training on herbicide application and native plants and were able to apply this knowledge several times a week. By the end of the project, Members were able to give interpretive tours and talk knowledgeably to visiting groups and volunteers about the local flora and fauna. The team also had trainings on operating Bobcat tractors, ATV's, and boom lifts."

One NCCC team working on physical construction project noted, *"Members were able to gain onsite training with a variety of tools and construction skills. Members learned how to cut and install metal framing and roofing."*

Another team received training in a variety of managerial and office skills:

"The team participated in four training days at the office. The team now has a better understanding of the Individual Assistance Delivery Process. Additionally, the team was able to learn several skills with their two projects including: customer service, problem solving, multi-tasking, research, telecommunication skills, and data entry."

Corps Members benefit from hands-on opportunities to practice new skills that may assist them in their future careers. A FEMA Corps project reported, *"Each of the Members of the team got the chance to perform physical work that took them out of the office setting ...The work at the staging area also taught the Members of Ocean 2 to consider safety issues while working around and with heavy machinery and working on top of THUs."*

An Oregon-based NCCC project reported, *“Members had several service days with trail maintenance, where they learned the proper way to handle, use, and maintain trail tools.”*

Another NCCC team reported, *“The corps Members of Fire 7 have gained experience in the safe use of many construction tools including levels, measuring tape, power drills, circular saws, and table saws.”*

A team working with gardens reported, *“Throughout the course of the year, the team has gained experience planting trees and maintaining gardens. St. Dorothy’s Rest offered the opportunity to serve in the initial stages of garden planning and startup. Members learned the complexities of designing and establishing a garden.”*

And, a team that worked with computer-based geospatial systems reported, *“Members have developed competence in skills relating to basic geospatial information system operation.”*

Interpersonal Connections

NCCC projects help Members’ interpersonal skills by engaging with people who differ from themselves. For example, one NCCC team noted, *“Members worked with a diverse group of at-risk youth and applied their schooling to tutoring youth. The culture and population in Mecca was very different from the communities the Members had experienced in their past, and the team learned some Spanish as well as meeting many families from Mexico.”*

Another team noted how their work helped them become more sensitive to working with diverse individuals, writing, *“Members learned how to be sensitive to various cultural differences and how to work about language barriers.”*

Another team reported, *“The team also gained a great deal of empathy and respect for the people of the Caribbean, and people from different cultures in general.”*

The Member impact statements in the service project narratives noted how NCCC participation impacts oral and written communication skills. One NCCC team reported, *“The team honed and refined new life skills like listening with compassion, responding with empathy...”*

Members in some cases improved on professional interpersonal communication, as this quote illustrates, *“Delta 6 improved their interpersonal skills through communication with the various site supervisors.”*

Another NCCC team reported, *“Members located within the Voluntary Agency Liaison and External Affairs department received skills in case management, creating and submitting order request forms, as well as professional phone etiquette.”*

A FEMA project reported, *“Interacting with survivors allowed Members to improve communication skills and continue developing interpersonal skills.”*

Corps Members gained critical experience in both effective teamwork and leadership. A team working with Habitat for Humanity reported how the experience had helped foster both leadership and teamwork among Members:

“Because the work site is so large and outside volunteers are constant, the Members of the team have been able to develop their own personal leadership skills on site taking control of a specific task and becoming the expert on leading others in completing this task. This leadership has also played well into team dynamics since each Member must share and teach their newly acquired skills with others on the team.”

A FEMA Corps team noted, *“Everyone on the team developed in their own way as leaders and everyone on the team took the opportunity to prove not only to the team, but to FEMA as well that young people can be mature, adapt to the situation given, and take it head on.”*

In some cases, Corps Members stepped into leadership positions, as the following example illustrates:

“Members of the team also were able to practice their meeting-running skills and public speaking by running the daily All Hands and Hearts 5:30 meetings covering work accomplished that day, work for tomorrow, meeting notes, shout outs, and assignment of Base responsibilities. An excellent example is CM Mary Smith¹³ stepping into a role as Base Manager for a portion of time while in Coastal Bend, undertaking responsibilities such as organization of various base operations, grocery shopping, and delegating tasks to volunteers on base duty for the day.”

Civic Orientation and Engagement

Many NCCC teams reported impacts on Members’ civic orientation and engagement, which is likely due to increased Corps Member knowledge about the need for and efforts to strengthen communities. One team reported how their experience helped to instill a commitment to future service, writing:

“Though the team noted marked differences between military service and national/community service, the team also found that the two were rooted in similar values that emphasized the importance of community, working in service of others, and securing a brighter future. This connection invigorated the team in understanding the context of their own service and the value of long-term professional commitment to service.”

In some cases, Corps Members witnessed and learned from organizational efforts, as this quote illustrates, *“A huge benefit that was given to Oak 5 was the ability to see a well-run nonprofit organization and the wood, dedication, and passion that go into making a successful impact.”*

A NCCC team working on a disaster project reported, *“On the project, Members were able to get a sense of all the different tasks that go into responding to a disaster through looking at what the MA tasks were.”*

In some cases, Corps Members learned more about civic engagement and participation. A NCCC team’s learning about civic processes inspired Corps Members, as this narrative reported:

¹³ Name has been changed.

“The team was able to interact with various city employees and officials and learned more about how city town hall meetings, cops meetings, and board meetings for Keep Jackson Beautiful are carried out. Many Members were inspired to continue to learn about these topics and want to carry this information forward with them into their lives after AmeriCorps NCCC.”

In some cases, the experience fostered a desire to continue serving their communities. A NCCC team reported:

“Many Members have not experienced the devastation from a natural disaster and are now gravely aware of the need caused from one. Many said they were very interested in continuing to help the Red Cross and similar relief efforts after the NCCC program. Providing assistance for clients through the American Red Cross was an experience Members will forever hold in their hearts.”

Research Question 9: What are the main themes associated with strengthening communities and Member impact?

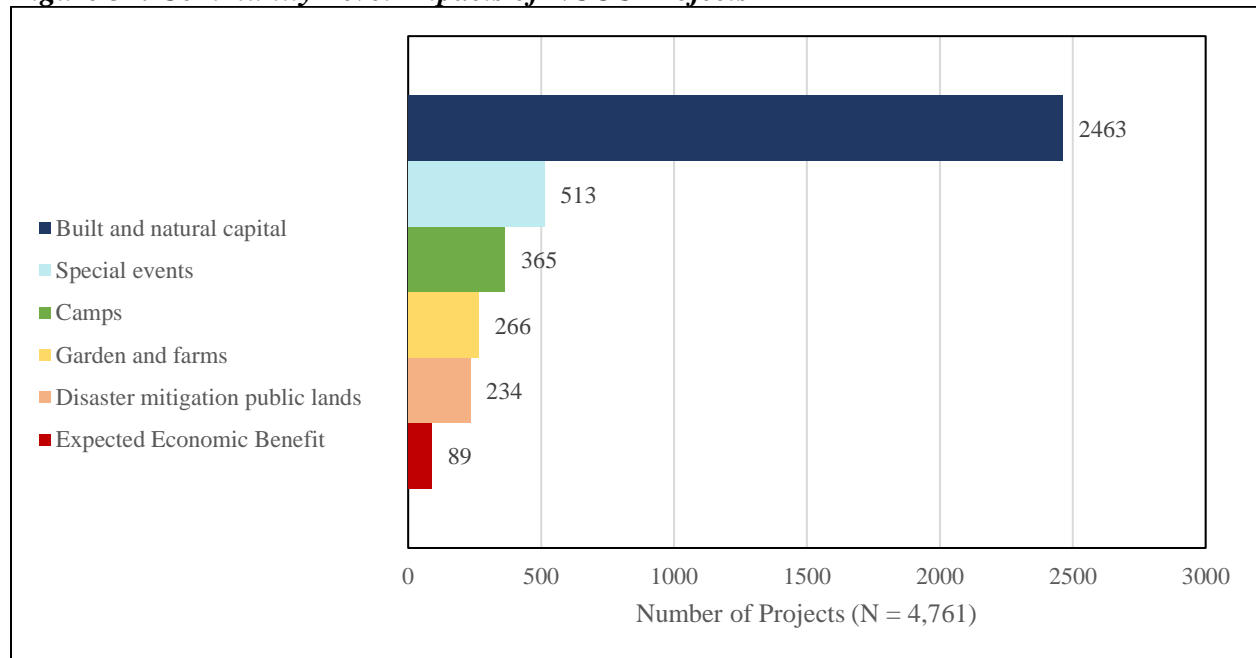
We identified the main themes through a thematic analysis of the community impact narrative statements using ATLAS.ti software and a codebook developed by JBS, in collaboration with NCCC (see Appendix A).

Strengthening Communities

The main themes associated with strengthening communities are enhancing built and natural capital; increasing organizational infrastructure, including FEMA infrastructure and organization of donations, supplies, and data; enhancing organizational effectiveness; providing for individuals’ basic needs, including affordable housing; providing disaster assistance; and supporting human capital and learning. As previously noted, NCCC projects strengthen communities at the community, individual, and organizational levels.

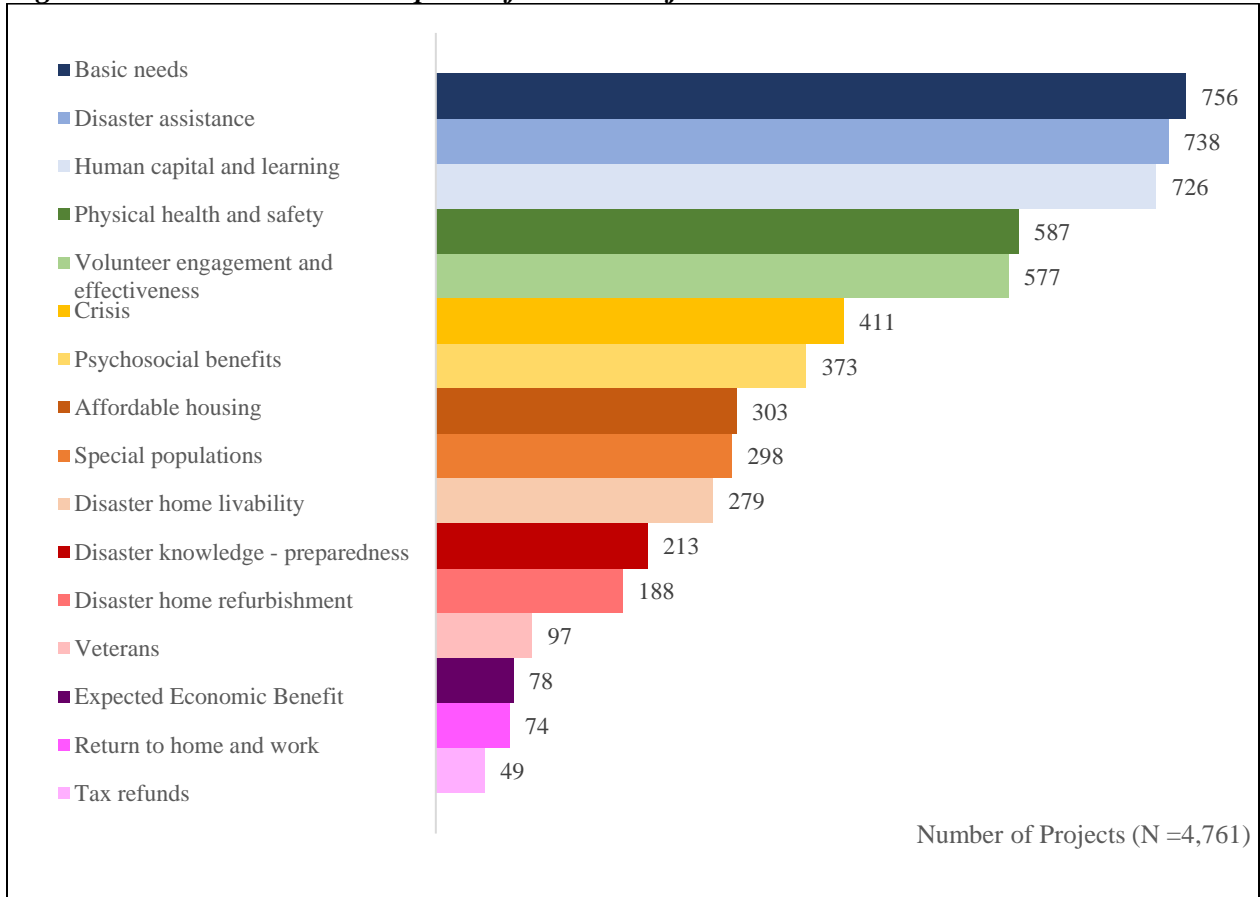
At the community level, the most common theme was associated with service projects to improve communities’ built and natural capital (2,463), as shown in Figure 31. Built and Natural Capital activities include creating or improving built community assets, like playgrounds or trails, or natural assets, like parks.

Figure 31: Community Level Impacts of NCCC Projects



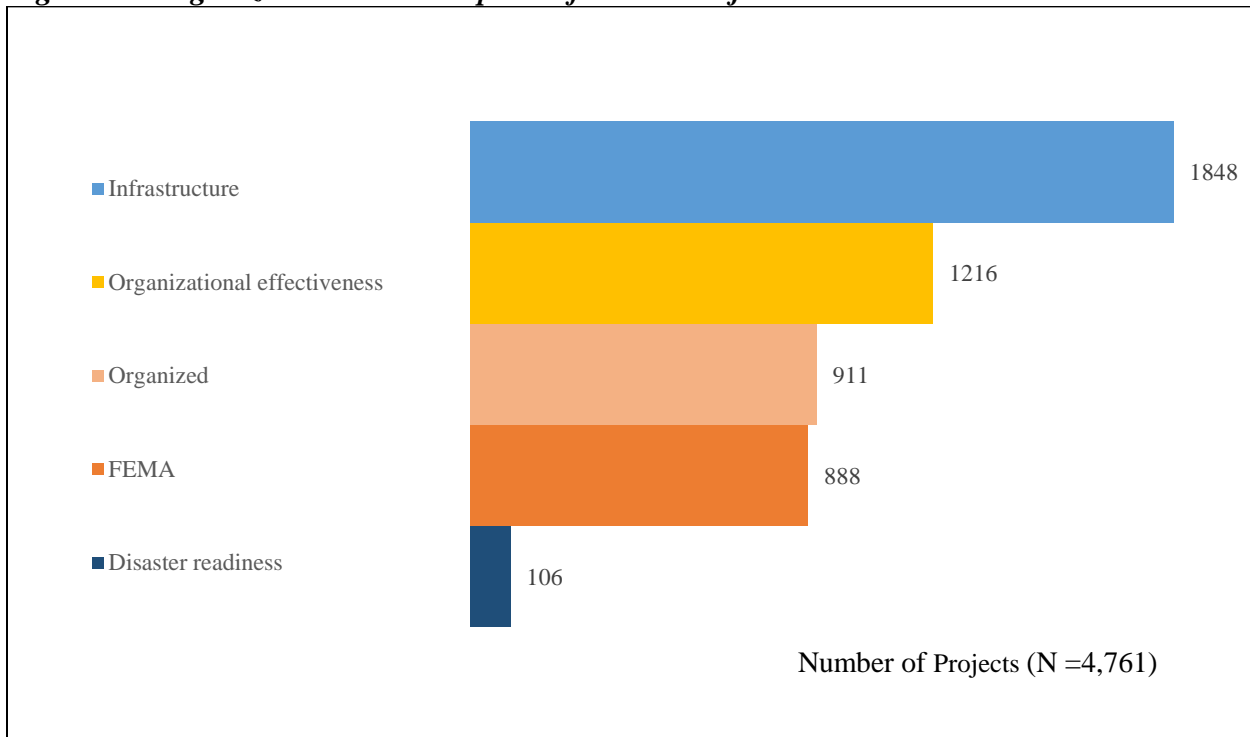
The themes also reveal impacts on the individuals in the communities served (Figure 32). The most common themes identified were support basic needs (756); provide disaster assistance (738); support human capital and learning (726); increase physical health and safety (587); provide psychosocial benefits (373); and serve special populations (298). Under psychosocial benefits, NCCC projects helped individuals recover from disasters (124); enhance trust in the government or FEMA (78); and improve food security (47).

Figure 32: Individual Level Impacts of NCCC Projects



Based on the identified themes, NCCC service projects also support communities through organizational infrastructure improvements (1,848) and organizational effectiveness (1,216). Organizational infrastructure refers to both physical infrastructure, like buildings or office equipment, data, reports or materials, and policies or procedures as exhibited in Figure 33. Organizational effectiveness refers to enhancing the organization’s ability to expand its services, relieving organization staff of some of their work burden, or increasing the efficiency of the organization.

Figure 33: Organizational Level Impacts of NCCC Projects



NCCC projects tend to engage in multiple impact areas. Of the 4,761 service projects, in 860 of them we identified an impact both on individuals’ basic needs and on supporting people in crisis. For example, one NCCC project provided assistance to the homeless:

“In Friendship Park, Blue One passed out 21,576 lunch tickets, assisted 895 guests in the park, and assisted with monitoring 620 showers. In the Dining Hall, the team served 23,167 guests meals. At Mustard Seed School, members tutored a total of 314 students, including 100 elementary school students and 80 middle school students, and also assisted with 13 field trips. At Mary House, Blue One sorted 3,000 school supplies, served 1,737 guests breakfast, sorted and organized 1355 pounds of donations, including 183 bags for Mother’s day, 545 shoes, 5969 diapers, 525 pounds of clothing, 13951 baby wipes, 150 scarves, 2707 socks, 9 bins of miscellaneous items, 7344 mixed toiletries, 1672 pieces of mail, attended 2 staff meetings, cleaned 7 rooms, and assisted 699 guests in the dispensary. In total Blue One assisted 46,582 guests while working at Loaves and Fishes.”

In 1,031 service projects, the themes show that NCCC teams worked with individuals in crisis and providing psychosocial benefits. For example, one project reported how they helped provide assistance to disaster survivors as well as lent a listening ear:

“Cedar 7 served alongside volunteers from NECHAMA and the International Orthodox Christian Charities (IOCC) to alleviate some of the stress and loss and to help put each homeowner back in a safe and stable home. A lot of the homeowners the team served did not have any other support and found themselves in extremely stressful and difficult situations. Some homeowners were elderly or had disabilities which further complicated their recovery efforts. Cedar 7 may not have been able to completely recover their homes or possessions, but even the smallest of tasks the team could help with seemed to make a difference to many residents. Whether it was a roof that needed a small tarp, or just a chance for survivors to share their story, residents of Flagler Beach are now better able to take their first steps on the long path towards recovery from Hurricane Irma’s impact.”

In 306 service projects, we identified themes on both home refurbishment and individuals’ physical health and safety. One NCCC team wrote:

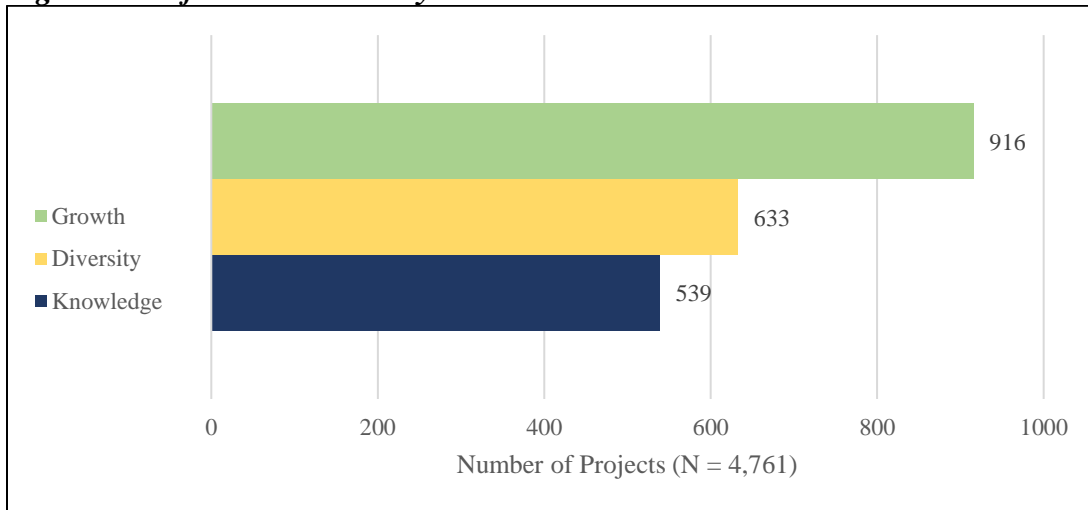
“Within Williamsburg and Georgetown counties there are many low-income households who did not receive assistance after the flood through insurance or FEMA. AHV has been providing mold sanitation and working to rebuild these homes where in some cases the homeowners were living with black mold which can lead to serious health issues. Delta 3 benefitted the community by giving AHV an extra ten volunteers to help complete repairs on more homes in a timelier manner. Homeowners and in some cases the homeowner’s families were able to move back into homes that were rebuilt into functional structures knowing that the mold had been sanitized.”

Member Impacts

The main themes associated with impacts on Members can be divided into life skills, professional skills, and increased civic engagement and orientation.

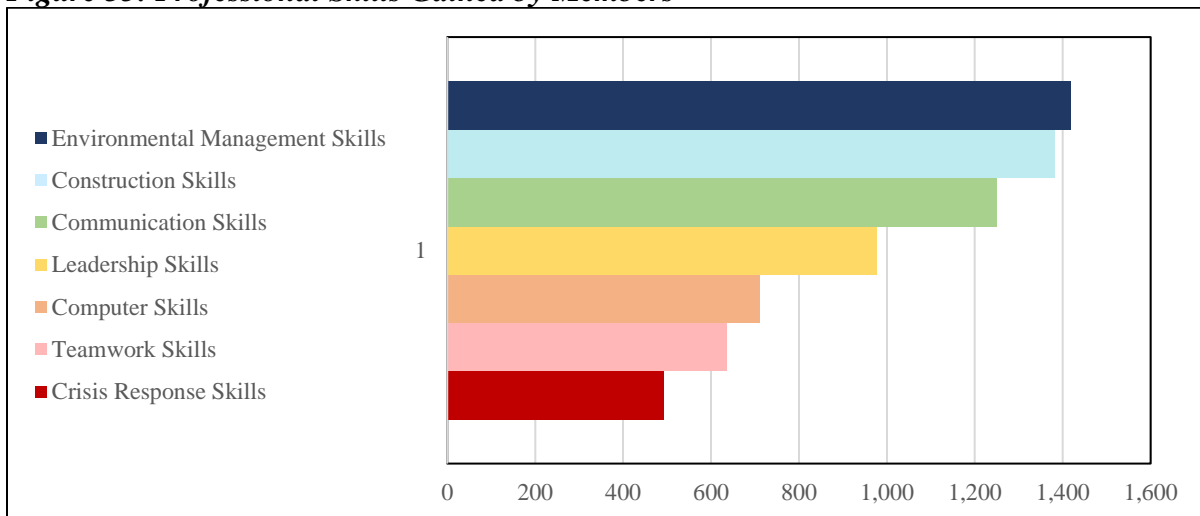
Under life skills, the theme of personal growth (916) came up frequently, such as increased self-efficacy, confidence, and resilience. Another theme was Member increased awareness, knowledge, and skills in dealing with people different from themselves (633) and Member’ increased knowledge of strategies and skills to plan, prepare, execute, and assess endeavors (539) (see Figure 34).

Figure 34: Life Skills Gained by Members



Most of the 4,761 projects we analyzed described one or more impact on Corps Members’ professional skills, including technical skills (3,994) and managerial skills (2,672) needed for success in the workplace. One hundred of the project narratives also described how national service helped inform Members about career choices, affirming or changing their career interests. As we illustrate in Figure 35, within technical professional skills gained, NCCC teams described construction skills (1,381), environmental management skills (1,418), computer skills (711), and working with people in crisis (493). Within managerial skills, NCCC teams described oral and written communication skills (1,249), leadership skills (977), and teamwork skills (636). Finally, NCCC teams described impact on Corps Members’ knowledge, understanding and learning about strengthening communities. This included learning how relationships with community-based organizations and coalitions function and increasing civic knowledge and civic participation, such as knowledge about how to volunteer or how to collaborate with community members to solve community problems.

Figure 35: Professional Skills Gained by Members



Research Question 10: What are NCCC’s service project contributions to communities’ disaster preparation and mitigation?

Disaster preparation and mitigation is the third largest accomplishments group, following natural resources and disaster recovery (see Table 4). We examined types of outputs in the Disaster Prevention, Preparedness and Mitigation output category to assess NCCC’s contributions in supporting communities in preparing for and mitigating disasters. Based on the thematic analysis of community impact narratives, we grouped these outputs into 10 subcategories that identified outputs most closely tied to preparing for and mitigating disasters. Table 21 shows the number of outputs in each subcategory.

Table 21: Subcategories for Disaster Preparedness, Prevention, and Mitigation

Subcategory	Number of Outputs
Disaster knowledge and preparedness	1,026
Organizational infrastructure	514
Organizational effectiveness	402
Built and natural capital	294
FEMA-related organizational infrastructure	232
Disaster assistance to individuals	202
Home refurbishment	118
Disaster mitigation on public lands	101
Physical health and safety	9
Assisting individuals in crisis	1

Disaster Knowledge and Preparedness

Activities classified as disaster knowledge and preparedness include distributing information through the public to increase individuals’ knowledge and preparedness for disasters. Table 22 lists the specific types of outputs for this subcategory.

Table 22: Outputs under Disaster Knowledge and Preparedness

Outputs	Number of Outputs	Percent
Number of informational documents or publications assembled or distributed	326	31.77
Information provided to X individuals	211	20.57
Disaster information disseminated	207	20.18
Disseminating disaster information	147	14.33
Educational materials and/or preparedness kits distributed	135	13.16

One example of the work performed under this subcategory as reported by a NCCC team:

“The work done by Pine 3 supporting preparedness programs with the American Red Cross had numerous benefits to the community. The team’s work on the Home Fire Prevention campaign assisted in protecting individuals from injury or death from fires. There is a lot of misinformation, or lack of information, concerning fires and what to do in case of one. This causes thousands of injuries and deaths every year in the United

States. By educating individuals about how to reduce the chances of fire and how to safely respond were one to occur, those people are less likely to be injured, or worse, in the case of an emergency. This directly protects the welfare of thousands of individuals in the community.”

Organizational Infrastructure

Organizational infrastructure includes developing materials or facilitating training. These projects also played a role in increasing data or infrastructure for organizations such as enhancing organizational infrastructure like procedures and protocols. Table 23 summarizes these types of outputs.

Table 23: Outputs under Organizational Infrastructure

Outputs	Number of Outputs	Percent
Number of training or instruction materials developed	257	50.00
Number of trainings or workshops conducted or facilitated	134	26.07
General administrative duties performed	123	23.93

One NCCC team recorded an example of such work, writing:

“During the 13 weeks of service, Bayou 5 worked to accomplish many different tasks: the team identified resilient commodity Points of Distribution (PODs) using various GIS techniques, updated a staff directory for all of FEMA Region I, rectified Environmental and Historical Preservation data sets, spent 3 days in Vermont providing around-the-clock GIS support for the Massachusetts Urban Search & Rescue Task Force-1, helped try and solve a possible trend of increasing disaster declarations across Region I, and provided coastal flooding maps to be used in damage assessments after a severe storm.” Another project reported, *“In addition, members reached the community through social media by writing e-briefs, attending periscope events, and creating media toolkits. Through media, the team’s work reached a large number of Americans, informing them to actions they could take to become prepared.”*

Organizational Effectiveness

Activities under organizational effectiveness include working on grant applications and project worksheets, supporting disaster simulations and exercises, and inspecting and installing emergency equipment (Table 24). Such activities are intended to facilitate organizational efficiency and effectiveness.

Table 24: Outputs under Organizational Effectiveness

Outputs	Number of Outputs	Percent
Grant Applications or Project Worksheets Drafted, Reviewed, Updated, or Submitted	200	49.75
Disaster simulations or exercises supported	143	35.57
Number of emergency equipment inspected or installed	59	14.68

For example, one team reported how the work they did saved FEMA time and effort:

“Because of the work Gulf 3 accomplished, disaster survivors will receive life-saving and life-sustaining supplies such as water, MRE’s, blankets, and medical supplies faster than they otherwise would have. The FEMA staff will not have to spend time re-packaging commodities before shipment, checking for expiration dates, or fumbling with insecure loads, because this team worked efficiently to get these things done.”

Another team reported assisting in the grant writing process, *“Gulf 2 updated and submitted 539 grants for the Texas Consolidated Resource Center (CRC) consisting of a total of 2058 hours, which assisted with supporting the recovery process for declared disasters across the United States.”*

Built and Natural Capital

The built and natural capital subcategory includes removing brush and undergrowth to prevent fires and prescribed burns to prevent fires (Table 25). Two-hundred ninety-four programs reported outputs that fell under the Built and Natural Capital subcategory.

Table 25: Outputs under Built and Natural Capital

Outputs	Number of Outputs	Percent
Acres of brush or undergrowth removed to prevent fires	231	78.57
Acres of land burned in prescribed burns to prevent fires	63	21.43

One team reported, *“The focus of the twelve workday project was to remove the invasive species burdock and beggar’s lice as well as to create brush piles from timber downed by Winter Storm Atlas in October 2013 to help mitigate wildfire danger on the property.”*

Another team reported, *“Under the supervision and guidance of the BYLT, Gold One was able to remove 13,202 pounds of invasive species from the land covering 2.5 acres in total. 4 acres of brush were removed and 0.25 of that was burned for fire prevention.”*

FEMA-Related Organizational Infrastructure

Two-hundred thirty-two projects reported outputs that fell under the FEMA-Related Organizational Infrastructure subcategory, as summarized in Table 26.

Table 26: Outputs under FEMA-Related Organizational Infrastructure

Outputs	Number of Outputs	Percent
Number of new or improve technologies, processes, or programs designed or implemented	172	74.14
Shelters assessed or surveyed	47	20.26
Warehouse/Distribution centers managed	13	5.6

One NCCC team described the management of a FEMA warehouse:

“Five of the team members were assigned to the warehouse, where all of the donations would be sent. Corps members helped to unload the trucks as they came in to the loading dock, palletizing as necessary and ensuring that the materials could safely be transported via forklift around the large storage area. They were also responsible for setting up a system for sorting donations into different groups, so that when certain supplies were needed they would be easier to access.”

Another team described their work managing water distribution, *“The team also pioneered the effort to move the water distribution center into the remaining recovery site and team members were the ones to create and implement the system they continue to use.”*

Other Outputs that Contribute to Disaster Preparedness, Prevention, and Mitigation

In addition to these most common subcategories listed above, NCCC projects reported these other outputs related to the Disaster Preparedness, Prevention, and Mitigation output category (Table 27). This work varied from improving technologies or programs to conducting outreach and installing smoke detectors.

Table 27: Outputs under Other

Outputs	Number of Outputs	Percent
Number of kits assembled	147	22.17
Number of homes protected from disaster damage	66	9.95
Outreach conducted	55	8.3
Homes or other buildings protected from damage in a disaster	52	7.84
Acres of land in which fire was suppressed or contained	49	7.39
Sandbags filled or installed	41	6.18
Number of public spaces or facilities protected from disaster damage	11	1.66
Smoke detectors installed	9	1.36
Individuals sheltered	1	0.15

One team described assisting in fire suppression activities: *“Fire 4 had the privilege to engage in direct fire suppression activities during this project. The team was dispatched on the Peewink Fire near Sugarloaf Mountain late in the round. Fire 4 participated in both the Initial Attack and mop-up of the fire.”*

Teams also helped install smoke detectors and carbon monoxide detectors; *“Fire Seven also installed smoke and carbon monoxide detectors along with high efficiency light bulbs.”*

In Arizona, a team helped protect communities from torrential rains: *“In the two days the team worked on sandbagging, they bagged and palletized 1,720 sandbags to be placed in Sedona.”*

Research Question 11: What are NCCC’s service project contributions to support recovery and response in communities that experienced disaster?

We examined the types of outputs in the Disaster Response (Table 28) and Disaster Recovery output categories (Table 29).

Table 28: Disaster Response Outputs

Outputs	Number of Outputs	Percent
Disaster Service Facilities supported	371	23.35
Mucked and/or Gutted	327	20.58
Pounds of debris or trash removed	232	14.6
Volunteer facilities supported in disaster areas	198	12.46
Registration or helpline calls answered	152	9.57
Partnerships and coalitions supported	119	7.49
Structures demolished in disaster areas	65	4.09
Shelters assessed or surveyed	41	2.58
Critical needs reported	40	2.52
Non-critical needs referrals	29	1.83
Trees needing removal documented	15	0.94

Table 29: Disaster Recovery Outputs

Outputs	Number of Outputs	Percent
Resource guides or reports developed or drafted	454	11.07
Number of warehouses supported	298	7.27
Public meetings or forums prepared or presented	297	7.24
Damage or needs assessments completed	274	6.68
Number of maps created or updated	270	6.58
Number of persons in disaster areas registered for assistance	268	6.53
Pounds of Items Sorted, Inventoried, or Repackaged	267	6.51
Number of referrals to voluntary agencies	247	6.02
Number of locations geotagged	191	4.66
Pounds of supplies collected, received or distributed	187	4.56
General administrative duties performed	152	3.71
Case status updates conducted	133	3.24
Number of site visits conducted	129	3.15
Outreach conducted	106	2.58
Functional needs identified	90	2.19
Pounds of donations sorted	90	2.19
Resources identified	83	2.02
Registration or helpline calls answered	81	1.98
Number of support facilities setup or broken down	76	1.85
Number of damage or needs assessments submitted	61	1.49
Public facilities needing repairs documented	58	1.41
Rental resources identified	58	1.41
Acres of land overhauled or restored after a fire	44	1.07
Individuals registered at shelter/NEMIS	39	0.95
Partnerships and coalitions supported	31	0.76
Rental resources referrals identified	22	0.54
FEMA FSAs/ISBs and THUFSA's supported	19	0.46
Sandbags removed after flood waters receded	18	0.44
Individuals receiving supplies from warehouses	16	0.39
Special needs individuals identified or referred for services	16	0.39
Individuals assisted on the 211 call system	11	0.27
Non-critical needs referrals	4	0.1
Occupants moved out of THUs (Temporary Housing Units)	4	0.1
Sidewalks needing repairs documented	4	0.1
Evacuees registered in databases	3	0.07

Based on the thematic analysis of the projects’ narrative, we identified subcategories of outputs for Disaster Response and Disaster Recovery. These subcategories of outputs are organizational infrastructure for FEMA and other organizations (e.g., supporting warehouses and registering survivors for assistance); organizing supplies, donations, and data (e.g., receiving and inventorying supplies); enhancing organizational effectiveness (e.g., conducting public forums); providing assistance to individuals affected by disaster (e.g., referring survivors to voluntary agencies); enhancing disaster-affected homes’ livability (e.g., mucking and gutting); enhancing communities’ built and natural capital (e.g., removing trash and debris and submitting damage/needs assessments’ documenting repairs needed at public facilities); mitigating disasters on public lands that were previously affected by disasters (e.g., overhauling and restoring land after a fire); and providing other forms of assistance to those affected by disasters. Table 30 lists the number of outputs in each subcategory for both Disaster Recovery and Disaster Response, after which we describe the five most frequently occurring sub-categories.

Table 30: Disaster Response and Recovery Outputs by Sub-Category

Subcategory	Number of Disaster Recovery Outputs	Number of Disaster Response Outputs
Organizational infrastructure	1,282	236
FEMA-related organizational infrastructure	1,046	41
Organizing supplies, donations, and/or data	544	0
Organizational effectiveness	457	688
Disaster home livability	0	624
Disaster assistance to individuals	414	0
Built and natural capital	152	0
Disaster mitigation on publication lands	61	0
Affordable housing	58	0
Assisting individuals in crisis	50	0
Basic needs	16	0
Assisting special populations	16	0
Return to home and work	4	0

Organizational Infrastructure

NCCC projects provided organizational infrastructure support to other disaster-focused projects and organizations. For Disaster Recovery projects, this support included activities such as developing resource guides and reports (454), completing damage and needs assessments (274), performing general administrative duties (152), and conducting case study updates (133). For Disaster Response projects, this support included answering registration and helpline calls (152), reporting critical needs (40), providing non-critical needs referrals (29), and documenting trees needing removal (15).

One team worked with the American Red Cross in North Carolina and reported:

“Bayou 5 was able to start working on the assigned projects. The entire team was trained by the Disaster Program Manager of the Triangle Area Chapter in how to conduct a

shelter survey as well as how to properly fill out the shelter survey form. The team was able to conduct 10 shelter surveys throughout the project. Several Corps Members were also trained and able to update the Region's shelter information in the National Shelter System."

FEMA-Related Organizational Infrastructure

Many service projects that worked on Disaster Recovery and Response activities supported FEMA by enhancing physical infrastructure and data related to the needs of current and potential disaster survivors. Under Disaster Recovery, these activities included, for example, supporting warehouses (298), creating and updating maps (270), and registering disaster survivors for assistance (268). Under Disaster Response, these activities included assessing and surveying shelters (41).

One of the ways that NCCC projects provided organizational infrastructure support to FEMA was by registering those in need of assistance and otherwise recording data and information. For example, one NCCC team wrote:

"Azul Five assisted the city of Tallahassee, Florida and Leon County by providing registration assistance, case inquiries, and case updates for disaster assistance. The team interacted with community leaders and disaster survivors as a part of FEMA's mission to assess and canvass impacted areas. Members were able to register survivors and provide information and updates to local officials on the registration process. The service provided by Azul Five will help the citizens of Leon County to recover and from this disaster."

Another team reported:

"Alpine Three worked at the Joint Field Office (JFO) in Bloomington, Minnesota to meet the mission of Public Assistance recovery for DR-4182 (Minnesota Flooding). The team's main focuses was preparing Project Worksheets, documenting eligible costs, conducting site visits, making Geographic Information Systems (GIS) maps. Alpine Three's tasks and goals contributed to getting the state of Minnesota and the effected counties to pre-disaster conditions."

In addition to organizing and recording data, NCCC Members also helped FEMA with physical infrastructure tasks. For example, one team reported: *"The team also helped to increase communication across the region by working with Health and Human Services to install a High Frequency 100-watt antenna onto the building. This antenna provides a clear channel between regional operations on the continent and the US Virgin Islands."*

Organizing Supplies, Donations, or Data

Many of the teams that worked on Disaster Recovery service projects helped organize supplies, donations, and data for disaster recovery activities. These activities included sorting, repackaging, and inventorying items (267); collecting, receiving, and distributing supplies (187); and sorting donations (90).

One example of the work performed under this subcategory was reported by an NCCC team: *“Key 2 provided vital support to keep the Red Cross operation running smoothly. Several Members were involved in logistics, receiving, inventorying, distributing, and reordering supplies for the shelter, which kept the residents clothed, fed, and comfortable.”*

Another project reported, *“FEMA Gold Two supported the Voluntary Agency Liaison (VAL) team over a six-week period. The team was assigned to 3 sections within the VAL department. Three Members supported the Oklahoma Multi-Agency Warehouse (MAW). The team sorted, inventoried and moved over 100,000 pounds of clothes, food and supplies to send out to survivors.”*

Organizational Effectiveness

NCCC teams worked on service projects that helped increase organizational efficiency and effectiveness. Activities under Disaster Recovery related to organizational effectiveness include preparing and presenting public meetings or forums (297), conducting site visits (129), and supporting partnerships and coalitions (31). Activities under Disaster Response outputs include supporting disaster service facilities (371), supporting volunteer facilities in disaster areas (198), and supporting partnerships and coalitions (119).

One project highlighted their work in this area, writing, *“Earth 4 has improved their social media sites as well as updated them regularly throughout the round...The team was able to help Rebuild Joplin get caught up on all volunteers who have signed up online in the past before the NCCC team arrived and entered all information into the team’s new system as well as contacted them to follow up on their volunteer dates”*

Disaster Home Livability

NCCC Members mucked and gutted homes (327), removed trash and debris (232), and demolished structures in disaster areas (65) to make homes affected by disasters more livable.

For example, one project team wrote, *“The team suited up to do a proper muck and gut of the damaged rooms inside, demolishing the mold filled ceilings and removing damaged insulation—all of which has been sitting for 3+ years. After the rooms were treated for mold, the team was able to begin installing insulation and drywall.”*

Another team reported, *“Additionally, spraying homes/structures for mold suppression ensured a safer and healthier environment for homeowners who were living in their damaged homes.”*

Disaster Assistance to Individuals

NCCC Members provided direct assistance to disaster survivors by providing referrals to voluntary agencies (247), conducting outreach (106), and submitting damage or needs assessments (61).

One team described the benefits that disaster survivors received:

“As soon as Summit 5 arrived in Austin, the team hit the ground running to assist disaster survivors. Covering four different Disaster Service Facilities in four different communities, the team scattered Hays County. After a few weeks of going to door-to-door

and staffing fixed registration sites, the team had assisted 3,179 survivors by disseminating disaster information. The team also provided 9 case updates and 57 referrals to community partners. Once the DSA mission was completed, the team worked with Voluntary Agency Liaison partners to muck and gut four homes that had been damaged by the disaster.”

Another project described its work:

“Eagle 1 spent majority of their time completing Disaster Survivor Assistance (DSA) field work throughout Richland County. Our field work consists of identifying high impacted areas and going door to door to interact with the residents. We act as a resource by answering any questions about the FEMA assistance process, deliver information to other resources, provide community referrals as well as assist survivors file new registrations, perform case updates & inquiries. Lastly our team provides a therapeutic medium for survivors to share their story by actively listening to stories with compassion and empathy.”

In the following example, NCCC Members providing direct assistance to disaster survivors, including those with intellectual disabilities:

“By supporting the DSA mission of community outreach, the team was able to reach survivors who might not be able to get to DRCs during a disaster, have mobility concerns due to age or disability, or individuals who could not understand the assistance being offered by FEMA through the telephone or internet, and an at-home visit was necessary to better explain the process. For example, the team had a survivor who was living in her damaged dwelling and sleeping on a flood contaminated mattress. She had a mental health disability that made it difficult for her to leave her home to go to the MRIC at the high school to talk to someone there. By visiting her home several times on different days, the team was able to aid the survivor by providing disaster specific information and help her understand the available resources and assistance for her. The survivor was able to receive a mattress through whole community referrals and will be able to have a sufficient mattress to sleep on.”

Other Disaster Response and Recovery Outputs

NCCC teams helped contribute to a variety of other Disaster Response and Recovery outputs. In some cases, NCCC Members helped improve built and natural capital in communities affected by disasters. For example, this team, working as a part of flood relief efforts in South Dakota, wrote the following: *“When Maple 2 moved to Rapid City, South Dakota, they served five counties within the Black Hills. The team helped at 27 different homes. The team was able to remove 73,750 pounds of brush, tree limbs, and logs from homeowners’ yards. The team weed-wacked 25 square feet in addition to having moved and stacked 1.75 fire cords.”*

In another example, an NCCC team was able to help survivors of a disaster find information regarding rental units: *“Over the course of this interview, Members provided survivors with rental resources and Members ensured that survivors had a place to stay. Not only does this help survivors to find a place to stay in their area, but also, it re-assures survivors of the Federal Emergency Management Agency’s mission and presents a very positive front.”*

Research Question 12: What are NCCC’s service project contributions in building community and organization capacity?

The thematic analysis of the community impact narratives revealed NCCC teams’ contributions in building community and organizational capacity. Organizational capacity building refers to “internal or external strategies that use resources or technical assistance to strengthen an organization’s capabilities to increase organizational effectiveness” (CNCS, 2017, *Organizational Capacity Assessment Tool*). Community building refers to practices directed toward the creation or enhancement of community among individuals within a regional area or with a common interest. Table 31 lists the 10 subcategories most closely tied to building community and organizational capacity.

Table 31: Subcategories for Building Community and Organization Capacity

Subcategory	Number of Outputs
Built and Natural Capital	1,461
Human capital and learning	993
Supporting community gardens and farms	614
Supporting community special events	434
Organizing donations, supplies, or data	337
Organizational effectiveness	222
Tax refunds	135
Organizational infrastructure	110
Assisting special populations	47
Volunteer engagement and effectiveness	31

Built and Natural Capital

We counted the highest number of outputs under the subcategory of built and natural capital. The most frequent activities in this subcategory, as listed in Table 32, consisted of removing debris or trash. NCCC teams also contributed to community and organizational capacity by supporting museums or historical sites, the second most frequent activity.

Table 32: Community Built and Natural Capital Outputs

Outputs	Number of Outputs	Percent
Pounds of debris of trash removed	1039	71.12
Museums or historical buildings renovated or supported	129	8.83
Neighborhood clean up activities organized or conducted	105	7.19
Archeological sites supported	53	3.63
Museums or historical buildings supported	47	3.22
Museums or historical buildings renovated or restored	46	3.15
Historical cemeteries restored or maintained	42	2.87

Project narratives frequently described how NCCC Members helped to remove trash and debris in the communities in which they worked. A team working at an organization focused on the elderly reported, *“1/3 of an acre of land was cleared of unwanted brush or vegetation by removing 190 pounds of exotic vegetation, 500 pounds of underbrush, and 1300 pounds of debris of trash,”* and another team reported, *“At Fortune School, Silver 5 led 81 volunteers in picking up 30 pounds of garbage and unwanted debris from the front parking lot, cleaned 99 windows, set up two speed limit signs, assembled 500 recruitment packets, decorated 50 posters, and installed two curtains.”*

In addition to removing trash and recyclables, some teams worked to remove natural debris to improve yards or maintain trails: *“At the Castana Creek Crossing, part of a 4 day community build, Members supervised 80 volunteers in removing 205 pounds of invasive species (.5 acres), restored 50 feet of stream bed, removed 550 pounds of debris, planted 255 native plants, and completed a total of 1 acre of landscaping.”*

Other projects focused on supporting museums and historical buildings – sites that often lack the funding and capacity to undertake the work needed done to preserve artifacts, maintain building upkeep, and provide excellent visitor experiences. One project in Iowa wrote:

“The NCCC group also helped move a warehouse of historical artifacts to a more secure location to help preserve the items. Along with moving the artifacts, they built shelves and helped develop a more efficient way to store them. The team also spent most of their days working on the Logsdon (which is a paddleboat that belongs to the museum). They scraped old paint, primed and re-painted the boat during their entire project.”

In providing these services for community organizations, NCCC Members provided a service that organizations themselves were not always able to do.

Human Capital and Learning

NCCC teams contributed to community and organizational capacity by supporting human capital and learning. Most outputs involved supporting K-12 students through tutoring and summer and out-of-school programming (Table 33).

Table 33: Human Capital and Learning Outputs

Outputs	Number of Outputs	Percent
K-12 students supported in an out of school program	412	41.49
K-12 students tutored	217	21.85
Summer programs for youth planned or conducted	183	18.43
Hours spent in tutoring K-12 students	72	7.25
Youth participating in summer program	40	4.03
People participating in community safety awareness program	24	2.42
Students taught in English as a Second Language programs	18	1.81
Hours spent supporting English as a Second Language programs	15	1.51
Adults tutored	12	1.21

One team described how Members hosted a camp for students to enhance science, technology, engineering, math education and other summer learning opportunities for students in Flint, Michigan:

“First the team hosted a two-week STEAM Camp for over 100 kindergarten through seventh grade students. This camp, paired with community education and other summer programming, helped reduce summer learning loss and kept children off the streets. In addition to teaching the students, AmeriCorps service members were able to give love, compassion, attention, and help to children who may not get those things anywhere else. The children were shown that someone cares about them and their wellbeing.”

In addition to direct education work with children, the project also focused on cleaning up graffiti at the school and repairing playground equipment to enhance the overall learning environment for children in this area.

Another project worked with children of the Cheyenne River Sioux Tribe:

“Cedar 3 supported the programming efforts of the Sioux YMCA who serves 2,500 children across the Cheyenne River Sioux Tribe Reservation each year. Their mission is to develop and strengthen the children and families they serve so they can fulfill their greatest individual and collective spiritual, mental and physical goals. Sioux YMCA fulfills a need on the reservation because the Cheyenne River Sioux Tribe Reservation has the lowest child poverty rates in North America. There is a high need in the community for tutoring, mentoring, positive role modeling, and community engagement. Cedar 3 assisted the Sioux YMCA by helping to build their capacity through youth facilitation, curriculum development, program implementation, and building improvements. This service increased consistent and available programming and meals offered to the Dupree and surrounding Reservation community served by the Sioux YMCA. Cedar 3 met and worked with children and families on the reservation. This provided the team the opportunity to understand the meaning in the work the team was contributing to, and connect to the community served. Every project task, school program, evening program, and program with elders that the team supported helped the Sioux YMCA meet their mission and goals.”

Supporting Community Gardens and Farms

NCCC projects supported community and organizational capacity by developing and maintaining community gardens and farms. About 9 in 10 outputs involved starting or tending gardens; 1 in 10 harvested food.

The gardens and farms that NCCC Members worked on are used both for local food production and for education about gardening, healthy eating, and dietary diversity. One project narrative explained,

“Water 5 helped UKB build gardens on tribal land for the UKB's Child Development Center and Elder Community Center. Additionally, the team worked in the community building personal gardens at 6 UKB community member's homes. Team Members collaborated with several Elders to help relocate and expand the garden for the Elder Center. The team planted a variety of vegetables and herbs, and constructed a wire fence around the 25x30 foot garden bed. Additionally, the team initiated a completely new garden for the Child Development Center for the children to become engaged in gardening and to learn more about local food production. The Child Center staff and children served will enjoy three new raised garden beds that are ready for planting. Through all these efforts, UKB community members will have easier access to fresh produce and therefore many health and economic benefits.”

As this narrative notes, many of the projects worked to build gardening opportunities that offered educational benefits and cultivated an appreciation for gardening and food in Members of the community.

In other cases, NCCC Members' work at gardens and farms was more directly centered around food security for those in need. One such project described how NCCC Members provided essential services to a farm that supported a local food bank and provided food for members of the community:

“During their service with the Josephine County Food Bank, Gold 3 harvested 1778 pounds of produce and collected 5750 pounds of food from various donors in Grants Pass. These donations and produce were then distributed to members of the community who cannot afford their own food. The Josephine County Food Bank only has two employees who work the 6 acre farm and would not be able to produce the expected 40,000 pounds of fresh produce and do the rest of the work necessary to keep the farm going. The new greenhouse Gold 3 built will increase the farm's productivity. The fencing the team repaired will keep herbivores from eating what the farm grows. The restored barn will be a good space for coordinating volunteers, teaching local students about environmental stewardship and gardening, and hosting events for the donors to the food bank...Gold 3's work educating various groups that visited the farm increased the community's awareness of the farm, its activities, and the crisis their neighbors are facing. At the same time, the team educated these visitors in proper and environmentally friendly ways to grow their own food and become more self-sufficient.”

Supporting Community Special Events

Four hundred thirty-four NCCC projects helped support special events occurring in the communities in which they worked.

For many community-based organizations, special events are a key opportunity to raise awareness and funds for their organization. By supporting these events, NCCC Members strengthen organizations' ability to fund their work and generate interest and excitement around the work of the organizations. One project explained:

“Earth 6 strengthened the community by assisting in putting on Wildwoods Lanterns festival that serves as the primary source of revenue for year. Wildwood provides the greater Little Rock community with access to nature, the arts, and diverse cultural events and the work of Earth 6 helped to grow the efforts that Wildwood puts forth in engaging the community through art and nature. The Lanterns festival itself provides the community with a look into Chinese, German, Mexican, and UK culture. Over the course of the 3 day festival approximately 4,100 attended. The first month at Wildwood earth 6 focused primarily on cleaning up the park and helping to change the perception that the park is overgrown and uncared for. The work that the team completed helped to sustain the park for the coming year, including making trails accessible again and making the park a safer place for people to visit and enjoy. By removing invasive species and debris throughout the park the team put Wildwood in a better position to grow the green space, artistic offerings and educational outreach to visitors of the park.”

In some cases, while Members helped ensure event success, these events also provided an opportunity for Members to grow closer to the communities in which they worked. A project in Joplin, Missouri explained, *“May 22nd commemorated the one-year anniversary of the tornado in Joplin and Joplin “celebrated” by holding a Day of Unity. Despite having arrived in Joplin a week prior, Earth 2 participated in the day. They started the Day at the Walmart where they passed out flags and bracelets. Afterwards, they participated in the town’s Unity Walk, which was approximately 3.5 miles long and passed by the areas that were hit the hardest by the tornado. The Unity Walk ended at Cunningham Park, where the team passed out programs for the memorial and subsequently watched the ceremony.”*

Organizing Donations, Supplies, or Data

NCCC projects also directly supported the work of community organizations by sorting, doing inventorying, organizing, and archiving donations, supplies, materials, and data. Most of this work involved food donations, but some projects also organized historical materials.

In many cases, NCCC Members helped receive, inventory, and distribute food for organizations such as food banks. One project narrative explained, *“Habitat for Humanity also partnered with the CARE Food Pantry and Earth 5 distributed 1500 lbs. of food to 30+ individuals.”*

Another project reported, *“Members also supported a food and water drive that received 7500 pounds of food and 288 gallons of water and distributed these goods to 250 local community members.”*

A project in Virginia reported:

“Delta 7 was able to participate in delivering 1,500+ pounds of food from Trader Joes on Saturdays to locations where people could come and pick up what they needed for their families each week. Along the same lines, Delta 7 helped prepare three mobile food

pantries which were located in specific areas and provided families with food. Working directly with people experiencing homelessness also included making and serving 349 meals over the course of the team’s time in Hampton. These types of services supported those with financial burdens, while also allowing those people to focus on other aspects of life instead of the where/when of their next meal.”

In a small number of cases, Members helped to sort, organize, and archive historical materials such as documents and artifacts to support local museums and historical societies and preserve local history. One team worked with a heritage society in Memphis, Tennessee: *“River Ten also helped organize an area in the Memphis Convention Center that held historical debris from a demolished theatre. While in this particular area, River Ten organized the historical debris to help MHL inventory the number of historical artifacts from the demolished theatre.”*

Other Outputs that Contribute to Community and Organizational Capacity

Other ways NCCC service projects support community and organizational capacity include, as shown in Table 34, expanding or improving existing programs (118), supporting libraries (104), conducting or evaluating community assessments (93), and completing tax returns (61).

Table 34: Outputs under Other

Outputs	Number of Outputs	Percent
Existing programs expanded or improved	118	21.65
Libraries supported	104	19.08
Community assessments conducted or evaluated	93	17.06
Tax returns completed	61	11.19
Dollars returned to communities through tax returns	58	10.64
People assisted with language barriers to receive public service	47	8.62
Community youth leaders recruited or trained	31	5.69
Computer labs installed or supported	17	3.12
Number of individuals assisted with tax preparation	16	2.94

Projects’ narrative descriptions of their impact on communities capture some of these outputs. For example, one project wrote of their work to support libraries in the community:

“At the second school the library was not being used because there were boxes of donated books that had been placed in the library and had not been sorted. The team sorted through all of the donated items and put them in their proper place according to the type and level of book. Besides these two larger projects, the team was also able to sort through books that had been donated to Recovery School District and pick up books from the Latter Public Library and deliver all these books to four different schools.”

Some teams received special training and served as volunteer tax preparers for community members – including immigrants, the elderly, and low-income populations. For example, one team worked to prepare taxes in Kansas City:

“The community of people the team assisted were generally lower to middle class individuals who could not afford to have their taxes prepared. The money that the clients would have spent toward tax preparation can now be put toward something more

meaningful to them and their families, like education expenses, or household bills. Providing a free service to lower income families allowed the team to have a tangible and impactful presence within the community that improved lives. The team provided free tax assistance to over 2,000 families. That's 2,000 people who would have otherwise had to spend a paycheck on tax services."

Another team in Kentucky reported:

"Through the Volunteer Income Tax Assistance program administered through the Brighton Center, River 6 was trained and made available to serve Northern Kentucky residents through tax preparation, from Basic level to Advanced including Health Savings Account taxes. As a resource, River 6 made a positive impact on more than 125 families and individuals, returning a total of \$375,000 and saving the Northern Kentucky area residents at least \$18,000 on paid tax preparation. This amount both returned and saved can make a real difference in the lives of Northern Kentucky's residents."

NCCC Members supported communities in numerous other ways. They assisted those with limited English-language abilities: *"Blue Four also participated in the construction of three homes and helped renovate 10 other homes. The team also helped clear one empty lot and provided help to 34 senior citizens, one disabled person, and 30 people with language barriers to receive assistance."*

And, they constructed and renovated spaces like computer labs: *"A total of 9 rooms were renovated, which included a STEM classroom, a computer lab, 2 libraries, an art room, a cafeteria/gymnasium, an office and a cafeteria kitchen. In total, the team organized, cleaned and painted approximately 6,450.5 square feet of the BUCC, in addition to painting 4 murals."*

High-level Findings of FEMA Projects

This section highlights the characteristics and accomplishments of FEMA Corps service projects. This section also summarizes the themes associated with strengthening communities and Member impact across FEMA Corps service projects.

In 2012, the FEMA and CNCS created FEMA Corp, a track of the AmeriCorps NCCC program. FEMA Corps is a national service program dedicated to help communities prepare for and respond to disasters.

Project Characteristics

AmeriCorps NCCC FEMA Corps teams completed 1,568 service projects through deployment of 12,573 FEMA Corps Members and Team Leaders to all 50 U.S. states and Washington, D.C., including 3 U.S. territories (Puerto Rico, the U.S. Virgin Islands, and Northern Mariana Islands). The Federal Government sponsored between 98% and 100% of the FEMA Corps projects each year from 2013 to 2019. Local and national nonprofits sponsored about 2% of FEMA Corps service projects.

All FEMA service projects recorded Natural and Other Disasters as their primary issue area¹⁴, but they also had accomplishments that fell under a secondary issue area. As previous noted, secondary issue areas include the five primary issue areas (Energy Conservation (EC), Environmental Stewardship and Conservation (ENV), Infrastructure Improvement (INF), Natural and Other Disasters (DIS), and Urban and Rural Development (URD)), and five additional categories: FEMA (FMA), Populations Assisted and Engaged (VAR), Education Support (EDU), Unmet Human Needs (HUM), and Public Safety (PS). More than one-third (40%, 625) of FEMA service projects have a secondary issue area. Of the 625 projects with a secondary issue area, 525 (84%) have one secondary issue area while 100 (16%) selected more than one, resulting in multiple combinations.

Table 35 shows the distribution across the secondary issue area categories. The FEMA category was the most frequent secondary issue area, selected by 1,503 (96%) of the projects, with 522 service projects (33%) selecting it as their only secondary issue area.¹⁵

¹⁴ The total number of projects that reported FEMA as their program type was 1,570 projects. There are two FEMA projects with primary issue area of Urban and Rural Development (URD). These are errors and excluded from this FEMA sites analysis.

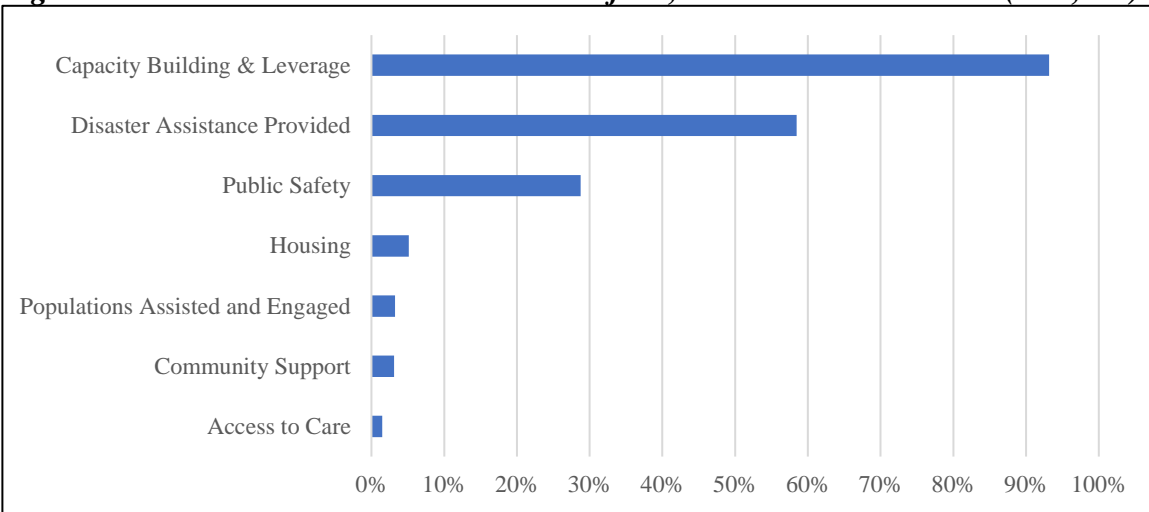
¹⁵ “FEMA” is not one of the options for a primary issue area.

Table 35: Number and Percent of FEMA Service Projects with Secondary Issue Areas, Fiscal Years 2012-2019 Projects (N=1,568)

Secondary Issue Area	Number of Projects	Percent
FEMA (FMA) only	522	33%
Populations Assisted and Engaged (VAR)	40	3%
FEMA (FMA), Populations Assisted and Engaged (VAR)	23	1%
Urban and Rural Development (URD)	14	1%
FEMA (FMA), Urban and Rural Development (URD)	9	1%
Populations Assisted and Engaged (VAR), Urban and Rural Development (URD)	5	0%
Energy Conservation (EC) only	3	0%
Environmental Stewardship and Conservation (ENV)	2	0%
FEMA (FMA), Energy Conservation (EC)	2	0%
Infrastructure Improvement (INF), Populations Assisted and Engaged (VAR)	1	0%
FEMA (FMA), Environmental Stewardship and Conservation (ENV)	1	0%
FEMA (FMA), Energy Conservation (EC), Urban and Rural Development (URD)	1	0%
FEMA (FMA), Environmental Stewardship and Conservation (ENV), Populations Assisted and Engaged (VAR)	1	0%
FEMA (FMA), Infrastructure Improvement (INF), Urban and Rural Development (URD)	1	0%

NCCC records 16 characteristics about their service projects. Characteristics are based on the service project’s outputs/accomplishments, and a service project may have more than one characteristic. Of the 1,568 completed FEMA service projects, 1,418 had one or more characteristics. As shown in Figure 36, the most frequent characteristics were capacity building and leverage (93%), disaster assistance provided (58%), and public safety (29%).

Figure 36: Characteristics FEMA Service Projects, Fiscal Years 2012-2019 (N=1,568)



Note: Percent will not add to 100% because service projects may have more than one characteristic.

Table 36 shows the Natural and Other Disaster (DIS) issue area where an output type had 100 or more counts. Among FEMA service projects, the Disaster Recovery category had the largest number of outputs. Within this category, the output type with the highest count was “Resource guides or reports developed or drafted” (443,16%). The second largest category in this issue area was Disaster Prevention, Preparedness, and Mitigation, and the output type with the largest count was “Number of informational documents or publications assembled or distributed” (311, 17%). Lastly, in the Disaster Response category, the output type “Disaster Service Facilities supported” accounted for 40% of the outputs.

Table 36: Top Output Types Reported by FEMA Projects under Natural and Other Disaster (DIS) Issue Area (100 or more counts)

Output Category	Output	Number of Outputs	Percent
Disaster Recovery	Resource guides or reports developed or drafted	443	16%
	Public meetings or forums prepared or presented	292	11%
	Number of maps created or updated	254	9%
	Pounds of Items Sorted, Inventoried, or Repackaged	240	9%
	Number of persons in disaster areas registered for assistance	239	9%
	Number of warehouses supported	220	8%
	Number of referrals to voluntary agencies	219	8%
	Number of locations geotagged	179	7%
	Pounds of supplies collected, received or distributed	138	5%
Disaster Prevention, Preparedness, and Mitigation	Number of informational documents or publications assembled or distributed	311	17%
	Number of training or instruction materials developed	251	14%
	Grant Applications or Project Worksheets Drafted, Reviewed, Updated, or Submitted	195	11%
	Disaster information disseminated	191	10%
	Number of new or improve technologies, processes, or programs designed or implemented	161	9%
	Disseminating disaster information	138	7%
	Disaster simulations or exercises supported	135	7%
	Number of trainings or workshops conducted or facilitated	128	7%
	Number of kits assembled	120	6%
Disaster Response	Disaster Service Facilities supported	247	40%
	Registration or helpline calls answered	121	19%
	Partnerships and coalitions supported	101	16%
Special Population	People assisted in disaster areas	320	100%

Figure 37 represents the FEMA issue area with output types that had 40 or more counts. The size of the slices is based on the outer layer, which is the total count for the output type. Under the FEMA issue area, the Disaster Recovery output category had the most variety of output types with more than 40 counts. Within this category, the largest output types were “General administrative duties performed” (152) and “Case status updates conducted” (133). The output category with the next largest count was Disaster Prevention, Preparedness and Mitigation. Three types of outputs had 40 or more counts in this category, but the largest output type was “Information provided to X individuals” with 211 counts.

Figure 37: Top Types Reported by FEMA Projects under FEMA (FMA) Issue Area (40 or more counts)



Community Needs Addressed

In this section, we describe FEMA teams’ accomplishments in addressing community needs across each issue area. In our analysis, we use the 10 output categories as the measure of community needs. All of the 1,568 FEMA service projects with outputs were classified in at least one of the 10 output categories. Table 37 shows the total number of outputs in each output category by issue area. The highest number of outputs are in the Disaster Recovery output category in the DIS issue area, which made up 38% of the total outputs of FEMA projects, followed by the Disaster Prevention, Preparedness, and Mitigation output category with 25%. The FMA issue area also accounted for a high number of outputs. Within this issue area, we see that the Disaster Recovery (670) and Disaster Prevention and Preparedness (403) output categories were most frequently reported, contributing 9% and 6% of the total outputs between 2013 and 2019, respectively.

Table 37: Number of FEMA Service Project Outputs by Output Category and Issue Area

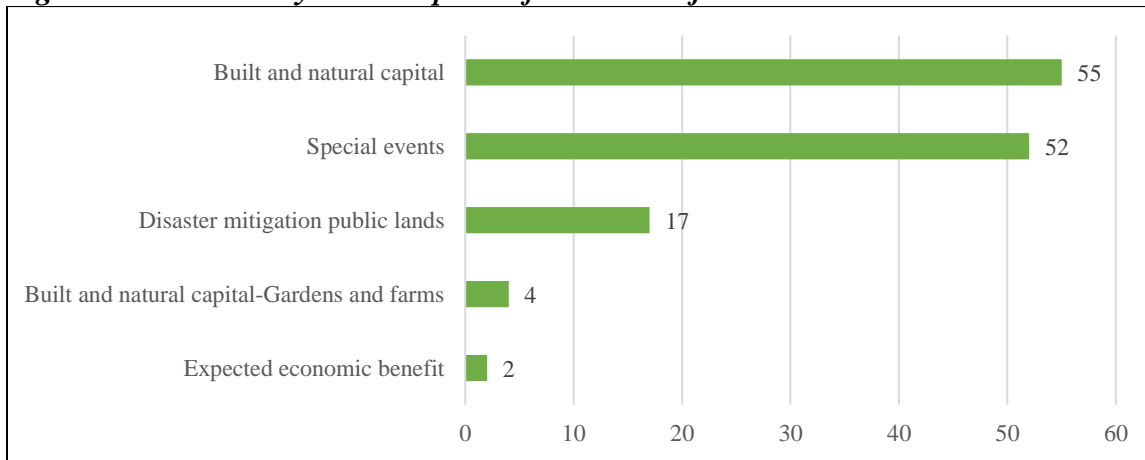
Output Category	DIS	FMA	VAR	URD	EC	ENV	INF	Total
Disaster Recovery	2,753	670	0	0	0	0	0	3,423
Disaster Prevention, Preparedness, and Mitigation	1,850	403	0	0	0	0	0	2,253
Disaster Response	621	84	0	0	0	0	0	705
Special population	320	0	73	0	0	0	0	393
Basic Needs	237	26	0	7	0	0	0	270
Housing	41	0	0	1	0	0	0	42
Community Well-being	0	0	0	31	0	0	1	32
Energy and Environmental Practices	0	0	0	0	6	2	0	8
Natural Resources	0	0	0	0	0	3	0	3
Public Space and Infrastructure	0	0	0	1	0	0	2	3
Total	5,822	1,183	105	50	6	5	3	7,319

Strengthening Communities and Impact on Members

Impact on Communities of NCCC Projects

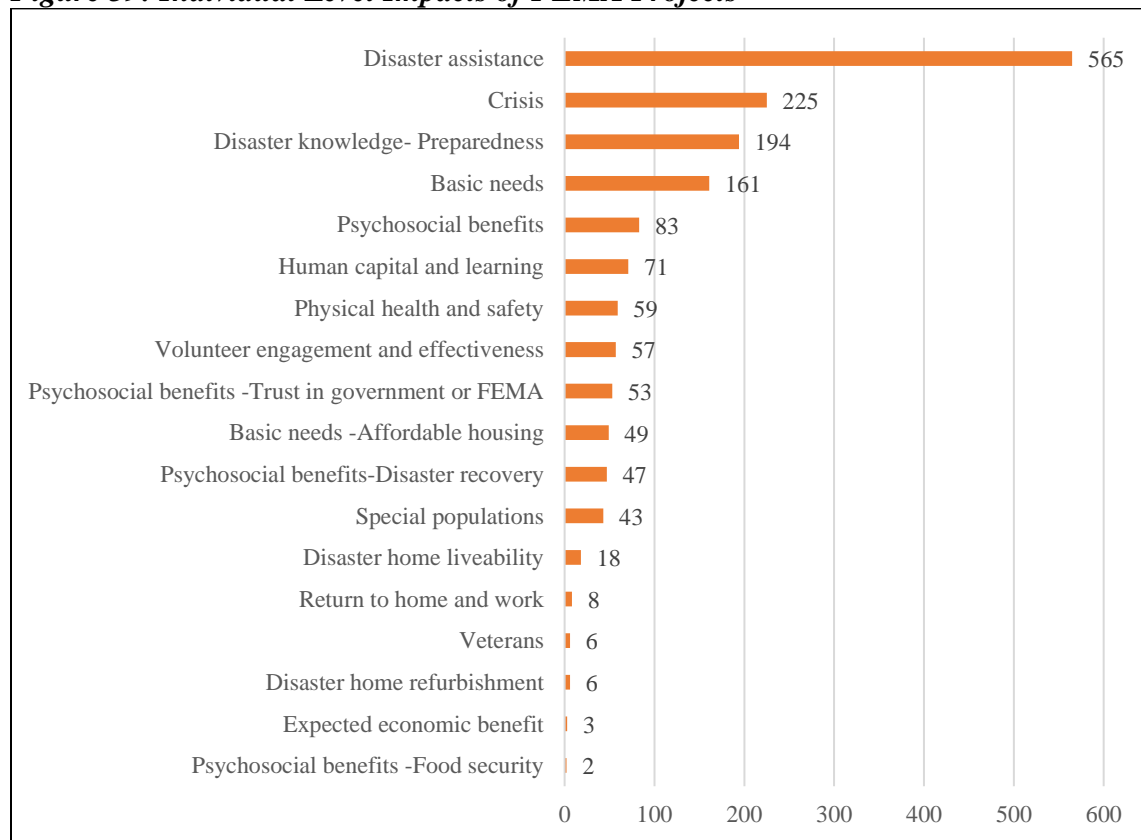
FEMA Corps teams also complete the NCCC Project Completion Reports (PCR) which include narratives about benefits to the communities that were served. Teams completed 1,506 FEMA Corps PCRs, which were thematically coded and analyzed. FEMA Corps teams strengthened communities at the community, individual, and organizational levels. At the community level, the most common theme was FEMA Corps teams' work in augmenting communities' built and natural capital (55). This was closely followed by providing support with special events in the community (52), as shown in Figure 38.

Figure 38: Community Level Impacts of FEMA Projects



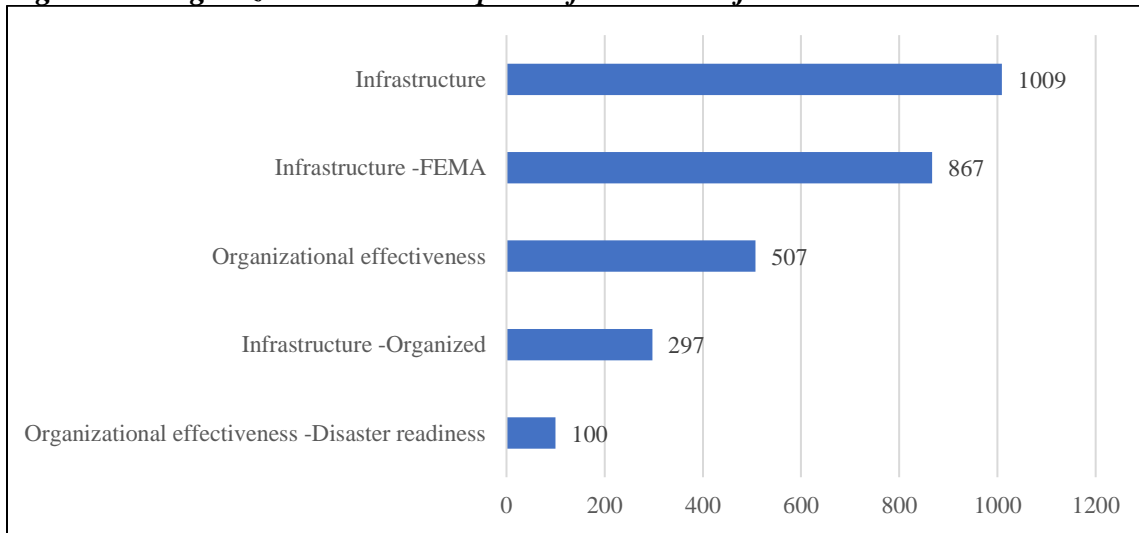
Of individual-level impacts, FEMA teams most frequently provided disaster assistance support (565). The other common impacts included support to people in crisis (225), helping individuals be better prepared for future disasters (194), and assisting individuals meet basic needs (161). Under psychosocial benefits, FEMA teams helped enhance trust in the government or FEMA (53); assisted individuals recover from disasters (47); and improved food security (2) as exhibited in Figure 39.

Figure 39: Individual Level Impacts of FEMA Projects



In addition to community-level and individual-level impacts, our analysis of FEMA projects found organizational-level impacts as shown in Figure 40. These impacts supported communities through organizational infrastructure improvements (1,009) and, more specifically, providing increased data and infrastructure for FEMA (867). Organizational infrastructure refers to both physical infrastructures, like buildings or office equipment, data, reports or materials, and policies or procedures. Another general theme observed was organizational effectiveness (507), which refers to enhancing the organization’s ability to expand its services, relieving organization staff of some of their work burden, or increasing the efficiency of the organization.

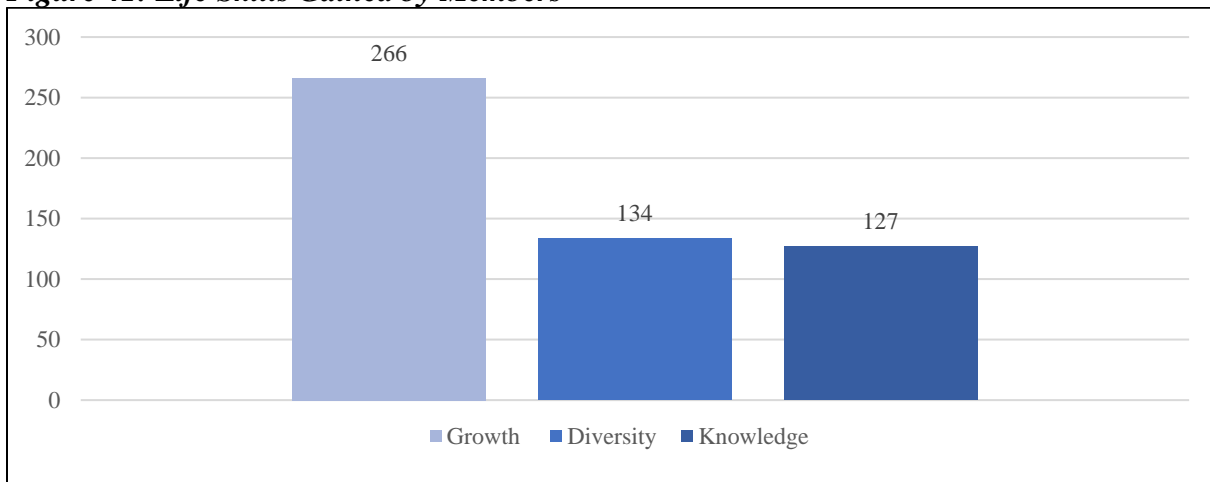
Figure 40: Organizational Level Impacts of FEMA Projects



Member Impacts

Project Completion Reports also included narratives about benefits to the FEMA team Members. We analyzed narratives from a total of 1,506 FEMA Corps Project Completion Reports to identify the themes of how the experience impacted FEMA Corps Members themselves. The main themes associated with impacts on FEMA Corps Members were life skills, professional skills, and increased civic engagement and orientation. The most common theme among life skills was personal growth (266) which included increased self-efficacy, confidence, and resilience. Increased awareness, knowledge, and skills in dealing with people different than themselves (134) were common themes that emerged from the narratives as well as Members' increased knowledge of strategies and skills to plan, prepare, execute, and assess endeavors (127).

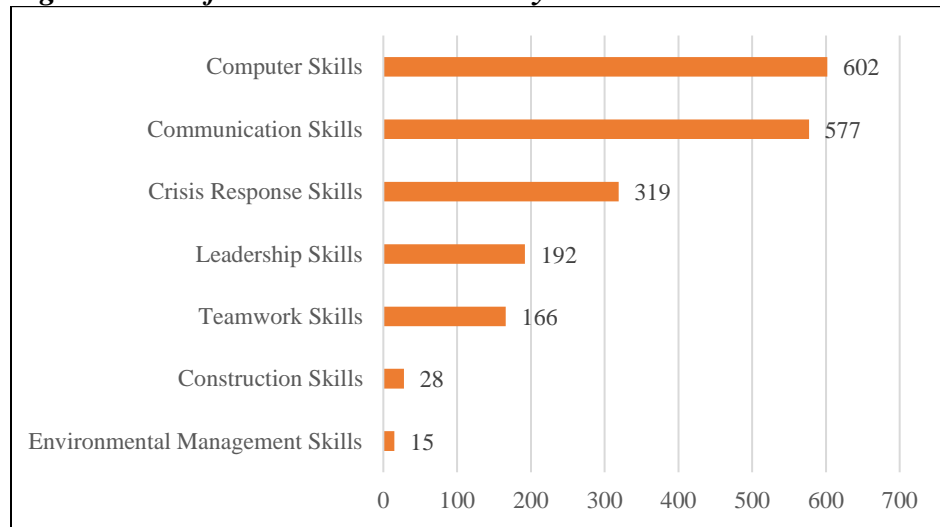
Figure 41: Life Skills Gained by Members



The FEMA Corps teams described one or more impacts on Corps Members' technical skills (2,608) and managerial skills (1,919) needed for success in the workplace as shown in Figure 42. Within technical skills gained, FEMA teams recorded computer skills (602), working with

people in crisis (319), construction skills (28), and environmental management skills (15). Within managerial skills, FEMA teams described oral and written communication skills (577), leadership skills (192), and teamwork skills (166).

Figure 42: Professional Skills Gained by Members



In addition to the professional skills shown in the figure, FEMA Corps teams described how national service helped inform them about career choices, affirming or changing their career interests (474). Lastly, 222 FEMA Corps teams described impacts on their knowledge, understanding and learning about strengthening communities and how relationships with community-based organizations and coalitions work, including increased civic knowledge and civic participation (e.g., knowledge of how to volunteer, how to collaborate with other Members of the community to solve community problems, how community-based organizations or coalitions operate).

High-Level Findings of NCCC Campuses

This section summarizes key findings for each of the NCCC Regions: Atlantic, North Central, Pacific, Southern, and Southwest. We summarize the projects’ characteristics and how service projects strengthened communities and impacted Members from 2012 through Spring 2019.

AmeriCorps NCCC has four active regions, which are North Central, Pacific, Southern, and Southwest. In 2017, AmeriCorps NCCC closed its Atlantic Campus. As mentioned in previous sections, the database contains information on 5,004 NCCC service projects completed from 2012 to Spring of 2019 from the four regional campuses. Of this total, 120 service projects were randomly selected from the Atlantic Campus.

AmeriCorps NCCC’s five issue areas are Energy Conservation (EC), Environmental Stewardship and Conservation (ENV), Infrastructure Improvement (INF), Natural and Other Disasters (DIS), and Urban and Rural Development (URD). As shown in Figure 1, the top three issue areas are Natural and Other Disasters (DIS), Urban and Rural Development (URD), and Environmental Stewardship and Conservation (ENV). About half of the service projects are within the issue area of Natural and Other Disasters (DIS) while the second most frequent issue

area is Urban and Rural Development. Another common issue area is Environmental Stewardship and Conservation (ENV).

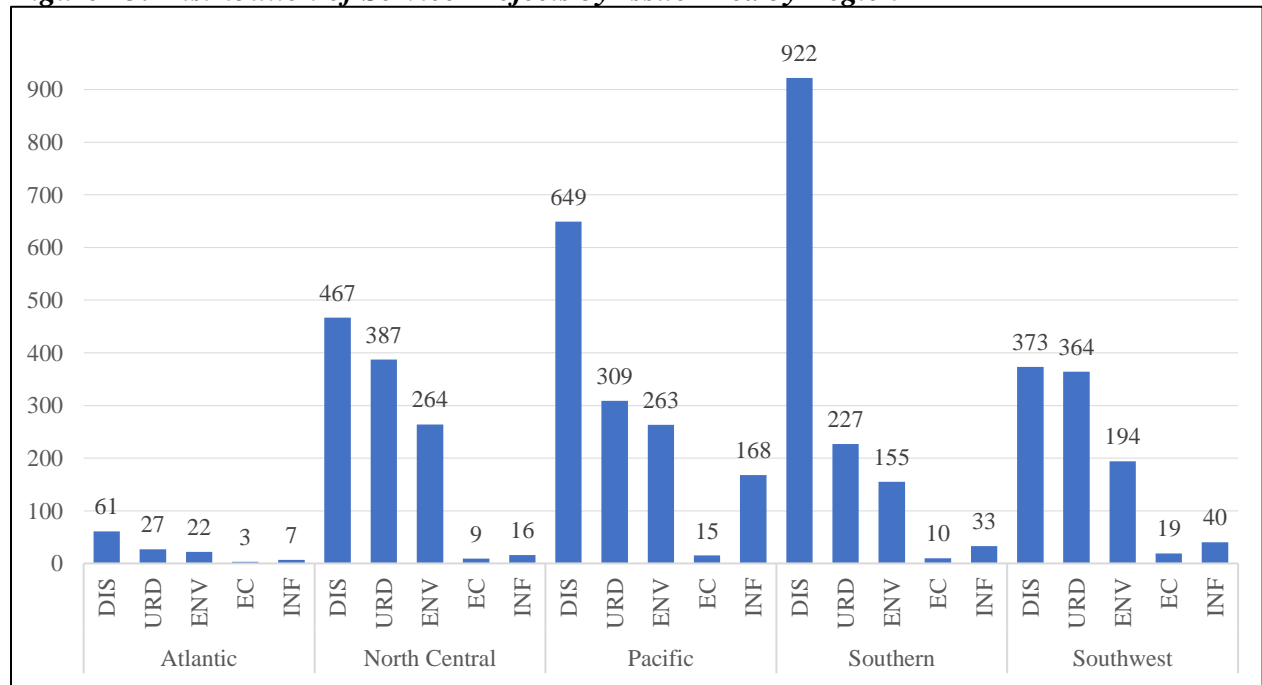
A service project’s outputs (accomplishments) determine the project characteristics. Moreover, a service project may have more than one characteristic. Of the 5,004 service projects, 4,796 of reported one or more characteristics. The following section examines the characteristics of the service projects in each region.

Project Characteristics

Issue Areas and Project Characteristics by Region

Figure 43 below shows the distribution of service projects by issue areas by region. Natural and Other Disasters (DIS) was the most frequent issue area for NCCC service projects, followed by Urban and Rural Development (URD). However, most of the service projects in the DIS issue area were completed in the Southern and Pacific regions. The Southwest region had almost the same number of completed projects in DIS and the URD issue areas. Most service projects in the ENV issue area were completed in the North Central and Pacific regions, while most service projects in the URD issue area were completed in the North Central, Pacific, and Southwest regions.

Figure 43: Distribution of Service Projects by Issue Area by Region



The top three issue areas for the Atlantic campus are Natural and Other Disasters (DIS) with 61 projects, Urban Rural and Development (URD) with 27 projects, and Environmental Stewardship and Conservation (ENV) with 22 projects. Additionally, of the 120 service projects in the Atlantic campus, 41% have the project characteristic of community support. About 36% of the service projects have the two project characteristics of capacity building and leverage and populations assisted and engaged.

The North Central region recorded 1,143 completed service projects. For this region, Natural and Other Disasters (DIS) is the most frequently occurring issue area (467), Urban Rural and Development (URD) is the second most common issue area (387), and Environmental Stewardship and Conservation (ENV) is third (264). The most frequent project characteristics at the North Central region were community support (40%), at-risk ecosystems (33%), and infrastructure improvement (32%).

The Pacific region completed 1,404 service projects. Of these service projects, 649 were in the issue area of Natural and Other Disasters (DIS). Thus, DIS is the most common issue area in the region. Following at 309 projects is Urban and Development (URD), and Environmental Stewardship and Conservation (ENV) is next with 263 projects. Almost half of the service projects in the Pacific region have a project characteristic of at-risk ecosystems (45%). Two other common project characteristics found were community support (43%) and infrastructure improvement (41%).

There were 1,347 completed service projects in the Southern region. More than two-thirds, 68%, of the Southern region's service projects identified their primary issue area as Natural and Other Disasters (DIS) (922). Furthermore, capacity building and leverage compose almost half of the project characteristics in the Southern region's service projects; 44% of projects focused on providing disaster assistance, while 31% focused on housing.

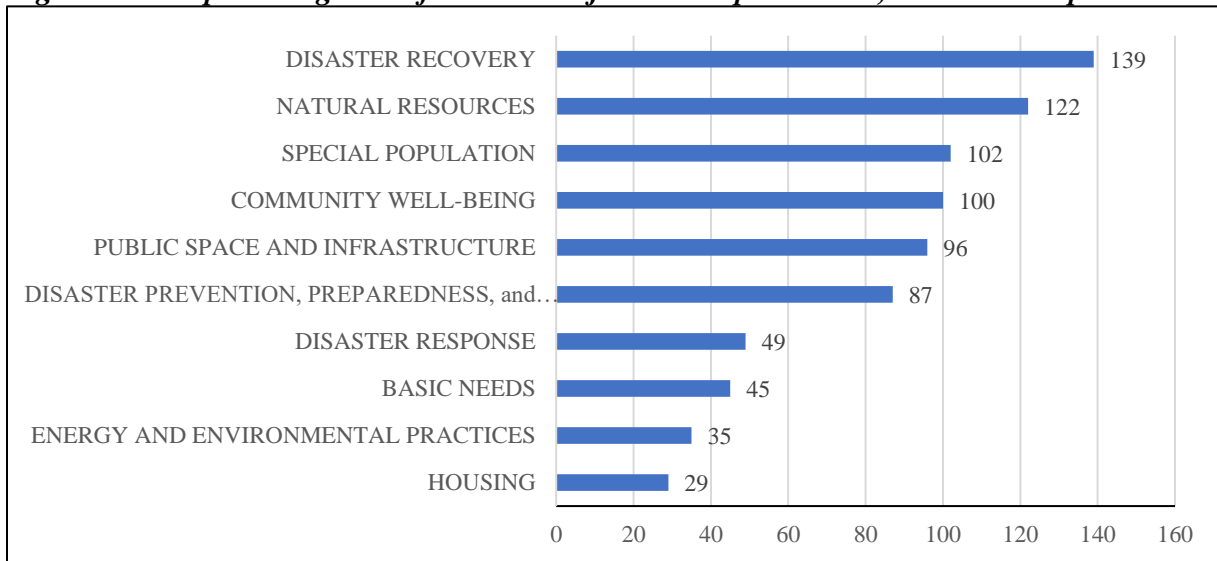
The top three issue areas for the Southwest campus are Natural and Other Disasters (DIS), Urban and Rural Development (URD), and Environmental Stewardship and Conservation (ENV). Although Natural and other Disasters (DIS) was the most frequent issue area (373 of the 990 service projects), Urban and Rural Development (URD) also had a high number of projects (364). More than half of the Southwest's projects were characterized as community support (51%). We also found that 42% of this region's service projects improved infrastructure, and 39% worked on at-risk ecosystems.

Community Needs Addressed

We identified the output categories of 4,769 service projects by grouping together outputs (accomplishments). The analysis for the output categories was guided by the primary intended outcome found in the AmeriCorps NCCC Team Project Output document. We grouped these primary intended outcomes into 10 overarching output categories: Basic Needs; Community Well-being; Disaster Prevention, Preparedness and Mitigation; Disaster Recovery; Disaster Response; Energy and Environmental Practices; Housing; Natural Resources; Public Space and Infrastructure; and Special Populations. We use these categories as the measure of community needs.

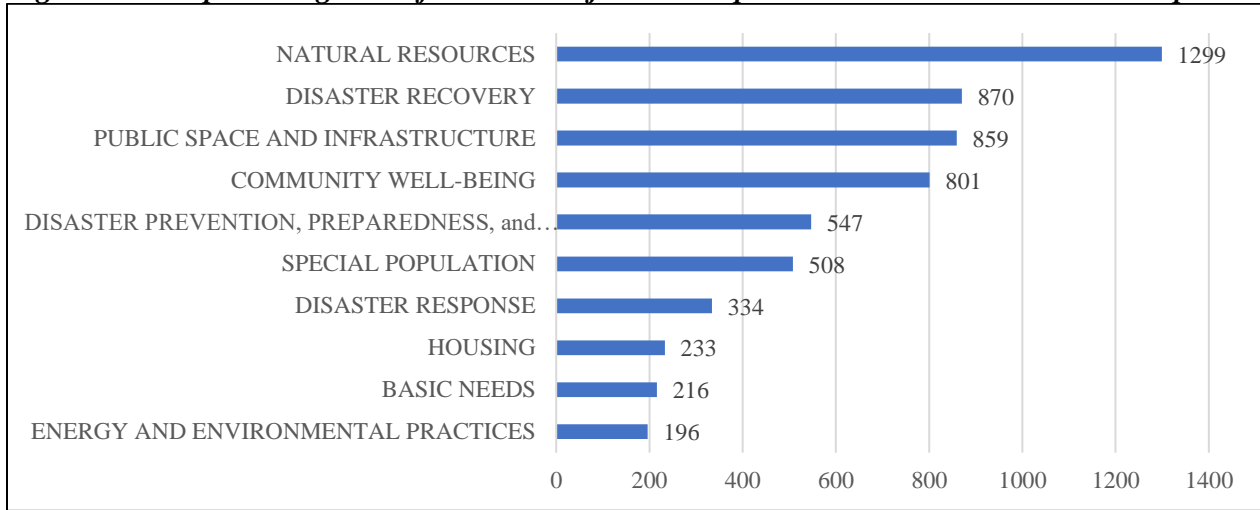
The Atlantic region reported a total of 824 outputs over a six-year period. Figure 44 shows the output categories of service projects at the Atlantic regional campus are Disaster Recovery (139) and Natural Resources (122) followed by Special Population (102). Service projects associated with Natural Resources cleared acres of unwanted brush or exotic vegetation, tend to trees or shrubs, or restore miles of existing hiking trails. Service projects in the output category Disaster Recovery prepared or presented public meetings or forums, drafted resource guides and developed reports, and registered people in disaster areas for assistance.

Figure 44: Output Categories of Service Project Accomplishments, Atlantic Campus



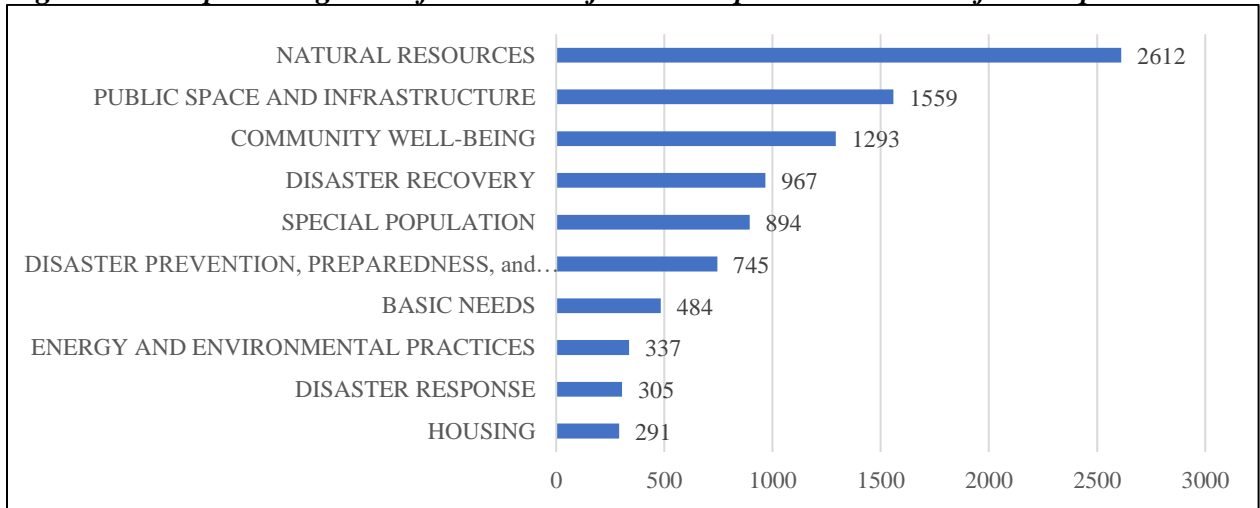
The North Central region reported a total of 6,016 outputs over an eight-year span. Figure 45 shows the distribution of the output categories of service project accomplishments in the North Central region. The largest output category was Natural Resources (1,299), which included outputs such as acres of land cleared of unwanted brush or exotic vegetation or new trees planted. Disaster Recovery is the second largest output group (870), and it included developing or drafting resource guides or reports, referring people to voluntary agencies, registering people in disaster areas for assistance, and sorting pounds of items.

Figure 45: Output Categories of Service Project Accomplishments at North Central Campus



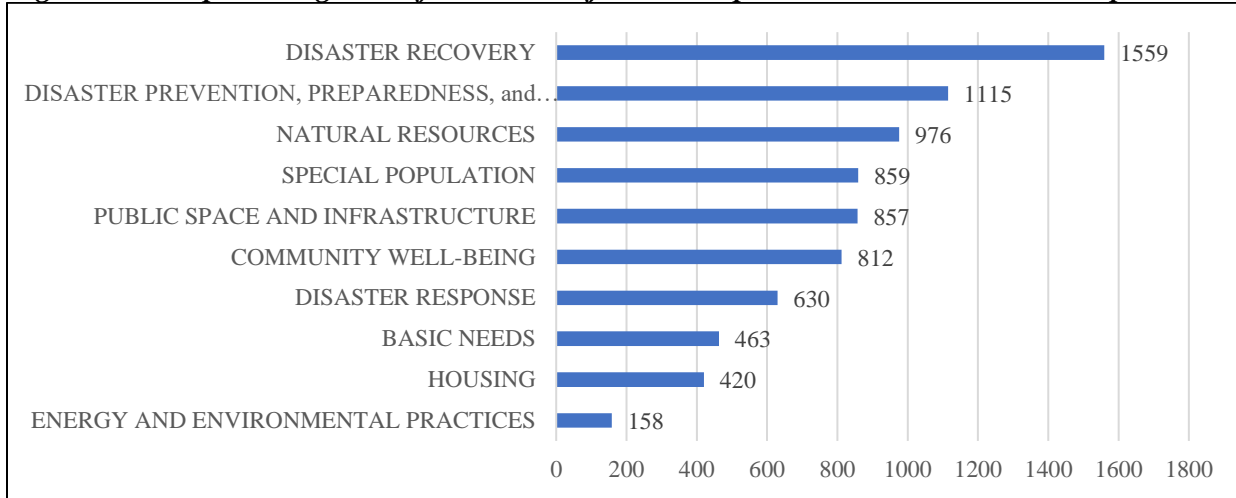
Over an eight-year span, the Pacific campus reported a total of 9,624 outputs across the ten issue areas. Figure 46 shows the output categories of service project accomplishments in the Pacific region. Most of the service projects fell under the Natural Resources (2,612) category, where outputs included removing pounds of exotic vegetation, clearing acres of land of unwanted brush, restoring miles of hiking trails, tending to shrubs and trees, and planting native plants. The output category Public Space and Infrastructure (1,559) involved outputs such as feet of fencing built or repaired, or informative signs built, painted or installed.

Figure 46: Output Categories of Service Project Accomplishments at Pacific Campus



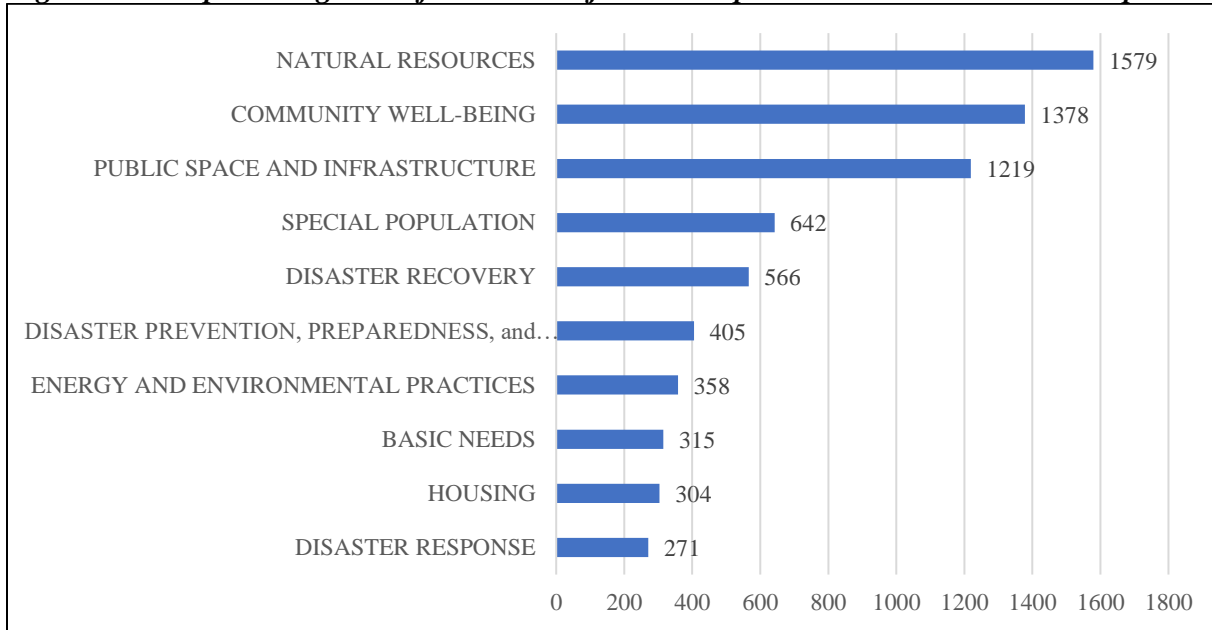
A total of 7,982 outputs were accounted by the Southern region over an eight-year period. In the Southern region, the top output categories reported by service projects were Disaster Recovery (1,559); Disaster Prevention, Preparedness, and Mitigation (115); and Natural Resources (976). The Disaster Recovery service projects include drafting resources guides, supporting warehouses, and presenting and preparing public meetings or forums. Another output category that stood out in the Southern region is Natural Resources with 976 outputs. Natural Resources outputs include clearing acres of unwanted land, restoring miles of existing hiking trails, and removing exotic vegetation.

Figure 47: Output Categories of Service Project Accomplishments at Southern Campus



The Southwest regions reported a total of 7,370 total outputs across the ten issue areas over an eight-year span. Figure 48 shows the most frequent output categories of service project accomplishments in the Southwest region. The top three output categories in the Southwest region are Natural Resources (1,579), Community Well-being (1,378), and Public Space and Infrastructure (1,219). Typical activities within Natural Resources include clearing acres of unwanted land, restoring hiking trails, and removing vegetation. Activities in the Community Well-being output category include removing trash, tending to gardens, and supporting K-12 students in and out of school programs.

Figure 48: Output Categories of Service Project Accomplishments at Southwest Campus



Sponsor Types

From 2012 to 2019, 1,439 unique organizations sponsored 5,004 NCCC service projects. Non-profit organizations made up 34% of sponsors (495 of 1,439 sponsors), sponsoring more service projects than any other sponsor type. About 21% (303) of the unique sponsors were federal government agencies, and 19% (270) were national non-profit organizations.

At the Atlantic campus, 41% (48 of 116) of their service projects were sponsored by the federal government from 2012 to 2017. Additionally, about half of the other service projects were sponsored by non-profit organizations (25%) and national non-profit organizations (22%).

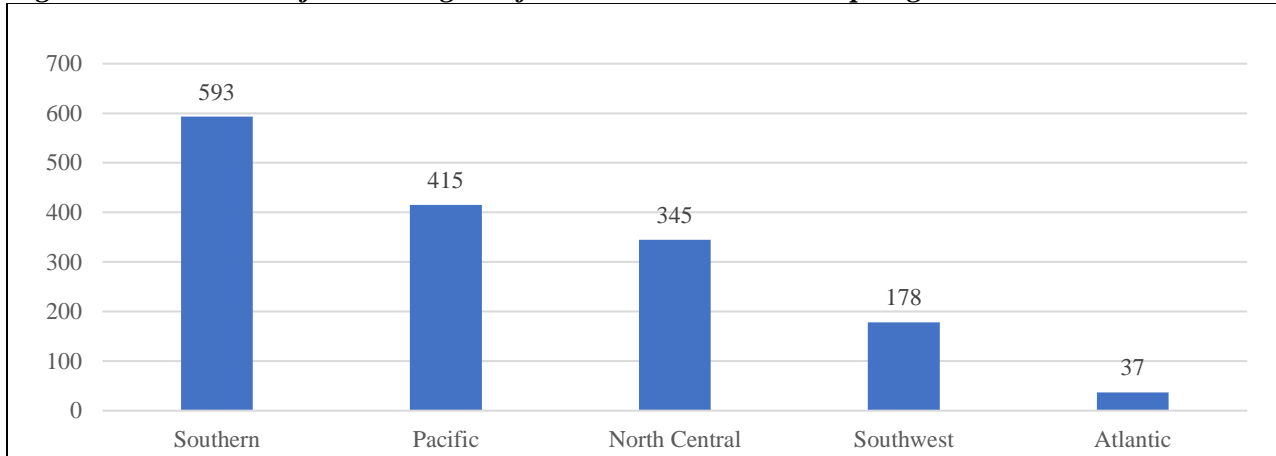
This pattern was true for the remaining four NCCC campuses as well. From 2012 to 2019, for the North Central campus, 37% of service projects were sponsored by the federal government, 25% were sponsored by national non-profit organizations, and non-profit organizations (23%). At the Pacific campus, 37% of service projects were sponsored by the federal government, 36% were sponsored by national non-profit organizations, and 13% by non-profit organizations. At the Southern campus, more than half of their service projects were sponsored by the federal government (55%), followed by non-profit organizations (22%) and national non-profit organizations (13%). Lastly, at the Southwest campus, 31% of service projects were sponsored by the federal government, 29% were sponsored by national non-profit organizations, and 17% by non-profit organizations.

FEMA Projects by Regions

There are two types of programs for AmeriCorps NCCC, Traditional and FEMA. The Federal Emergency Management Agency also known as FEMA supports citizens and first responders during a disaster. From fiscal year 2012 to Spring 2019, there were FEMA Corps teams in all five regions: Atlantic, North Central, Pacific, Southern, and Southwest. In 2016, the Southwest

FEMA Corps program ended. In 2017, the Atlantic FEMA Corps program ended, then the North Central FEMA Corps program ended in 2019. There are currently two active FEMA Corps programs in the Pacific and Southern regions. We analyzed all 1,568 FEMA Corps projects completed from 2013 – 2019 across the five regions.

Figure 49: FEMA Projects in Regions from Fiscal Year 2012- Spring 2019



Since FEMA is focused on disaster recovery and response, all its service projects have an issue area of Natural and Other Disasters (DIS). As shown above in Figure 49, the Southern region completed the most FEMA Corps projects (593) followed by the Pacific (415).

FEMA service projects from different regions share project characteristics. The most common project characteristic is capacity building and leverage. The second most common project characteristic is providing disaster assistance. Another common project characteristic that all FEMA projects have is public safety.

Within all regions, the most common project output category for FEMA projects was Disaster Recovery. Service projects that fall under this output category include present or prepare public meetings, draft resource guides, and register people in disaster areas for assistance. Other frequent output categories include Disaster Prevention, Preparedness, and Mitigation, and Disaster Response. Tasks in these project accomplishments include supporting disaster simulations or exercises, supporting disaster service facilities, answering helpline calls, supporting partnerships and coalitions, and volunteering at facilities that support disaster areas.

Strengthening Communities and Impact on Members

Impact on Communities of NCCC Projects

In this analysis, we looked at how NCCC service projects – both Traditional Programs and FEMA Corps – impact communities in the five NCCC regional campuses. Improving accessibility to public structures; building trails, gardens, and farms; and supporting youth camps are some examples of the work that was impactful to the communities. Furthermore, service projects can also impact individuals in the community by helping people meet basic needs like food and shelter, receiving disaster assistance, mentoring volunteers and youth, rebuilding homes after a disaster, filing tax returns, assisting veterans, and engaging volunteers.

The most common community impact from service projects is built and natural capital. This includes services like building trails, gardens, and farms, and improving accessibility to public structures. Other common community impacts included helping an organization's infrastructure and increasing an organization's efficiency. Service projects are impactful by entering information in databases or making renovations to the organization's buildings, finishing projects faster, and increasing partnerships.

Impacts to Members

We thematically coded the narratives from the Project Completion Reports describing benefits to Members. NCCC service enhanced personal and life skills, built professional skills, grew interpersonal skills, and fostered an understanding of civic engagement. The emergent themes from Members included gaining skills in construction and environmental and land management. Additionally, Members grew in computer skills and direct service to people in crisis. NCCC teams also described gains in managerial skills, especially communication, leadership, and personal growth in areas like adaptability and confidence. Members learned how to work in a team, gain awareness and experience with people different from themselves, and gained knowledge of career options.

Recommendations for Further Development of the Service Projects Database

To support future analysis of the service projects data, we offer several recommendations based on our work importing, coding, and analyzing the AmeriCorps NCCC data in the Service Projects Database (SPD):

- Assign unique identifiers (IDs) and names to sites and organizations and create a corresponding “look-up table” for reference. This is important because a site entry name can vary across service projects resulting in the appearance of multiple sites all of which actually refer to the same site (e.g., it is spelled differently, an acronym is used instead of the name, an incomplete name is used). Unique IDs will allow AmeriCorps NCCC to track organizations and sites over time and delve further and more accurately into recurring service projects in the same communities.
- Consider whether one or more disaster types should be available for entry in the “Type of Disaster” field in the Service Project Data Entry form. Currently, the user may select one type of disaster, which would be the primary disaster, but the project applications and SPRs sometimes describe situations where a service project is addressing several disasters. Since only type of disaster is recorded in the data, the additional information about other types of disasters is not available for analysis.
- Review current data tables and see whether tables should be added, consolidated, or deleted. Currently, the database has 5 main tables and 13 associated look-up tables. JBS staff simplified the process for importing program data with sites, project narratives, and project accomplishments using the minimal number of tables necessary. However, there might be additional information in the AmeriCorps NCCC database not currently in the SPD that would be useful to include in future analysis.
- Create MS Access summary reports for SPD tables to check data at a glance. Reports can calculate and present selected relevant data in a user-friendly format. Such a report might be easier to understand than looking at a data table cluttered and complicated by extraneous detail.
- Review AmeriCorps NCCC’s needs and goals for the data in SPD and how the SPD might be used by the regions if it were available to them. Test the database with regional staff to explore whether the SPD might be feasibly and usefully implemented at the field level. Assess whether campuses have the technology or staff to maintain an MS Access database.

Lessons Learned and Best Practices

The following lessons learned and best practices emerged from data entry and analysis of the Service Projects Database (SPD).

Database

The SPD includes current data on programs, accomplishments, and narratives for 5,004 AmeriCorps NCCC service projects.

Two best practices for AmeriCorps NCCC regarding the SPD database are to ensure that: (1) the database is backed-up nightly on a central server so data is not lost or the back-end data file is mistakenly deleted; and (2) that AmeriCorps NCCC staff compact the database at least weekly because, as more information is entered and more tables and queries are created, the database could be corrupted or damaged and its growth could impede performance or ..

To ensure that entered data is recorded and saved when using the database's Project Narratives form to conduct thematic coding of the Community and Member Impact statements, users should be absolutely certain to click the "Save Record" button at the bottom of the page before proceeding to the next project .

AmeriCorps NCCC Forms

Project Completion Reports

JBS staff received data for service projects' Member and Community Impact statements to code. JBS understands "impacts" as benefits to members, due to their participation in the project, and benefits to communities because of the work accomplished. Through the coding process, we found that some projects were providing only a list of outputs (accomplishments) in the Member and Community Impact statements and not highlighting benefits from those accomplishments for communities or NCCC Members. To consistently capture more accurate and more complete information on the impacts due to AmeriCorps NCCC projects, AmeriCorps NCCC might provide guidance or a template for completing the Community and Member Impact statements, and an explanation of the difference between impacts and the accomplishments (outputs) that projects report elsewhere.

The narrative of service projects recorded in the PCR typically did not describe intangible benefits to the community, especially psychosocial benefits. Guidance and training could be offered to NCCC teams to better assess intangible benefits that might not be immediately visible. Training could also help NCCC teams assess potential longer-term impacts of their work and describe those impacts in terms of the sponsor's larger mission. Providing guiding questions to respond to rather than having the teams write a general impact statement would be one way to support NCCC teams in describing these benefits.

It might be useful to make available a condensed list of the Community and Member Impact codes at NCCC Team Leader trainings. This would help NCCC teams consider more deeply, then document more thoroughly, their work's impact. While some narratives contained highly detailed descriptions, others were quite brief. Although inference would suggest that a project had certain types of impact (e.g., *Pro – hard – construct* while working on a Habitat for Humanity project), not all impacts were explicitly described in the narratives. A list at hand of

possible areas of impact would help spur all NCCC teams' thinking about their work to be more descriptive and complete. These guidance materials would be provided either as a list of potential impacts to consider or as specific writing prompts. For example, see the following guiding questions:

Community Impact Statements

- Did Member contributions to this include things like building trails, working on camp cabins and infrastructure, working on community gardens and farms, etc.
- Did Member contributions to this project help to prevent or mitigate future disasters? This might include activities such as fuel reduction, increasing knowledge of disaster preparedness in the community, or working with an organization on disaster response simulations.
- Did Member contributions to this project include things like providing food or affordable housing or less-tangible benefits like mental wellness, food security, or increasing trust in government? This might also include activities that help increase individuals' knowledge and skills and provide increased health and safety to individuals.
- Did Member contributions to this project help respond to a disaster? This might include activities like mucking and gutting homes, rebuilding homes damaged by a disaster, or helping individuals return to home or work.
- Did Member contributions to this project help the organization they worked with? This might include activities like setting up an office, organizing data files, or preparing materials – or expanding programming, writing grant proposals, or spreading awareness of the organization in the community.
- Did Member contributions to this project provide an economic benefit either to the community as a whole – such as increasing tourism revenue – or to individuals – such as increasing savings?

Member Impact Statements

- Did participation in this project affect Member *life skills*? These skills may include Members' ability to work with diverse people and populations; Members' personal growth in terms of adaptability, flexibility, and confidence; or Members' knowledge of how to plan, execute, and evaluate tasks.
- Did participation in this project affect Member *professional skills*? These skills may include technical skills – like the ability to use specific tools or computer programs or work with crisis-affected populations – or managerial skills – like the ability to communicate, lead, or work as a team.
- Did participation in the project affect Member ability to seek and acquire job opportunities? This might include skills such as resume writing, networking, or interviewing.

- Did participation in the project affect Member knowledge of or ability to help strengthen communities? This might include things like learning how nonprofits function, learning how community partnerships can solve challenging problems, or learning about volunteerism.

Project Application and SPR Forms

One of the research questions was to analyze how multiple service projects are linked both within sponsors and among multiple co-sponsors. AmeriCorps NCCC program data currently do not identify unique sponsor or site information to answer this question accurately. If AmeriCorps NCCC would like to answer these types of questions, then the Project Application and SPR forms will need to include unique IDs for each organization, for secondary sponsors, and for sites; this will allow better tracking of where Member, service projects, and accomplishments occur.

Starting in 2017, the Project Application forms allowed NCCC teams to report as many as three goals for their service projects. The limited space provided on the form to report each goal might have contributed to the inconsistent information reported about project goals. AmeriCorps NCCC should consider additional guidance to NCCC teams regarding how to document a project's goals. One example of guidance would explain that the NCCC team is expected to write a one-sentence summary of each goal. Alternatively, AmeriCorps NCCC could extend the space allotted for goal recording to allow more detailed descriptions of the service project and its goals.

It might be useful for AmeriCorps NCCC to add a checklist of specific populations that projects work with to help ensure consistent reporting regarding specific populations. Such a list might include: veterans; people in crisis (including disaster survivors and the homeless); immigrants/refugees; disabled persons; Native Americans/tribal communities; and the elderly/senior citizens.

Conclusion

The service projects database (SPD) contains information on more than 5,000 service projects completed between fiscal year 2012 and Spring 2019. The SPD is an important tool for AmeriCorps NCCC to demonstrate the benefits of national service and how national service improves the lives of individuals and strengthens communities.

Three issue areas account for 94% of all NCCC service projects: Natural and Other Disasters (50%), Urban and Rural Development (26%), and Environmental Stewardship and Conservation (18%). These same issue areas also accounted for the largest share of service project accomplishments (outputs). While most service projects had multiple project characteristics, the most frequent were community support (41%), at-risk ecosystems (34%), infrastructure improvement (34%), and building or leveraging organizational capacity (34%). Between 2012 and 2019, 1,439 unique sponsors accounted for the 5,004 service projects captured in the SPD. Leading project sponsors were the Federal government, national non-profits, and other non-profits.

The most common community-level impacts of NCCC service projects were on the built and natural capital of communities through work on improving accessibility to public structures, building trails, gardens and farms, and supporting youth camps. In the particular issue area of Natural and Other Disasters, the most common impacts of service projects on communities were enhancing disaster knowledge and preparedness, and increased support for disaster service facilities. The most common individual-level impacts were on helping people meet basic needs such as accessing food and shelter, receiving disaster assistance, including registration for FEMA assistance, and human capital and learning through teaching volunteers or tutoring youth. The most common organization-level impacts noted were in infrastructure support, which included updating information in organizations' databases, renovating physical infrastructure, and conducting inventories of supplies or donations. The most common impacts on Members were enhancing construction and environmental management skills, increasing communication skills, building leadership skills, and fostering personal growth in areas like adaptability and confidence.

The SPD will help AmeriCorps NCCC understand the relationship between national service, outputs, and short- and long-term outcomes. The data in the SPD is a tool for analyzing the impact of service projects on communities served and on Member. The data will also inform any future research studies to develop operational definitions of 'strengthening communities' and 'member development' in relation to service with AmeriCorps NCCC.

This report identifies several lessons learned and recommendations springing from the development of the SPD and analysis of the data. A key task of the SPD project was to identify ways to improve the quality and utility of data generated by NCCC's service projects to maximize the value of this data for program assessment and continuous improvement. Some of the most salient recommendations include providing written guidance on Community and Member Impact statements and PCRs to help improve the quality and usefulness of the service projects narratives; providing more space for NCCC teams to write comprehensive goal statements in the project application; assigning a unique identifier to each service site and sponsor organization; redesigning primary documentation for disaster-related service projects;

adding a checklist of specific populations served to the PCR; and adding reporting features to the SPD.

AmeriCorps NCCC should consider integrating systematic data collection into daily operations and recording the service project data in a central database to facilitate monitoring and oversight and assist in identifying strategic goals and benchmarks. A central database with consistently defined, systematically collected, high-quality data about NCCC service projects, outputs, and outcomes, has the potential for future use in evaluations of the AmeriCorps NCCC program. The quality of the analyses conducted using the SPD will depend greatly on the quality and completeness of the data that NCCC continues to add to the database. This points to the value of harnessing daily business practices and processes to consistently collect well-defined data. Integrating more rigorous data collection and better data collection habits into daily operations and storing data in a shared database increases the SPD's utility for real-time use. High-quality data also creates the foundation for more rigorous evaluation of AmeriCorps NCCC.

Appendix A: Methodology

This appendix describes the steps taken to code then analyze the AmeriCorps NCCC service projects data. NCCC gathers both quantitative and qualitative data on each service project. These data include outputs (e.g., number of people served, number of houses built, or trails cleared), outcomes (e.g., improved access to economic opportunities or housing, improved food security, and increased knowledge of sustainable energy practices), project characteristics (e.g., at-risk ecosystems, capacity building and leverage, and disaster assistance provided), type of program, issue area, organization, and site geographic location. The forms also capture narratives written by the NCCC team that worked on the service project. As further described below, we developed a coding framework to code the narrative text, enabling us to document impact of the service projects on Members and the communities they serve.

For research questions 1 through 7, we use frequency, mean, and percentage to describe the characteristics of service projects, their accomplishments, and types of sponsors. We analyze the themes that emerged from coding the service projects narrative and quoted narratives for research questions 8 and 9. A mixed-methods approach (qualitative and quantitative analysis) was employed for research questions 10 through 12.

In addition to quantitative and qualitative analyses, we created separate maps for sponsors and service sites, for a total of two Excel files. We used Microsoft Office 365 Excel 3D Map, a standard feature in recent versions of Excel, to map sponsor and service site locations. We chose Excel 3D Map because, as a feature within Excel, it assures compatibility across computer systems. Using a combination of the program dataset and project accomplishments datasets, we created the interactive maps for each fiscal year (2012 to 2019). Excel 3D Map uses Bing Maps to plot address information.

The maps are contained within each Excel file and can be accessed by selecting “Insert” on the ribbon and then selecting “3D Map.” Each interactive map contains one layer for each fiscal year (2012 to 2019) and one layer that displays data for all fiscal years. Fiscal years (layers) can be displayed individually, multiple years at once, or all years at once. Users can zoom in to the location of an individual sponsor or service site, or search by address, city, or ZIP code using the “Find Location” button. Each layer of the sponsor-level map is filtered by type of organization. Each layer of the site-level map is filtered by outcome grouping. Each map has two main methods of visualization, bubble and heat maps. Additional options include height, thickness, colors, opacity of the visuals, and display map labels (e.g., city and street names). The user will be able to append additional data to the Excel spreadsheet and update the map with new data (using the “Refresh Data” button), provided that all variable names from the new data are the same and appear in the same order.

There are three instances where it will not be possible to map an address or when a close approximate address will be mapped. The first instance is that, as with all mapping software, Excel 3D Map will not be able to find P.O. Box addresses. There were 173 service sites and 207 sponsors with P.O. Box addresses. The second instance is that, even when there is a full address, Bing Maps might not be able to find it. The third instance is that there are addresses where Bing Maps does not have an exact match and automatically attempts to map a close match. The Mapping Confidence report in Excel 3D Maps shows percentage of addresses that were plotted with high confidence and the specific addresses that have no resolution or close match. The

Mapping Confidence report can be found by expanding the layer for all fiscal years and clicking on the percentage of confidence in the “Location” section. For CNCS’s convenience, we copied the information from the Mapping Confidence report into a sheet, “No or Near Match Addresses,” in each Excel spreadsheet.

Methodology for Thematic Analysis and Coding of Narrative Text

We developed a coding framework on key Member and community outcomes based on intensive and iterative analysis of narratives from a stratified random sample of 400 service projects. We reviewed program materials, logic models, and the literature on strengthening communities, leadership development, and Member retention. These materials inform the creation of an initial set of codes for deductive coding for both Community Outcome and Member Outcome protocols.

Community Outcome Framework

We developed a framework to codify community outcomes based on narrative text written by NCCC teams on each service project. This process began with emergent, inductive-oriented coding with approximately 100 service projects. We conducted rapid coding to quickly develop an understanding of the narrative data. We used a constant comparative method to ensure that the codes were grounded and accurately reflected the data. We then added deductive codes using the logic model. Based on discussion with NCCC, ORE, and two subject matter experts, Drs. Matthew Hudson-Flege (Clemson University) and Mary Ohmer (University of Pittsburgh), we added codes for organizational capacity building.

We refined the coding framework to distinguish units of analysis (individuals, organizations, and community level) and clarity of support (tangible and intangible). Tangible support captures outcomes that are clear to observers, such as providing food and clothing to survivors of a disaster. Intangible support captures outcomes that are not concrete or clear to observers, such as providing emotional support to survivors after a crisis or listening to people in the community who are struggling with addiction.

This careful approach ensured our coding was sensitized to key issues and made the initial set of deductive codes more useful while it also made discoveries possible during inductive coding. The evolving framework differentiated certain codes and showed that some codes could be consolidated or made into subcodes (e.g., making Food security, classified as an intangible, into a subcode of Psychosocial benefits). We also worked with NCCC and ORE to clarify disaster-related activities and suggestions on developing codes to align with FEMA Corps’ language (e.g., Home Refurbishment was changed to Disaster Home Refurbishment to clarify the context within which this work occurred).

We conducted an initial round of consensus coding and calculated intercoder agreement. This first assessment yielded a low intercoder agreement and too many codes, both of which are standard and expected in this initial phase of the analysis. We coded an additional 50 service projects to assess the frequency of the codes; we eliminated or consolidated rare and overlapping

codes, which reduced the number of codes from 36 to 24.¹⁶ For example, we added the Built and Natural Capital – Gardens and Farms subcode because “Food security” was discussed less often but Built and Natural Capital related to food was still worth noting.

Member Outcome Framework

The Leadership Development logic model was the foundation for developing the framework to codify Member impact. We selected 40 project narratives and applied deductive codes outlined in the logic model. We included additional subcodes that emerged during the coding.

Based on discussion with NCCC, ORE, and Drs. Ohmer and Hudson-Flege, we refined the deductive codes to include additional codes and subcodes, such as Pro-Crisis to capture instances during which Members responded to people in acute crisis situations Under the Pro-Success code, the subcode Pro-Success-Lead was added to capture and emphasize Members employing leadership skills during service and.

We coded a total of 100 narratives and calculated frequencies for each deductive and inductive code. We dropped or consolidated low frequency codes which appeared less than 10% of the time. This process reduced the number of codes from 33 to 16.

¹⁶ For the Community Outcome Codebook, we retained rare codes (e.g., tax refunds) since there is more variation in Community Outcome narratives and some items are rare but are distinct enough to warrant keeping the code. We also consolidated some subcodes into parent codes (e.g., built and natural capital, currently a single parent codes, was consolidated from three subcodes because distinctions between the subcodes were not meaningful based on our analysis of the data).

Appendix B: Supporting Tables and Descriptions

The following tables provide additional analysis to support the research questions in the report.

Research Question 2: What are service projects' accomplishments to communities by issue/focus areas?

Tables B-1 through B-26 provide more detailed descriptions of the distribution of total number of outputs in each of the five primary issue areas.

Natural and Other Disasters (DIS)

NCCC teams reported 9,250 total outputs in the Natural and Other Disaster issue area. Table B-1 shows the distribution across the output categories. More than one-third (37%) of outputs were in the Disaster Recovery category. Disaster Prevention, Preparedness, and Mitigation had 2,496 outputs. At 283, Housing had the fewest number of total outputs.

Table B-1: Total Number of Outputs by Output Categories in Natural and Other Disasters Primary Issue Area

Output Category	Number of Outputs
Disaster Recovery	3,431
Disaster Prevention, Preparedness, and Mitigation	2,496
Disaster Response	1,505
Basic Needs	777
Special Population	758
Housing	283
Total	9,250

We gain further insights into the accomplishments of service projects in the DIS primary issue area by examining the distribution of types of outputs in each of the six output categories.

Disaster Recovery

As noted in Table 5 above, the highest number of total outputs are for service projects in Natural and other Disasters primary issue area is in the disaster recovery output category. We observed 20 types of disaster recovery outputs, ranging from developing or drafting resource guides or reports to removing sandbags after flood waters receded (Table B-2).

Table B-2: Types of Disaster Recovery Outputs – Natural and Other Disasters Primary Issue Area

Outputs	Number of Outputs	Percent
Resource guides or reports developed or drafted	454	13%
Number of warehouses supported	298	9%
Public meetings or forums prepared or presented	297	9%
Damage or needs assessments completed	274	8%
Number of maps created or updated	270	8%
Number of persons in disaster areas registered for	268	8%
Pounds of Items Sorted, Inventoried, or Repackaged	267	8%
Number of referrals to voluntary agencies	247	7%
Number of locations geotagged	191	6%
Pounds of supplies collected, received or distributed	187	5%
Number of site visits conducted	129	4%
Functional needs identified	90	3%
Pounds of donations sorted	90	3%
Registration or helpline calls answered	81	2%
Number of support facilities setup or broken down	76	2%
Number of damage or needs assessments submitted	61	2%
Public facilities needing repairs documented	58	2%
Acres of land overhauled or restored after a fire	44	1%
Partnerships and coalitions supported	31	1%
Sandbags removed after flood waters receded	18	1%

Here is an example of a disaster recovery output narrative:

“Gold Five supported the Logistics Division for the Queens Joint Field Office (JFO), for disaster 4085/Hurricane Sandy. Members during project helped break down seven Disaster Recovery Centers (DRC) and one field office. The team also devoted time to assist SharePoint Task Force in preparing and reviewing contracts and funding requests for audit, an extremely sensitive mission while FEMA remains under sequestration. Gold Five also registered over 85 people during their first day of duty for three different blood drives. In addition, the Team also inventoried and distributed FEMA Corps polos and sweatshirts to over 120 Members stationed in NYC. One Member of Gold Five also assisted in the maintenance and right-sizing of the fleet department. One team Member created a specified IT connection floor plan map for the entire JFO. Members also inventoried the warehouse and built disability kits for DRCs while at the warehouse.”

Disaster Prevention, Preparedness, and Mitigation

The second highest number of outputs for service projects in the Natural and Other Disasters primary issue area was in the Disaster Prevention, Preparedness, and Mitigation category, with 2,496 total outputs. We found 20 types of outputs in this output category. The outputs in this

category ranged from preparing informational documents or publications to installing smoke detectors in homes (See Table B-3). An example of an output narrative:

“The community benefits, in the broad view, Jade 1 enhanced a more efficient preparedness, response and recovery of the whole community in times of crisis. The community now has a better perspective on what it means to be a whole community partner in all hazards preparedness, response and recovery. Jade 1 assisted in increasing engagement with houses of worship and faith-based private non-profit groups that work with seniors, low-income populations, ethnic and religious minorities, people with limited English proficiency/low literacy and all people with access and functional needs.”

Table B-3: Disaster Prevention, Preparedness, and Mitigation Outputs – Natural and Other Disasters Issue Area

Outputs	Number of Outputs	Percent
Number of informational documents or publications	326	13%
Number of training or instruction materials	257	10%
Acres of brush or undergrowth removed to prevent	231	9%
Disaster information disseminated	207	8%
Grant Applications or Project Worksheets Drafted,	200	8%
Number of new or improve technologies, processes, or	172	7%
Disseminating disaster information	147	6%
Number of kits assembled	147	6%
Disaster simulations or exercises supported	143	6%
Educational materials and/or preparedness kits	135	5%
Number of trainings or workshops conducted or	134	5%
Number of homes protected from disaster damage	66	3%
Acres of land burned in prescribed burns to prevent	63	3%
Number of emergency equipment inspected or	59	2%
Homes or other buildings protected from damage in a	52	2%
Acres of land in which fire was suppressed or	49	2%
Shelters assessed or surveyed	47	2%
Sandbags filled or installed	41	2%
Number of public spaces or facilities protected from	11	0%
Smoke detectors installed	9	0%

Disaster Response

The Disaster Response output category shows nine types of outputs and a total of 1,505 outputs, with nearly half of the outputs reported under Disaster Service Facilities supported (371) and Muck and/or Guttled activities (327).

Table B-4: Disaster Response Outputs – Natural and Other Disasters Issue Area

Outputs	Number of Outputs	Percent
Disaster Service Facilities supported	371	25%
Mucked and/or Gutted	327	22%
Pounds of debris or trash removed	232	15%
Volunteer facilities supported in disaster areas	198	13%
Registration or helpline calls answered	152	10%
Partnerships and coalitions supported	119	8%
Structures demolished in disaster areas	65	4%
Shelters assessed or surveyed	41	3%

One example of a Disaster Response output is: *“In this project, Cedar 1 served in the area of Oak Park, MI, assisting NECHAMA with their efforts to help families recover from the flooding that hit the Metro-Detroit area on August 11. Cedar 1 contributed to response efforts by helping to muck and gut 16 homes.”*

Basic Needs

The Basic Needs output category included 11 types of outputs for a total of 777 outputs (Table B-5). The most frequent output type is pounds of food collected or distributed, water or clothing collected or distributed, assistance provided at mass care facilities. Basic Needs outputs less frequently entail persons receiving immunization, immunization programs planned or conducted, assisting youth in disaster areas, and cleaning laundry for persons in disaster.

Table B-5: Basic Needs Outputs– Natural and Other Disasters Issue Area

Outputs	Number of Outputs	Percent
Pounds of food collected or distributed	170	22%
Gallons of water collected or distributed	120	15%
Pounds of clothing collected or distributed	112	14%
People assisted at mass care facilities	108	14%
Pounds of household goods and personal items	93	12%
Meals served in disaster areas	86	11%
Number of wellness or safety checks performed for	61	8%
Youth assisted in disaster areas in conjunction with	10	1%
Pounds of laundry cleaned for persons in disaster	8	1%
Persons receiving immunizations	6	1%
Immunization programs planned or conducted	3	0%

As an example of the work performed under this output category, one project noted:

“Fire Three did a great job transitioning to disaster and supports the ACS staff and community. Fire Three transformed an empty department building into a full running donation and distribution center in a matter of days. After all was set up the team helped

build up the foundation and leverage volunteers coming in to support the center. By day four the center had thousands and thousands of donations. The donation and distribution center switched over to just distributing July 2nd. On an average day the center sees between 75-125 clients (evacuees of the High Park Fire) a day.”

Special Population

The Special Population output category had one type of output with a total of 758 outputs.

Table B-6: Special Population Outputs – Natural and Other Disasters Issue Area

Outputs	Number of Outputs	Percent
People assisted in disaster areas	758	100%

One example of a Special Population output is: *“Many people lost absolutely everything they owned and had to start over again. The team cleared much debris from the fire as well as set deck footing for disabled residents who have not had the necessary handicapped accessible fixtures that they need since the fire hit.”*

Housing

The Housing output category had the lowest number of outputs in 283 total outputs (see Table B-7). One project shared their accomplishments by writing, *“River 52’s work benefitted the community by assisting homeowners with repairs and protecting them from further damage. The team was also able to help the citizens to feel comfortable in their homes.”*

Table B-7: Housing Outputs – Natural and Other Disasters Issue Area

Outputs	Number of Outputs	Percent
Number of homes renovated for individuals in	223	79%
Homes needing repairs documented	60	21%

Environmental Stewardship and Conservation (ENV)

The next primary issue area for which we examined the distribution of output category is environmental stewardship and conservation. NCCC teams reported outputs for 1,915 projects in the Environmental Stewardship and Conservation issue area. Table B-8 shows the total number of outputs for each of the three output categories, Natural Resources (6,588), Energy and Environmental Practices (510), and Public Space and infrastructure (368).

Table B-8: Output Categories in the Environmental Stewardship and Conservation Issue Area

Output Category	Number of Outputs
Natural Resources	6,588
Energy and Environmental Practices	510
Public Space and Infrastructure	368
Total	7,466

We gain further insights into the accomplishments of service projects in the ENV primary issue area by examining the types of output in each of the three output categories.

Natural Resources

The natural resources output category has 23 types of outputs under (Table B-9). Three types of outputs, acres of land cleared unwanted brush or exotic vegetation, pounds of exotic vegetation removed, and miles of existing hiking trails restored composed close to half (46%) of the total natural resource outputs.

Table B-9: Natural Resources Outputs - Environmental Stewardship and Conservation Issue Area

Outputs	Number of Outputs	Percent
Acres of land cleared of unwanted brush or exotic vegetation	1141	17%
Pounds of exotic vegetation removed	1031	16%
Miles of existing hiking trail restored	869	13%
Trees or shrubs tended or cared for	483	7%
Miles of new hiking trails constructed	418	6%
New trees planted	404	6%
Number of native plants planted	393	6%
Feet of erosion controlling walls built or repaired	270	4%
Water bars installed in hiking trails	219	3%
Wildlife species protected or assisted	213	3%
Acres of wildlife habitats restored or protected	195	3%
Pounds of underbrush removed	183	3%
Miles of streambeds, riverbeds, riverbanks, or stream banks restored or protected	178	3%
Acres of parks restored or refurbished	157	2%
Parks restored or refurbished	133	2%
Acres of land burned in prescribed burns	88	1%
Pounds of seeds collected	70	1%
Miles of coastal shoreline restored or protected	57	1%
Acres cleared or maintained for animal passage	30	0%
Acres of dunes preserved	30	0%
Acres of wetlands restored or protected	26	0%

Note: The outputs “Miles of coastal shoreline restored or protected” and “Miles of streambeds, riverbeds, riverbanks, or stream banks restored or protected” previously used feet as the measurement for these outputs.

As an example of the work performed in the natural resource output category, one project noted:

“The work that the park was trying to accomplish consisted of creating a proper habitat for the endangered red-cockaded woodpecker, referred to as the RCW. River Two was to eradicate a surplus of sand pine trees, turkey oaks, and long-leaf pines that were not fit to become potential nesting trees for the bird. By clearing certain trees, River Two was able

to open up space and underbrush in three out of ten potential clusters so natural, native grasses could take over the forest understory. In roughly four weeks the team cut down and removed approximately 15,000 pounds of wood and underbrush over three potential clusters spanning a five-acre area.”

Energy and Environmental Practices

Energy and environmental practices is one of the three output categories in the ENV primary issue area. This category has three types of outputs (Table B-10), all of which reflect teaching or providing some form of environmental education.

Table B-10: Energy and Environmental Practices Outputs - Environmental Stewardship and Conservation Issue Area

Outputs	Number of Outputs	Percent
People taught in environmental education	250	49%
Number of environmental education	196	38%
Environmental education programs	64	13%

As an example of the work performed under the energy and environmental practices output category, one project wrote, *“Blue Two assisted with facilitating six environmental outdoor education classes, which included: three Eight-Day High School Wilderness Backpacking Trips, an Elementary Nature Discovery Camp, and two Middle School Outdoor Adventure Camps. Moreover, some Members of Blue Two assisted in hosting two Siskiyou Field Institute Courses.”*

Public Space and Infrastructure

The third output category under the ENV primary issue area, Public Space and Infrastructure, had three types of output, with almost half (45%) reported as “Stone or wooden steps built into steep slopes,” as shown in Table B-11.

Table B-11: Public Space and Infrastructure Outputs - Environmental Stewardship and Conservation Issue Area

Outputs	Numbers of Outputs	Percent
Stone or wooden steps built into steep slopes	165	45%
Environmental education facilities built or repaired	145	39%
Feet of boardwalks built or repaired	58	16%

Urban and Rural Development (URD)

The Urban and Rural Development (URD) primary issue area had four output categories: Community Well-being, Housing, Basic Needs, and Public Space and Infrastructure (Table B-12).

Table B-12: Output Categories in the Urban and Rural Development Issue Area

Output Category	Number of Outputs
Community Well-being	4,296
Housing	994
Basic Needs	719
Public Space and Infrastructure	301
Total	6,310

We gain further insights into the accomplishments of service projects in the URD primary issue area by examining the types of output in each of the four output categories.

Community Well-being

The Community Well-being output category had 28 types of outputs, as listed in Table B-13. In this category, NCCC teams frequently recorded the removal of debris and trash, followed by tending or starting a garden, planning or conducting community activities, and supporting K-12 students.

Table B-13: Community Well-being Outputs - Urban and Rural Development Issue Area (N=4296)

Outputs	Number of Outputs	Percent
Pounds of debris of trash removed	1039	24%
Number of gardens started or tended	557	13%
Community activities planned or conducted	434	10%
K-12 students supported in an out of school program	412	10%
Pounds of food received, inventoried or distributed	312	7%
K-12 students tutored	217	5%
Summer programs for youth planned or conducted	183	4%
Museums or historical buildings renovated or	129	3%
Existing programs expanded or improved	118	3%
Neighborhood clean up activities organized or	105	2%
Libraries supported	104	2%
Community assessments conducted or evaluated	93	2%
Hours spent in tutoring K-12 students	72	2%
Tax returns completed	61	1%
Dollars returned to communities through tax returns	58	1%
Pounds of food harvested	57	1%
Archeological sites supported	53	1%
Museums or historical buildings supported	47	1%
People assisted with language barriers to receive	47	1%
Youth participating in summer program	40	1%
Community youth leaders recruited or trained	31	1%
Number of historical documents, artifacts, or exhibits	25	1%
People participating in community safety awareness	24	1%
Students taught in English as a Second Language	18	0%
Computer labs installed or supported	17	0%
Number of individuals assisted with tax preparation	16	0%
Hours spent supporting English as a Second Language	15	0%
Adults tutored	12	0%

As an example of the work performed under the community well-being output category, one project noted:

“Blue Two served Loaves and Fishes in five programs, assisting the staff in running each program more efficiently during their busiest time of year and upholding the organization’s mission of providing guests with acceptance and respect in a safe environment. The team served meals to 26,021 guests through the Dining Room,

Maryhouse and Mustard Seed School and assisted a total of 10,953 guests with questions and services. At Mustard Seed, Blue Two tutored 64 preschool students, 72 elementary school students and 26 middle school students and led 1.5 hours of physical activity each day, totaling 665.5 hours. At Maryhouse, the team sorted and inventoried 7,255 pounds of clothing donations and organized and packaged 220 pounds of toiletries for individual donations. The team supported a library and a computer lab by aiding the Librarian in daily operations and tasks.”

Housing

The Housing output category encompassed four types of outputs. More than half (57%) of the number of outputs are “Homes painted or renovated,” followed by “Houses constructed” (37%).

Table B-14: Housing Outputs - Urban and Rural Development Issue Area (N=994)

Outputs	Number of Outputs	Percent
Homes painted or renovated	569	57%
Houses constructed	331	33%
Acres of landscaping completed for homes or	63	6%
Number of homes in which handicap accessibility	31	3%

As an example of the work performed under “Housing,” output category, one project stated:

“Oak Four winterized 15 homes by preparing plumbing pipes for winter. The team framed two 250 square foot porches for new homes. The main focus of work during the project with Habitat for Humanity in Omaha was organizing and packing materials and supplies at their 5,000 square foot warehouse and assisting with moving, unpacking, and reorganizing supplies in their new 24,000 square foot warehouse. Members removed 6,000 pounds of plant material and garbage from Habitat properties. The team installed insulation, countertops, and screen doors at three homes, as well as power-washed sidewalk and siding. Oak Four helped deliver building supplies to four Habitat work sites.”

Basic Needs

The Basic Needs category in the URD primary issue area had eight types of outputs (Table B-15), including the most frequent types: serving meals (32%), receiving household goods or personal items (24%), and receiving, sorting and distributing clothes (24%).

Table B-15: Basic Needs Outputs - Urban and Rural Development Issue Area (N=719)

Outputs	Number of Outputs	Percent
Meals served	229	32%
lbs of household goods or personal items received,	169	24%
Pounds of clothes received, sorted distributed	164	23%
People receiving food, water, clothing, personal items	99	14%
Gallons of water received, sorted, or distributed	31	4%
People receiving clothing	16	2%
People participating in riding therapy programs	8	1%
Number of Individuals Assisted in Therapy Programs	3	0%

To illustrate the accomplishment made under the housing output category in the URD primary issue area, one project noted:

“One CM split her time between the Adult Education center and the Special Education classroom. She worked with 4 adults in Adult Ed helping adults prepare to take their General Education Development (GED) test. Another CM worked closely with the Intervention Specialist/Mayor. He did many tasks for her, including passing out clothes and food to homeless students, compiling lists of grades and running various errands. We also provided support in the library, band class, tutoring and after-school activities.”

Public Space and Infrastructure

The fourth and last output category in the URD primary issue area is Public Space and Infrastructure, which included one type of output – acres of completed landscaping (Table B-16).

Table B-16: Public Space and Infrastructure Outputs - Urban and Rural Development Issue Area

Outputs	Number of Outputs	Percent
Acres of landscaping completed	301	100%

An example of the work performed in the Public Space and Infrastructure category includes this description from a project: *“The main focus for the team involved clearing over 15 vacant lots throughout the Idora Neighborhood of overgrown shrubs and trees, removing more than 75,000 pounds of vegetation. In addition, corps Members assisted with various community gardens in the neighborhood, pulling invasive species, building garden sheds, and constructing flower beds.”*

Infrastructure Improvement (INF)

The next issue area we examined is Infrastructure Improvement (INF). There are two output categories under the INF issue area. Almost all the total outputs are categorized as Public Space and Infrastructure (Table B-17).

Table B-17: Output Categories in the Infrastructure Improvement Issue Area

Output Category	Number of Outputs
Public Space and Infrastructure	3,921
Community Well-being	88
Total	4,009

We gain further insights into the accomplishments of service projects in the INF primary issue area by examining the types of output in both output categories.

Public Space and Infrastructure

The Public Space and Infrastructure category has 19 types of outputs in (Table B-18). The most frequent types of outputs reported were building and repairing fences; building, painting or installing informative signs; and renovating public buildings.

Table B-18: Public Space and Infrastructure Outputs - Infrastructure Improvement Issue Area (N=3921)

Outputs	Number of Outputs	Percent
Feet of fencing built or repaired	610	16%
Informative signs built, painted, or installed	522	13%
Public buildings renovated	497	13%
Campsites built or refurbished	266	7%
Feet of irrigation systems constructed, repaired, or	245	6%
Picnic sites built or restored	221	6%
Footbridges built or repaired	213	5%
Buildings, structures, or facilities demolished	202	5%
Acres of landscaping completed for public facilities,	171	4%
Number of boardwalks, decks, or scenic overlooks	163	4%
Number of public buildings or facilities in which	132	3%
Vacant lots cleared	129	3%
School rooms or hallways painted or renovated	114	3%
Murals painted	113	3%
Playgrounds constructed or repaired	112	3%
Public Buildings Constructed	64	2%
Schools renovated	63	2%
Athletic fields built or repaired	53	1%
Community areas with graffiti removed	31	1%

An example of the work performed under the public space and infrastructure output category, one project noted, *“Using only hand tools, Delta Two cleared three acres of land for public use in the future as a park and removed one half ton of overgrowth, including native and invasive plant species. The team spent a week at the site off Highway 54, and the land, named Bug Stover Park after its caretaker, is planned to eventually be developed by RAIL with modern facilities.”*

Community Well-being

As shown in Table B-19, the Community Well-being output category consisted of 2 types of outputs with a total of 88 outputs.

Table B-19: Community Well-being Outputs - Infrastructure Improvement Issue Area (N=88)

Ouputs	Number of Outputs	Percent
Museums or historical buildings renovated or	46	52%
Historical cemeteries restored or maintained	42	48%

To illustrate the accomplishment made under this category, one project noted:

“Within Generation One Academy, Members served as tutors, role models and teacher assistants in classrooms and after school programs. Within the Community Revitalization Department, Members led over volunteers on community-based projects such as vacant lot clearing, house painting and trash removal. Fire 6 used staff support and local resources in accordance with in-depth project specific training to accomplish the aforementioned tasks.”

Populations Assisted and Engaged (VAR)

In the Populations Assisted and Engaged issue area, 1,372 of the service projects reported 2,247 outputs under the Special Population output type. The output most reported was volunteers recruited or coordinated, accounting for more than one-third (36%) of total outputs (Table B-20). An example of a project accomplishment in this issue area was:

“The service the team performed greatly benefited the veteran community at the games by providing a safe transportation experience. Furthermore, the team expedited the loading and unloading process enabling all athletes to reach their events on time and reduce their time waiting in transit lines, thereby enabling more time to be spent practicing for events and bonding with their fellow veteran community. The Members’ energy and enthusiasm for service and willingness to engage each veteran they assisted in securing helped to improve the veteran experience by providing a warm welcome to the games and an additional layer of support. Lastly, Members’ knowledge of the games and surrounding area proved useful in answering veteran questions and better ensuring that everyone involved got as much out of the games as possible.”

Table B-20: Special Population Outputs - Populations Assisted and Engaged (VAR) Issue Area

Outputs	Number of Outputs	Percent
Volunteers recruited or coordinated	811	36%
People with disabilities assisted	310	14%
Senior citizens assisted	261	12%
Number of disadvantaged youth assisted	205	9%
NCCC alumni engaged in service	191	9%
Veterans assisted	190	8%
Higher Education Students Engaged in Service	111	5%
Number of individuals experiencing homelessness	107	5%
Number of veterans’ family members that received	24	1%
Number of family members of those experiencing	20	1%
Number of immigrants or refugees assisted	17	1%

Federal Emergency Management Agency (FMA)

Under the FMA issue area, four types of outputs were reported as shown in Table B-21.

Table B-21: Output Categories in the FEMA Issue Area

Output Category	Number of Outputs
Disaster Recovery	670
Disaster Prevention, Preparedness, and Mitigation	403
Disaster Response	84
Basic Needs	27
Total	1,184

Following is a summary of the output categories reported in the FEMA issue area.

Disaster Recovery

The FMA projects reported 670 outputs for Disaster Recovery (Table B-22). As shown in the table, there are 15 types of outputs, with the greatest number of outputs in general administrative duties performed and case status updates.

Table B-22: Disaster Recovery Outputs – FEMA Issue Area (N=670)

Outputs	Number of Outputs	Percent
General administrative duties performed	152	23%
Case status updates conducted	133	20%
Outreach conducted	106	16%
Resources identified	83	12%
Rental resources identified	58	9%
Individuals registered at shelter/NEMIS	39	6%
Rental resources referrals identified	22	3%
FEMA FSAs/ISBs and THUFSA's supported	19	3%
Individuals receiving supplies from warehouses	16	2%
Special needs individuals identified or referred for	16	2%
Individuals assisted on the 211 call system	11	2%
Non-critical needs referrals	4	1%
Occupants moved out of THUs (Temporary Housing	4	1%
Sidewalks needing repairs documented	4	1%
Evacuees registered in databases	3	0%

To illustrate the accomplishment made under this category, one project noted:

“Beginning September 12, 2013, the state of Colorado received widespread flooding and on September 14, a presidential disaster declaration was made for the most affected counties. On September 16, Alpine 1 began working at an emergency donations and distribution center in Loveland, CO. The distribution center was established by the City of Loveland and is operated by Adventist Community Services (ACS). Alpine 1 was

requested to support the operations of the distribution center, and the team members were split among all departments of the center. Alpine 1 served as a consistent group of workers who helped the center run as efficiently as possible by maintaining data systems and operational procedures as established by ACS. FEMA Corps members received, inventoried and sorted donations, managed volunteers, maintained all data necessary for operations, including client information and statistics of the amount of items clients took away from the center. The information collected and maintained was used to help prevent disaster fraud and to report to the City of Loveland about the activities of the emergency distribution center. The team helped implement monitoring measures by working with local police to verify addresses, to ensure that those who needed it most were able to receive all that they required. Team members also performed customer service to all clients, and referred them to other agencies if possible and/or necessary. Throughout the round, corps members from Alpine 1 received, sorted and distributed 315,963 pounds of donated goods including food, clothing, personal care and household items, assisted 4,000 disaster survivors in meeting their emergency needs, performed 514 hours of data entry, and managed 1400 volunteers. “

Disaster Prevention, Preparedness, and Mitigation

The FMA projects reported 403 outputs for Disaster Prevention, Preparedness, and Mitigation (Table B-23). As shown in the table, there are five types of outputs with 52% of outputs in information provided to X individuals and 31% in general administrative duties performed.

Table B-23: Disaster Prevention, Preparedness, and Mitigation– FEMA Issue Area (N=403)

Outputs	Number of Outputs	Percent
Information provided to X individuals	211	52%
General administrative duties performed	123	31%
Outreach conducted	55	14%
Warehouse/Distribution centers managed	13	3%
Individuals sheltered	1	0%

An example of the work performed under this category was reported by one project, writing, “*In two days, FEMA Corps members were able to inventory \$873,656.28 worth of equipment. FEMA Corps members were able to begin and manage a recycling system for all 4 floors of the JFO, we were able to gather 30 pounds of recyclables per day.*”

Disaster Response

The FMA projects reported 84 outputs for Disaster Response (Table B-24), with critical needs tallying 48% of the outputs.

Table B-24: Disaster Prevention, Preparedness, and Mitigation– FEMA Issue Area (N=84)

Outputs	Number of Outputs	Percent
Critical needs reported	40	48%
Non-critical needs referrals	29	35%
Trees needing removal documented	15	18%

An example of the work performed under this output category states:

“Ocean Eight represented FEMA, but namely assisted wherever necessary; most commonly they helped the American Red Cross in the unloading and distributing of standard items to struggling individuals and families. Overall members aided in the distribution of roughly 5,625 pounds of supplies, which included 2,300 gallons of water, 800 pounds of household good and personal items, and 900 pounds of food. They also supplied approximately 1,200 meals and 125 educational materials, and in total provided water and food to around 1,700 individuals.”

Basic Needs

The FMA projects reported two types of basic needs outputs, with 93% of the outputs in provided individuals with food and/or water.

Table B-25: Basic Needs Outputs – FEMA Issue Area (N=27)

Outputs	Number of Outputs	Percent
Individuals provided with food and/or water	25	93%
Household pets and service animals reunited with	2	7%

To illustrate the accomplishment made under this category, one project noted, *“The local community came out to assist the shelter clients, bringing tons of donations, and local organizations and churches provided hot southern comfort meals for the residents to enjoy. Additionally, once residents had the opportunity to go through donated items, affected community members were able to take items they needed.”*

Energy Conservation (EC)

The Energy Conservation issue area had 307 projects reporting outputs. These projects reported 574 outputs, all in the Energy and Environmental Practices output category.

Energy and Environmental Practices

The Energy and Environmental Practices output category had 14 types of outputs . Nearly 20% of the outputs reported were weatherized homes (Table B-26).

Table B-26: Energy and Environmental Practices Outputs - Energy Conservation Issue Area

Outputs	Number of Outputs	Percent
Homes weatherized	103	18%
People educated on sustainability and energy conservation practices	57	10%
Homes/buildings outfitted with energy efficient modifications	56	10%
Sustainability and energy conservation programs developed or supported	56	10%
Recycling programs started or expanded	50	9%
Number of tons of materials recycled	44	8%
Number of efficient lightbulbs installed	42	7%
Number of individuals educated on recycling practices	31	5%
Classes/workshops conducted on sustainability and energy conservation	28	5%
Energy efficiency assessments conducted	28	5%
Educational materials and/or energy efficiency kits distributed	24	4%
Youth educated on sustainability and energy conservation practices	21	4%
Number of homes outfitted with energy efficient or alternative energy modifications	19	3%
Number of public spaces or facilities outfitted with energy efficient or alt. energy mods.	15	3%

One project described weatherizing homes:

“Delta Two completed extensive repairs to weatherworn decking on two of the existing railroad trusses. When floodwaters prevented Delta Two from working on the primary project, the team did trail work on the Wateree Passage, Table Rock State Park, Oconee Passage and the Poinsett State Park. The team also participated in an Earth Day trash pickup in Eutawville, South Carolina, repaired a parking lot and de-weatherized a cabin in Poinsett State Park and organized the Palmetto Conservation Foundation’s Tool Trailer. Though floodwaters prevented Delta Two from constructing as much of the walkway as planned, the team completed an immense amount of preparation for the walkway so that when the waters recede, the rest of the walkway can go up.”

Research Question 5: What are the characteristics of recurring service projects? What community needs have service projects addressed over time by issue area?

Community Needs Addressed over Time

Tables B-27 through B-31 show the percent of outputs reported by projects in 10 output categories by primary issue area and year. The analysis is based on the reported outputs for 96% of the service projects (N=4,796).

Table B-27: Percent of Outputs by Output Category, Natural and Other Disasters Issue Area (2012-2019)

Output Category	2012 (N=1,077)	2013 (N=1,933)	2014 (N=1,731)	2015 (N=1,738)	2016 (N=1,487)	2017 (N=2,051)	2018 (N=2,902)	2019 (N=350)
Disaster Recovery	3%	32%	36%	33%	38%	33%	31%	21%
Disaster Prevention, Preparedness, and Mitigation	7%	12%	23%	30%	24%	25%	22%	10%
Natural Resources	17%	10%	10%	8%	4%	2%	3%	8%
Disaster Response	12%	12%	8%	7%	12%	15%	13%	15%
Special Population	18%	10%	6%	5%	10%	12%	11%	14%
Community Well-Being	10%	4%	5%	4%	2%	1%	2%	6%
Public Space and Infrastructure	13%	7%	5%	5%	3%	2%	4%	7%
Basic Needs	9%	8%	3%	5%	5%	8%	7%	9%
Housing	9%	3%	2%	2%	2%	2%	6%	8%
Energy and Environmental Practices	3%	1%	1%	1%	0%	0%	1%	2%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

Table B-28: Percent of Outputs by Output Category, Energy Conservation Issue Area (2012-2018)

Output Category	2012 (N=138)	2013 (N=40)	2014 (N=41)	2015 (N=39)	2016 (N=43)	2017 (N=34)	2018 (N=18)
Energy and Environmental Practices	49%	38%	34%	41%	65%	62%	56%
Natural Resources	8%	25%	17%	18%	2%	18%	6%
Community Well-Being	7%	8%	24%	8%	9%	3%	22%
Special Population	22%	0%	12%	18%	7%	3%	11%
Public Space and Infrastructure	7%	20%	5%	8%	5%	9%	0%
Housing	6%	5%	2%	3%	7%	0%	0%
Basic Needs	0%	3%	0%	3%	0%	6%	6%
Disaster Recovery	0%	0%	2%	0%	5%	0%	0%
Disaster Response	0%	3%	2%	0%	0%	0%	0%
Disaster Prevention, Preparedness, and Mitigation	1%	0%	0%	3%	0%	0%	0%
TOTAL	100%	100%	100%	100%	100%	100%	100%

Table B-29: Percent of Outputs by Output Category, Environmental Stewardship and Conservation Issue Area (2012-2019)

Output Category	2012 (N=963)	2013 (N=874)	2014 (N=1,155)	2015 (N=993)	2016 (N=569)	2017 (N=609)	2018 (N=927)	2019 (N=506)
Natural Resources	58%	56%	53%	56%	57%	58%	49%	48%
Public Space and Infrastructure	20%	21%	23%	25%	20%	19%	21%	23%
Community Well-Being	8%	10%	11%	10%	11%	12%	16%	13%
Energy and Environmental Practices	7%	7%	5%	3%	6%	5%	6%	6%
Special Population	4%	4%	5%	3%	3%	3%	4%	4%
Basic Needs	1%	0%	1%	1%	1%	1%	1%	1%
Disaster Prevention, Preparedness, and Mitigation	1%	1%	1%	1%	1%	1%	1%	1%
Disaster Recovery	0%	0%	0%	0%	0%	0%	1%	1%
Disaster Response	0%	0%	0%	0%	0%	0%	0%	1%
Housing	0%	0%	1%	1%	1%	0%	1%	2%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

Table B-30: Percent of Outputs by Output Category, Infrastructure Improvement Issue Area (2012-2019)

Output Category	2012 (N=963)	2013 (N=874)	2014 (N=1,155)	2015 (N=993)	2016 (N=569)	2017 (N=609)	2018 (N=927)	2019 (N=506)
Natural Resources	36%	38%	33%	35%	32%	32%	21%	24%
Public Space and Infrastructure	29%	28%	33%	33%	33%	37%	41%	36%
Community Well-Being	18%	16%	19%	19%	18%	17%	20%	24%
Special Population	7%	7%	6%	5%	6%	7%	4%	3%
Energy and Environmental Practices	4%	5%	3%	3%	4%	2%	1%	4%
Housing	3%	3%	3%	3%	3%	3%	5%	5%
Disaster Prevention, Preparedness, and Mitigation	2%	2%	2%	2%	1%	1%	0%	0%
Basic Needs	1%	0%	1%	1%	4%	2%	3%	4%
Disaster Recovery	0%	0%	0%	0%	0%	0%	1%	0%
Disaster Response	0%	0%	0%	0%	0%	0%	1%	0%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

Table B-31: Percent of Outputs by Output Category, Urban and Rural Development Issue Area (2012-2019)

Output Category	2012 (N=1,189)	2013 (N=1,162)	2014 (N=1,087)	2015 (N=1,300)	2016 (N=906)	2017 (N=1,259)	2018 (N=1,456)	2019 (N=349)
Community Well-Being	32%	34%	35%	32%	32%	30%	30%	25%
Public Space and Infrastructure	20%	17%	17%	21%	22%	23%	20%	19%
Natural Resources	17%	15%	13%	15%	18%	17%	13%	16%
Special Population	14%	17%	16%	13%	10%	12%	13%	13%
Basic Needs	4%	5%	7%	7%	7%	7%	8%	11%
Housing	6%	8%	7%	7%	7%	7%	10%	9%
Energy and Environmental Practices	6%	3%	4%	4%	3%	3%	4%	4%
Disaster Prevention, Preparedness, and Mitigation	0%	0%	1%	0%	0%	0%	1%	1%
Disaster Recovery	0%	0%	0%	0%	0%	0%	0%	0%
Disaster Response	0%	0%	0%	0%	0%	0%	1%	1%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

Research Question 6: How frequently does NCCC serve the same community with the same needs?

Phased-Out Output (Accomplishment) List

Table B-32 shows a complete list of the 20 outputs that have been phased out and are no longer active.

Table B-32: Outputs Phased Out – No Longer Active

Accomplishment Output Code	Description of Output
EDU-03	Hours spent in tutoring elementary school students
EDU-04	Middle school students tutored
EDU-05	Hours spent in tutoring middle school students
EDU-06	High school students tutored
EDU-07	Hours spent in tutoring high school students
EDU-15	School rooms painted or renovated
EDU-16	School hallways painted or renovated
EDU-28	Pre-school day care programs assisted
EDU-30	Books sorted, inventoried, repaired, or shelved
EDU-33	Teen parent programs presented
EDU-34	Students participating in teen parent program
EDU-35	Teenagers or young adults taught life skills
EDU-36	Manuals or guides for volunteers written
EDU-40	Computer labs installed or supported
HUM-28	Community parks restored
PS-15	Community areas with graffiti removed
URD-31	Manuals or guides written
VAR-101	Includes all meals provided by sponsor (calculate \$4.75 max per member)
VAR-102	Includes snacks on worksite, free tickets to events, etc.

Research Question 7: How many individual service projects are nested within unique sponsors? What is the number of sites and the average number of sites for each sponsor type?

Average Number of Sites by Sponsor Type

Tables B-33 and B-34 show the average number of service projects (B-33) and service sites (B-34) for each type of sponsor.

Table B-33: Average Number of Service Projects by Sponsor Type and Year

Sponsor Type	2012	2013	2014	2015	2016	2017	2018	2019
Non-Profit	1	1	1	1	1	1	1	1
Federal Government	2	4	3	3	3	4	3	1
National Non-Profit	1	1	1	1	1	1	2	1
Higher Education Organization - State Controlled	1	1	1	1	1	1	1	1
State Government	1	1	1	1	1	1	1	1
Local Government - Municipal	1	1	1	1	1	1	1	1
Local Government - County	1	1	1	1	1	1	1	1
State Education Agency	1	0	2	1	1	2	1	1
Other	1	2	2	1	1	1	1	1
Missing	2	3	2	2	3	3	3	2

Table B-34: Average Number of Sites by Sponsor Type and Year

Sponsor Type	2012	2013	2014	2015	2016	2017	2018	2019
Non-Profit	3	2	1	2	2	2	2	2
Federal Government	3	5	4	4	3	4	4	2
National Non-Profit	2	2	2	2	1	2	3	2
Higher Education Organization - State Controlled	4	1	1	2	1	2	2	4
State Government	2	2	2	2	1	2	2	2
Local Government - Municipal	3	2	2	2	1	1	3	1
Local Government - County	3	2	3	2	1	2	2	1
State Education Agency	2	2	1	1	2	3	1	3
Other	1	2	2	1	1	1	3	2
Missing	5	5	2	2	3	3	4	2