IMPACT REPORT
Review of NCCC Demobilization

July 21, 2026

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE
OFFICE OF INSPECTOR GENERAL
AmeriCorps

OFFICE OF INSPECTOR GENERAL

IMPACT REPORT: NATIONAL CIVILIAN COMMUNITY CORPS EXECUTIVE SUMMARY

AmeriCorps OIG plays a crucial role in protecting the integrity of national and community service. Pursuant to our oversight authority under the Inspector General Act of 1978, et. sec, and our dual reporting requirements to the Legislative and Executive branches, AmeriCorps OIG prepared this report to examine the impact of AmeriCorps' April 2025 staff reductions on AmeriCorps' programs and operations. This report examines the impacts of the demobilization of the National Civilian Community Corps. This report is part of a series.

THE IMPACT

COSTS: The OIG determined that AmeriCorps' April 2025 demobilization of the NCCC reduced NCCC operations and member costs by approximately $16 million, while also resulting in incurred Federal costs of least $5 million related to AmeriCorps NCCC employees and NCCC campuses without receiving reasonable value.

MEMBERS: On April 15, 2025, there were 745 active NCCC members, including FEMA Corps members. AmeriCorps' April 2025 demobilization affected the NCCC members' physical well-being, finances, mental health, and career paths. Following litigation, AmeriCorps remobilized 7 percent of NCCC members. NCCC is active and continues to operate with a smaller member count.

COMMUNITIES: AmeriCorps' April 2025 NCCC demobilization resulted in the early termination of 80 service projects across 67 sponsor organizations and disrupted service nationwide. Sponsors that relied on NCCC teams were forced to suspend or abandon planned activities when projects could no longer be completed on schedule. Many nonprofits, local governments, and emergency-response agencies scrambled to identify alternative support. Some smaller organizations were unable to cover the funding shortfall and cancelled projects. Reputationally, the cancellations and uncertainty strained trust between long-term sponsors and NCCC.

SCOPE AmeriCorps OIG initiated a series of special reviews to assess the impact of the April 2025 AmeriCorps staff reductions across AmeriCorps programs and operations. This report examines the impact of staff and funding reductions on the NCCC program.

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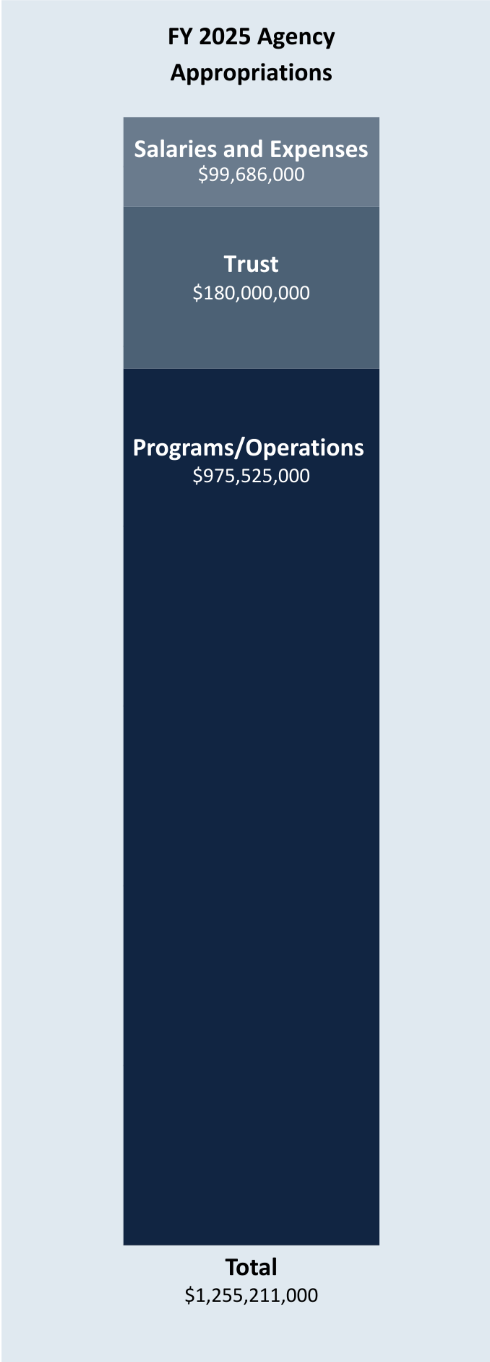
Introduction

About This Report

In May 2025, under our authority in the Inspector General Act of 1978, and consistent with our dual reporting obligations to the Legislative and Executive branches, the AmeriCorps Office of Inspector General (AmeriCorps OIG) began a series of reviews to assess the effects of the AmeriCorps' April 2025 staff reductions on costs, members, communities, and agency programs and operations. To carry out this work, AmeriCorps OIG divided the effort into multiple reports. This report examines the impacts of the April 2025 demobilization of the AmeriCorps National Civilian Community Corps (NCCC). For more information about our Scope and Methodology, see Appendix A.



AmeriCorps[1]

AmeriCorps is a government corporation that administers the programs and activities established under the national service laws.[2] AmeriCorps is the nation's largest issuer of grants for community service and volunteering, plays a critical role in strengthening the United States' non-profit sector, and addresses the nation's challenges through community service and volunteering. AmeriCorps awards grants and cooperative agreements to State commissions, nonprofit entities, and tribes and territories to assist in the creation of full-time and part-time national and community service programs. Through these grantees and other service initiatives, AmeriCorps provides services to meet educational, human, environmental, and public safety needs throughout the nation. In many cases, AmeriCorps' funding addresses gaps in communities across the country that private resources do not reach.

Pursuant to statutory authority, AmeriCorps operates various grant programs and service initiatives, including AmeriCorps State and National (ASN), the National Civilian Community Corps (NCCC), Volunteers in Service to America (VISTA), and AmeriCorps Seniors programs. AmeriCorps also operates the National Service Trust, a fund established by the National and Community Service Act of 1993 to pay for Segal Education Awards for those who have successfully completed

[1] In September 2020, the Corporation for National and Community Service began doing business as AmeriCorps.
[2] 42 U.S.C. § 12651; see 45 C.F.R. § 2500.2(a).

approved terms of national service.[3] In FY 2025, AmeriCorps employed over 700 individuals across the country.[4]

AmeriCorps Program

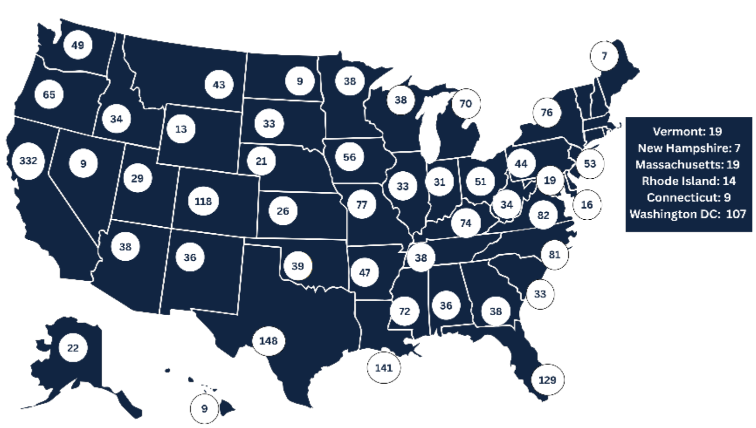
National Civilian Community Corps

AmeriCorps NCCC, established in 1993, is a full-time, residential service program designed for individuals aged 18 to 24.[5] Prior to April 2025, NCCC members were assigned to one of four regional campuses located in Mississippi, Iowa, Colorado, and California. Members work in teams to complete a variety of service projects across the United States.

NCCC is federally managed and partners with sponsor organizations, generally non-profits or local and state agencies, that host NCCC teams. Sponsor organizations apply for teams to help with service projects, such as housing construction and repair, trail maintenance, and assisting low-income communities with tax preparation. In return for their service, NCCC members receive a modest living allowance to help cover their basic expenses. Upon successfully completing their service, they may also earn a Segal Education Award.

NCCC also collaborates with the Federal Emergency Management Agency (FEMA) to run the FEMA Corps program, and with the U.S. Forest Service to manage the Forest Corps program. FEMA Corps members respond to natural disasters and work on projects related to disaster survivor assistance, logistics, planning, and public assistance. Forest Corps members focus on projects aimed at wildfire risk mitigation, reforestation, environmental conservation, and resource management.

Figure 1: NCCC Projects by State Since Fiscal Year 2020



[3] The Segal Education Award is available to individuals who have successfully completed an AmeriCorps term of service. The award may be used to repay qualified student loans, and to pay current educational expenses at eligible institutions of higher education and training programs.
[4] AmeriCorps' total FY 2025 agency appropriations, depicted above, do not include funds appropriated to AmeriCorps OIG.
[5] National Community Service Trust Act of 1993: https://www.congress.gov/bill/103rd-congress/house-bill/2010

Timeline of April 2025 AmeriCorps Staff and Funding Reductions

During FY 2025, AmeriCorps experienced significant changes to its staffing, structure, and grantmaking.

In February 2025, the President signed the Executive Order "Implementing the President's 'Department of Government Efficiency' Workforce Optimization Initiative," which ordered a transformation of the federal government, to include plans for reductions in force (RIF) across federal agencies and requiring consultation with a Department of Government Efficiency (DOGE) Team. Office of Personnel Management (OPM) then provided guidance to the federal agencies on how to implement the President's Executive Order.

APRIL 7, 2025
AmeriCorps offered second round of DRP

APRIL 8, 2025
DOGE at AmeriCorps HQ and announcement of RIF

APRIL 15, 2025
AmeriCorps initiates complete demobilization of NCCC

APRIL 16, 2025
AmeriCorps places almost 85% of staff on administrative leave

APRIL 18, 2025
AmeriCorps cancels 102 government contracts

APRIL 24, 2025
AmeriCorps issues RIF notices to 322 employees

APRIL 25, 2025
AmeriCorps terminates 1,000+ grants and places 30,000+ ASN and VISTA members on leave

In April 2025, AmeriCorps conducted a large-scale staffing reduction in response to the Executive Order and DOGE Team directives.

April 7. AmeriCorps offered a second round of the President's Deferred Resignation Program (DRP) with an acceptance deadline of April 14.[6]

April 8. The Interim Agency Head emailed all staff that a DOGE Team had been assigned to AmeriCorps and was being welcomed that day at AmeriCorps headquarters. AmeriCorps' DOGE Team was comprised of four individuals. One primary DOGE Team member acted as the primary contact to AmeriCorps' senior officials. Later that same day, the Interim Agency Head sent an email to all staff stating that AmeriCorps was complying with the President's Executive Order on workforce optimization, and that a RIF "of up to 50 percent or more" of staff would be executed.[7]

April 15. AmeriCorps ordered a demobilization of all NCCC members. As part of this order, project sponsors and NCCC members were notified that all projects would end, and members would return to their campuses before being sent home, effective immediately.

April 16. AmeriCorps notified just under 600 AmeriCorps employees that they would be placed on administrative leave. Of those, about half were AmeriCorps employees who had elected to take the second-round DRP. Almost 85 percent of AmeriCorps staff were placed on administrative leave.

[6] Per OPM, the DRP was a February 2025 voluntary retirement program that provided government employees with eight months of paid leave. AmeriCorps first offered the DRP when it was originally announced by OPM on February 3, 2025.
[7] Email from Interim Agency Head, to All AmeriCorps Staff, "Update on Agency Realignment Plan and Deferred Resignation Program," (Apr. 8, 2025).

April 18. AmeriCorps cancelled 102 government contracts pursuant to guidance from the DOGE Team.

April 24. AmeriCorps issued RIF notices to 322 of the employees who were placed on administrative leave.

April 25. AmeriCorps terminated 1,031 grants across all of AmeriCorps programs totaling $396,509,876 in federal funds and suspended the service of 30,393 ASN and VISTA members. This amount represents the full grant award amounts of the terminated grants. However, since some of the grant funds had already been expended, this figure does not represent the value of federal funds retained by AmeriCorps.[8]

[8] Most grants were terminated at the subrecipient level. AmeriCorps does not have data on expenditures by subrecipient, so neither AmeriCorps nor the OIG can accurately determine amounts already expended.

Impact on **Costs**

As a result of the OIG's review of the demobilization, the OIG determined that AmeriCorps' April 2025 demobilization of the NCCC reduced costs for NCCC by approximately $16 million, specifically related to NCCC operations and member costs. The demobilization also led to at least $5 million in costs incurred without receiving reasonable value.

For FY 2025, NCCC appropriations totaled $37.735 million. NCCC's appropriations cover living allowance payments for NCCC members and NCCC program and operating costs, including member travel, contracts for member gear or supplies, and campus leases.[9] As NCCC is the only AmeriCorps program that does not provide grants, sponsor organizations bear costs when hosting NCCC teams, including the cost of supplies for planned service projects.

Potential Reduction of $16 Million in Expenses

Over the course of our review of the demobilization, AmeriCorps OIG determined that NCCC potentially reduced NCCC costs by $16 million between FY 2025 and FY 2026. Specifically, AmeriCorps potentially saved $13 million in operating and member costs for FY 2025 and will save, at least, another $3 million in operating costs related to NCCC campus leases for FY 2026.

NCCC Operating Costs

As the only AmeriCorps program managed entirely at the federal level, most NCCC funding is allocated to program operations. These operational costs include contracts for member gear and supplies, campus leases, and other essential services.

Pursuant to DOGE officials' directions to reduce costs, AmeriCorps personnel identified 12 NCCC-related contracts or task orders (hereinafter "contracts") for termination.[10] These contracts ranged in scope from consulting and marketing services promoting the NCCC program to equipment and supply orders for member work gear, tools, and supplies for various project sites. Interviews with NCCC staff indicated that several terminated contracts were duplicative or no longer necessary and could be eliminated without materially affecting program operations. NCCC had previously identified these contracts as not requiring renewal. For example, AmeriCorps' Office of Information

[9] NCCC member Segal Education Awards are not part of these appropriated costs. Segal Education Awards for AmeriCorps members are appropriated costs to the National Service Trust, except for FEMA Corps members.
[10] This number is excluding leases and related Blanket Purchase Agreements (BPAs). BPAs with total award values ranging from $2,000,000 to $65,000,000 were excluded from our analysis since these amounts do not represent actual orders for goods and services, but rather ceiling amounts of potential orders.

Technology had previously taken over web filtering responsibilities, removing the need for an existing contract for those services for NCCC.

The 12 contracts totaled about $10.2 million, of which roughly $1.2 million had been obligated at the time of termination. That leaves up to $9.0 million unobligated and potentially available as cost savings.[11] However, the actual savings are uncertain because unobligated amounts may not translate directly into savings. For example, termination liabilities or other costs could reduce realized savings.

NCCC Member Costs

The April 2025 demobilization significantly reduced NCCC staffing and associated expenses. NCCC member costs declined by about $4 million following the April 2025 demobilization, according to the OIG review. After demobilization, AmeriCorps leadership revised FY2025 budget estimates downward for member travel, per diem, and living allowances to reflect the reduced number of members serving and traveling. Estimated education award expenditures were also lowered, as demobilized members were expected to receive prorated awards for their shortened service terms.

The initial estimated savings from the demobilization were reduced after a June 2025 court order required AmeriCorps to return members to service. AmeriCorps paid retroactive living allowances, travel and per diem reimbursements, and full Segal Education Awards to the reinstated members. Although members were compensated for lost time, AmeriCorps—and the communities that rely on its programs—lost the service hours those payments would have otherwise supported.

Even after reinstatements and retroactive payments, the demobilization produced a net estimated reduction in member-related expenses of $4,013,883 across all categories. See **Tables 1-3** for the breakdown of the total FY 2025 cost reductions.

Table 1: FY 2025 NCCC Member Travel and Per Diem Actuals

	Original Budget	*FY 2025 Actual Expenses*	*Reduction*
Traditional Corps	$ 2,550,325	$ 1,518,805	$ 1,031,520
FEMA Corps	$ 1,075,621	$ 632,747	$ 442,874
Forest Corps	$ 702,814	$ 232,491	$ 470,323
Total	$ 4,328,760	$ 2,384,043	**$ 1,944,716**

[11] Approximate values are used as actual numbers were not available at the time this report was prepared.

Table 2: FY 2025 NCCC Member Living Allowance Actuals

	Original Budget	*FY 2025 Actual Expenses*	*Reduction*
Traditional Corps	$ 3,605,131	$ 3,370,172	$ 234,959
FEMA Corps	$ 1,566,228	$ 1,003,149	$ 563,079
Forest Corps	$ 600,252	$ 480,220	$ 120,032
Total	$ 5,771,611	$ 4,853,541	**$ 918,070**

Table 3: Demobilized Member NCCC Education Award Actuals[12]

	Original Budget	*FY 2025 Actual Expenses*	*Reduction*
Total	$ 5,501,880	$ 4,350,783	$ **1,151,097**

NCCC Future Operations: Campus Closures and Leasing Cost Reductions

The cuts to NCCC-related contracts and simultaneous reductions in staff led AmeriCorps to consider whether it had the necessary staff to operate its four NCCC campuses, located in Vicksburg, MS; Vinton, IA; Aurora, CO; and Sacramento, CA. These are leased facilities with varying lease terms. The annual leasing costs for the four campuses were approximately $7.43 million for FY 2025.

In June 2025, NCCC provided the lessors for the Vicksburg, MS and Vinton, IA campuses notice of its intent to terminate those leases, trimming annual lease expenses by more than $3 million.

Table 4: Future Savings from Campus Leases

NCCC Campus	*Annual Rent*
Southern – Vicksburg, MS	$ 1,600,059
North Central – Vinton, IA	$ 1,607,459
Total	**$3,207,518**

[12] The majority of NCCC members' Segal Education Awards are appropriated costs to the National Service Trust.

Over $5 Million in AmeriCorps Costs Incurred Without Receiving Reasonable Value

Over the course of our review, AmeriCorps OIG determined that AmeriCorps incurred operating costs of at least $5 million for FY 2025 related to AmeriCorps NCCC employees and NCCC campuses without receiving reasonable value for those costs.

NCCC Operating Costs

NCCC Employee Costs

As of January 2025, NCCC was staffed with 115 employees, consisting of leadership; general, financial, and health services; and regional staff including campus support staff. AmeriCorps employees at NCCC are responsible for managing the assignments of NCCC members, providing necessary support and supervision, and ensuring the safety of members while they are in service.

In April 2025, 92 NCCC employees were placed on administrative leave due to either accepting the DRP offer or as part of the RIF, leaving only 23 NCCC staff.

Forty-one NCCC staff accepted the DRP offer. Based on payroll and related information provided by AmeriCorps, the OIG estimates approximately $2.4 million in salaries and benefits were paid to the NCCC staff who accepted the DRP offer while they were on administrative leave through September 30, 2025.[13]

AmeriCorps also paid salaries and benefits for employees who were placed on administrative leave due to the planned RIF. Due to subsequent court orders and litigation, the reduction in force was largely reversed and 20 NCCC staff were brought back from leave throughout August and September 2025. Based on payroll and related information provided by AmeriCorps, the OIG estimates AmeriCorps paid approximately $800,000 in salaries and benefits for employees who were on administrative leave due to the planned RIF between April and September 30, 2025 (or the time they were brought back from administrative leave).

In total, the actions to reduce NCCC staff resulted in approximately $3.2 million of federal funds paid to employees who were on administrative leave with no tangible benefits to the agency or communities served by NCCC.

NCCC Campus Lease Costs

Although AmeriCorps reduced its overall NCCC operating expenses with the campus closures, the agency also incurred costs of over $1.8 million by closing the campuses without receiving reasonable value for those costs.

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[13] AmeriCorps estimated an additional $650,000 to $700,000 in lump sum payouts for earned leave to employees who took the DRP offer when their employment officially ended. This estimate was based on 72 employees, so the actual amount of the liability will be significantly less and has not been included in the OIG's calculations.

AmeriCorps provided its termination notices to the Vinton, IA campus lessor on June 9, 2025, and to the Vicksburg, MS campus lessor on June 27, 2025. AmeriCorps effectively ceased its normal operations out of the Vicksburg, MS campus in April 2025 when it demobilized the program. The Vinton, IA campus operated on a reduced basis through early January 2026. AmeriCorps paid over $1.8 million to the two lessors to terminate the leases.

Table 5: Cost to Terminate Leases

NCCC Campus	*Notice Date*	*Termination Rights (Days)*	*Cost to Terminate*
Southern – Vicksburg, MS	June 27, 2025	60	$ 263,023
North Central – Vinton, IA	June 9, 2025	365	$ 1,607,459
Total			**$1,870,482**

NCCC Campus Disposal Costs

AmeriCorps also incurred costs of over $87,000 related to the removal or destruction of previously purchased inventory at the campuses. Upon the termination of the campus leases, NCCC incurred one-time closure costs for the removal of supplies and equipment. AmeriCorps had to pay to ship existing inventory of supplies and equipment, such as tools and uniforms, either to another campus or waste disposal. AmeriCorps also expended funds to pay for renting dumpsters and shipping supplies to the remaining open campuses. AmeriCorps officials told us that most inventory from the closing campuses had been placed into one of several categories by NCCC:

- To be transferred to Aurora, CO campus;
- To be listed on the General Services Agency (GSA) Personal Property Management; System (PPMS) for other federal or state agencies to obtain;
- To be disposed of if items are of little to no value; or
- To be left with lessor.

In September 2025, AmeriCorps OIG staff visited the Vicksburg, MS campus to observe the campus shutdown process and meet with NCCC representatives. At the time, NCCC was still dealing with a considerable amount of property and equipment. As of January 2026, NCCC estimated the one-time closure costs of the Vicksburg campus, alone, to be about $87,750.

Vicksburg, MS September 2025

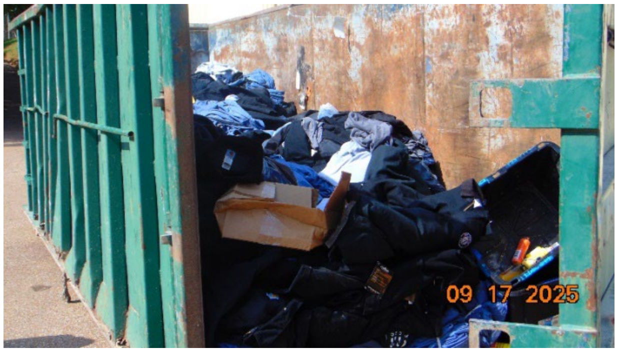
Aurora, CO May 2025

Source: *AmeriCorps OIG*

NCCC indicated that it had over 1,800 different lines of inventory ranging from bug spray to commercial grade washing machines. However, the inventory records did not capture cost or market value information on the items; therefore, AmeriCorps OIG could not quantify the amount paid for the items that were disposed of or left with the lessor. AmeriCorps OIG observed at least two large dumpsters full of items during its site visit to the Vicksburg, MS campus.

Vicksburg, MS September 2025

Vicksburg, MS September 2025



Source: *AmeriCorps OIG*

AmeriCorps OIG observed a significant amount of inventory remaining at the Vicksburg, MS campus that consisted of new/unused branded clothing items with logos including the NCCC logo, FEMA Corps logo, and/or Southern region logo. GSA does not allow items with logos to be donated, and so the items must be discarded. NCCC was able to obtain a waiver to avoid having to physically remove or obscure the logos from the clothing, which would have required considerable time and effort.

However, AmeriCorps OIG also observed new and unused branded clothing items with the AmeriCorps logo, which were also set to be discarded, even though these non-program specific items could have been put to better use and distributed to other programs.

Vicksburg, MS September 2025

Source: *AmeriCorps OIG*

Costs for Sponsor Organizations and Partner Federal Agencies with No Reasonable Return Received

The abrupt demobilization of NCCC members led to sponsor organizations incurring costs for team preparations that yielded no benefit to the communities. The demobilization also resulted in additional, unplanned costs for partner federal agencies. AmeriCorps OIG did not determine the amount of additional costs for either sponsor organizations or federal partners, as neither sponsor organizations nor federal partners generally track or report to AmeriCorps details of such costs.

To help identify and understand the financial impacts the demobilization caused sponsor organizations, we sent sponsor organizations a survey in May 2025. About 77 percent of sponsor organizations surveyed reported using funds without receiving a benefit due to the demobilization. One sponsor organization estimated spending as much as $156,000 on expenses preparing NCCC teams for field work (i.e., salaries, supplies, non-refundable accommodation expenses, and other costs) for the service of the NCCC team that would no longer be provided to their community.

The demobilization also resulted in additional, unplanned costs for partner federal agencies. The demobilization of FEMA Corps and NCCC members serving with the U.S. Forest Service included costs of previously purchased food not eaten, staff salaries for community work not performed, supplies not used, and early termination of member rental housing.

Interviewed Forest Service personnel indicated that the demobilization resulted in the Forest Service having 32 firefighting members pulled from sites in one of its regions. To address the gap in firefighters, the Forest Service had to spend unplanned funds to bring in its own additional resources and labor to fill these roles. It took the Forest Service about a week to bring in alternative resources, which resulted in additional travel, overtime, and other associated labor costs for the Forest Service.

Similarly, to complete ongoing NCCC projects vacated by FEMA Corps members, shortly after the demobilization in May 2025, a FEMA official believed FEMA would have to bring in its own replacements and FEMA reservists. FEMA would incur unplanned costs for having to dispatch its own reservists—employees who receive a higher hourly salary and require rental cars and individual hotel rooms that FEMA Corps members would not receive.

Impact on **Members**

On April 15, 2025, there were 745 active NCCC members, including FEMA Corps and Forest Corps members, across all four campuses. AmeriCorps' April 2025 demobilization of the NCCC had significant impacts on these NCCC members, including affecting their physical well-being, finances, mental health, and career paths. Following litigation, only seven percent of NCCC members were remobilized. NCCC is currently active and continues to operate with a smaller member count.

NCCC Demobilization Affects NCCC Members' Physical, Financial, and Mental Health

AmeriCorps's NCCC employees are responsible for managing the assignments of NCCC members, providing necessary support and supervision, and ensuring the safety of members. AmeriCorps' Interim Agency Head stated that AmeriCorps had to demobilize the entire NCCC on April 15 upon identifying the number of NCCC staff who would be placed on administrative leave.[14] This number was so significant that it would affect the safety, support, and supervision of NCCC members.

All NCCC members, due to the significantly reduced staff footprint, had to cease service immediately. NCCC members received no advance notice that their service terms would be ending early and that they would be sent home. Many were actively engaged in their service tasks and had to immediately stop their activities to return to their NCCC campuses. By April 19, all NCCC members were sent home.

We sent a survey to all 745 demobilized members in May 2025 asking a series of questions related to their service and the impact of the demobilization. The survey involved open-ended questions asking members to describe in their own words the various positive or negative impacts that demobilization had on their lives. We received responses from 36 percent of NCCC members surveyed.

Safety and Physical Health

In response to a series of questions regarding the safety of living situations for demobilized NCCC members post-demobilization, most respondents confirmed they had a bed to sleep on when they left the NCCC. However, roughly 35 percent of the respondents reported they were not sleeping in their own beds, with a few listing their current sleeping arrangement as being in a car, shelter, or hostel. Furthermore, when asked to expand on their housing situation, four percent of the members surveyed told us the demobilization resulted in them no longer having safe housing.

See **Figure 2** for a summary of respondents' sleeping arrangements post-demobilization.

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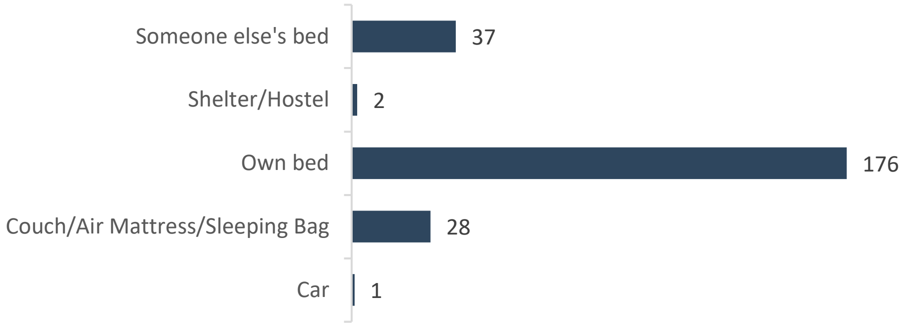
[14] Ninety-two NCCC employees were placed on administrative leave due to either accepting the DRP offer or as part of the RIF. Forty-one NCCC staff accepted the DRP offer.

Figure 2: Sleeping Arrangements of Respondent NCCC Members Following Demobilization



Financial Impact

> "I am currently without income and having to stretch the living stipends we were previously issued with no warning."
>
> - Demobilized Pacific Region Member

NCCC members also responded to the survey that the program's stoppage caused significant personal financial impacts. When asked to respond to an open-ended question on the financial impact of demobilization, approximately 50 percent of the respondents noted the sudden loss of living allowance and/or reduced education awards as having an adverse impact and reported financial hardship. The loss of expected funds presented them with having to suddenly identify new employment to replace lost income. Three percent of respondents to the open-ended question on financial impact specifically noted the negative impact of losing the health insurance they received through the NCCC program.

Mental Health and Future Planning

NCCC members were asked to describe in their own words the short and long-term impacts of demobilization on their lives and service. Two percent of respondents noted positive impacts of the demobilization, such as getting to enroll for an earlier college semester, more free time, or returning home to family and friends they had missed.

Other members expressed their disappointment with the abrupt separation from the program and their service teams. About 23 percent of respondents described negative emotional or mental health impacts such as heightened anxiety or depression. About 33 percent of respondents specifically identified the sudden loss of housing as having a negative impact on their mental health.

Additionally, about 32 percent of respondents expressed that their career plans were negatively affected by the abrupt end to their service or the loss of training and professional development opportunities they expected from the program. The remaining respondents did not indicate whether their career plans were impacted.

Member Spotlight **Ava Zyhowski, Traditional Corps Member, Southwest Region**

Ava Zyhowski joined NCCC, in part, because the program provided housing during service. Zyhowski stated that “having like an, an interesting job like AmeriCorps where you’re moving around… having that housing provided for is really great.” Otherwise, affordable housing could be difficult to find during short-term employment, something that she experienced in her previous employment.

Zyhowski was assigned to a team that spent time repairing buildings and structures at a 4-H camp in Arkansas before going to McAllen, Texas to help low-income people file their tax returns. Her team received tax preparation training before providing free assistance to 300 or 400 people who otherwise would have had to pay a private firm for help. Her team was back at the Aurora, CO campus preparing for a six-week stint back in Arkansas to repair tornado-damaged state park trails when she learned the program was demobilizing.

NCCC gathered all of the members on campus and informed them that the program was dissolving and that members were to be sent home that night. Zyhowski described the members’ general reaction to the announcement as sadness and shock. Zyhowski was at the airport headed home within five hours of being informed.

Since the demobilization, Zyhowski has returned to the job she had worked the previous summer and is staying with a family member. Zyhowski believes that NCCC “is such a necessary program in this community.”

Court-ordered Remobilization Resulted in Only 7 Percent Retention

A June 2025 court order required reinstatement of all NCCC members. NCCC only reinstated 49 NCCC members (seven percent of those demobilized) for a variety of reasons. Those reasons included:

1. **Insufficient staff**: NCCC lacked enough remaining staff after the DRP and RIF actions to safely support the 745 members active at the time of demobilization.
2. **Timing constraints**: Many members could not be reinstated after their graduation dates or scheduled project completion dates had passed.
3. **Project impracticality**: Some projects had little time remaining or sponsors declined to resume work, making reactivation impractical and preventing the program from immediately returning to full capacity.

4. **Personal decisions**: Some former members chose not to return to the demobilized cohort.[15]

The fourth point—personal decisions—notably influenced outcomes. After demobilization, FEMA Corps member "Rosa" needed to rent an apartment. Returning to NCCC on short notice would have required her to find a subletter for four months and risked disrupting her new stability. In addition, she had joined NCCC specifically to gain emergency-management experience but worried that timing and program changes meant FEMA might no longer be able to offer a reservist position at the end of her service. This example reinforces how personal, logistical, and program-level factors combined to limit member reinstatements.

As of June 2026, NCCC is operating with 133 NCCC members actively serving from the two remaining campuses: Aurora, CO and Sacramento, CA.

Member Spotlight **Tanner Crawford, Traditional Corps Member, Southern Region**

Tanner Crawford joined NCCC hoping to get hands-on experience doing outdoor field work to see if it was the type of job he would enjoy. He was assigned to a team sponsored by the U.S. Forest Service that cleaned up trails and marinas in Virginia; performed forest management tasks in Florida, such as preparing trees for the red-cockaded woodpecker and preparing fire lines for prescribed burns; and responded to fires in North Carolina and West Virginia.

Crawford's team was preparing for a prescribed burn at the Department of Energy's Savannah River site in South Carolina when they learned that the NCCC program was being demobilized. They were told to return to the Vicksburg, MS campus immediately. Crawford described the members' general reaction to the demobilization as sadness and disbelief. The demobilized Vicksburg, MS members attended some rushed farewells and trainings, and Crawford was home a couple of days later.

Since the demobilization, Crawford has applied for seasonal fire positions and is planning to serve as a chainsaw crew member for a different AmeriCorps program out of Chattanooga, Tennessee. Crawford is awaiting a response from the U.S. Forest Service, Bureau of Land Management, or the National Park Service about the fire positions. Crawford has recommended the NCCC program to others since returning home. He views the program as "a tool to help train young people to become productive members of society in these different roles that aren't office jobs." Crawford believes that he made a difference with AmeriCorps.

[15] Of the 745 members active at the time of demobilization, 45 members, when presented with the option, chose to enroll in another AmeriCorps program or elected to join a new full-term NCCC class over the option of reinstating to their demobilized cohort.

Impact on **Communities**

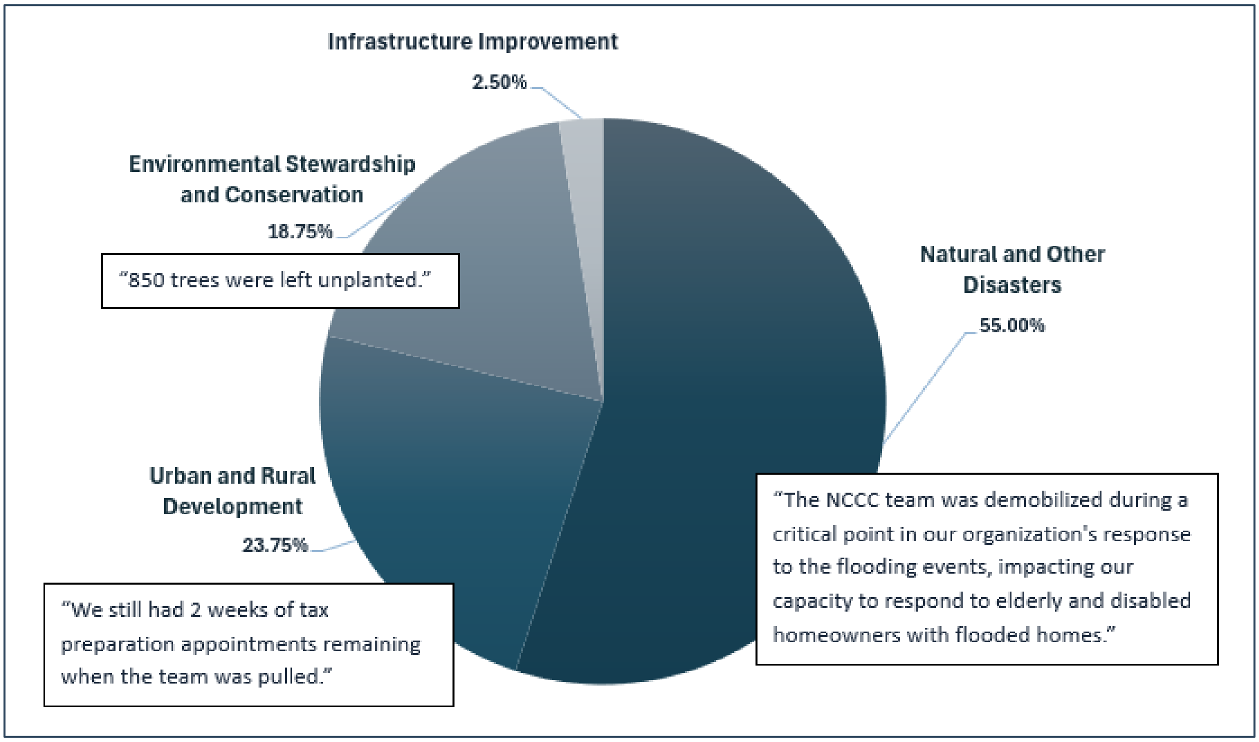
AmeriCorps is dedicated to strengthening communities through service and collaboration, with NCCC playing a pivotal role by soliciting projects from various sponsor organizations. This partnership allows NCCC members to engage directly in meaningful service initiatives that address local needs. However, AmeriCorps' April 2025 NCCC demobilization significantly impacted this mission, resulting in the early termination of 80 service projects across 67 sponsor organizations. For FY 2025, NCCC anticipated completing about 115 projects with the Traditional Corps and 71 projects with FEMA Corps. By the end of FY 2025, only five of those projects were completed by reinstated members, leaving 181 planned projects incomplete.

The demobilization disrupted service nationwide. Sponsors that relied on NCCC teams were forced to suspend or abandon planned activities when projects could no longer be completed on schedule, leaving unfinished repairs, delayed preparedness work, and gaps in direct services to vulnerable populations. Many nonprofits, local governments, and emergency-response agencies scrambled to identify alternative support—redirecting staff, hiring temporary contractors, reallocating limited budgets, or postponing work until new funding and personnel could be secured. Some smaller organizations were unable to cover the shortfall at any price and cancelled projects entirely, forgoing expected outcomes such as home repairs, community resilience training, and environmental restoration. Reputationally, the cancellations and uncertainty strained trust between long-term sponsors and NCCC.

Service Projects Were Left Incomplete or No Longer Viable

NCCC's abrupt demobilization left many planned service activities unfinished or impossible to complete. The 80 service projects across 67 sponsor organizations that were active at the time of demobilization served particular issue areas. We surveyed the sponsor organizations that had their projects terminated earlier than planned and asked what project tasks remained. In **Figure 3**, below, we display a pie chart that breaks down the various categories the terminated projects served. In addition, the chart also highlights examples of some of the unfinished tasks. For example, NCCC teams aimed to respond to flooding and fire events and perform environmental stewardship such as trail-cleaning.

Figure 3: Issue Areas of 80 Terminated Projects



Multiple sponsor organizations replied that there would be tasks that would not be feasible to complete without NCCC members, such as woodland restoration, the planting of hundreds of trees, or leading volunteer teams after flooding events. These tasks were not feasible for a variety of reasons, including lack of funds, capacity, or the planned tasks being seasonal in nature and therefore not able to be completed given the lack of time to set up a substitute workforce.

"[It] was awful. Across the board. I started getting phone calls that morning from fire management officers and fire staff officers at forests and from burn bosses in the field on active prescribed burns saying, 'What's going on? Why are you pulling my people? Because we're burning right now. [We] actually have fire on the ground. I need them to hold.' And they left."

- Southeast Region Sponsor Organization

Sponsor Spotlight **Asheville Area Habitat for Humanity**

Asheville Area Habitat for Humanity (AAHH) in Asheville, North Carolina had previous experience with other AmeriCorps programs when it hosted its first NCCC team starting in March 2025. The Asheville area was hit hard by Hurricane Helene in September 2024, and AAHH intended to use NCCC members to boost capacity and manage volunteers doing disaster recovery work. From March 8, 2025 through April 15, 2025, AAHH hosted eight members intending to complete 20 disaster repair projects on storm-damaged homes.

The members had completed about eight of the 20 planned disaster repair projects when the demobilization began. According to AAHH's CEO, the team had been there long enough to complete training and get up to speed and were "at the peak of their productivity with [AAHH] when they were called away." The NCCC team was supposed to provide relief to the AAHH staff who had been working non-stop since the hurricane.

The demobilization "tarnished what was otherwise kind of a sterling reputation of [AmeriCorps] among our organization." AAHH's CEO also noted that the organization is less likely to work with AmeriCorps in the future as a result.

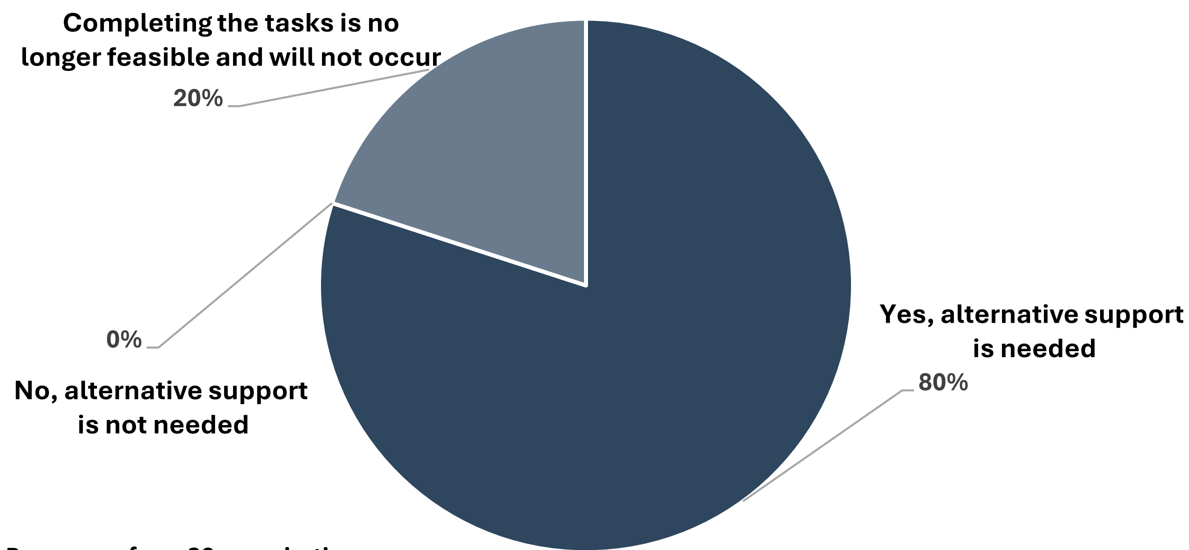
AAHH realized no cost savings from the demobilization and had to pull staff off other projects to complete the work intended for the NCCC team. AAHH's CEO asked, "Why are we using this as the place where we try to find efficiency or whatever the motivation was behind the demobilization? There's such a huge return on investment to our country from engaging young people in national service that this seemed like the penny wise and pound-foolish approach."

Source: *Asheville Area Habitat for Humanity*

Sponsor Organizations Left to Find Alternative Resources to Complete Service Projects

We also surveyed sponsor organizations to see if alternative resources were needed to complete their planned service projects. Of the respondents, 80 percent responded that alternative resources would be necessary. None of the respondents could complete the tasks planned for NCCC members without additional support. Sponsor organizations that were active at the time of demobilization and that were anticipating teams later were asked to estimate how long it would take to find alternative support to complete a project. Responses varied from about a week up to multiple years to find alternative support, if it were feasible, to complete the projects. See **Figure 4**.

Figure 4: Will alternative support be needed to complete tasks planned for your NCCC team?



Responses from 30 organizations.

Sponsor Spotlight **Missoula Food Bank and Community Center, Montana**

The Missoula Food Bank and Community Center (MFBCC) applied for an NCCC team to increase the organization's capacity in preparation for the busy summer season when MFBCC serves about 70,000 meals in a 12-week period. NCCC members would have served alongside staff and other volunteers on meal serving tasks and intended to support MFBCC's community garden and facilities through planting, weeding, painting, and other jobs.

With about a month's notice that it would not be receiving the expected NCCC team, MFBCC had to increase its recruiting efforts to help mitigate the loss of the NCCC team, and some MFBCC non-direct service staff had to perform more direct service tasks such as preparing meals. Reallocating these resources allowed MFBCC to meet the meal-serving needs of its community, but the planned community garden and facilities projects were not done. Pulling staff to perform direct service also meant less resources were available to perform regular tasks such as providing cooking classes.

The MFBCC Director of Operations noted that it is hard to be strategic about how to use resources as a nonprofit organization. She said it was challenging to have the NCCC team canceled without knowing the entire NCCC program was in jeopardy. When she received the initial email notification that the team would not be coming, she reached out to multiple NCCC contacts with questions. After not receiving responses, she assumed those contacts had lost their jobs with AmeriCorps.

The Director of Operations also expressed concern for the future of AmeriCorps, stating, "AmeriCorps is a critical resource for a lot of nonprofits in our community and even in our country as a whole." She added that "we value what AmeriCorps members do and for a relatively low-cost program with a broad impact, it feels like a very confusing thing to cut."

Sponsor Organizations Less Likely to Participate in the Future

Overall, when asked to describe the effects of the demobilization, surveyed sponsor organizations described negative effects on their communities due to the demobilization, both tangible and intangible. Examples of tangible negative effects included trails remaining inaccessible to the public, being less prepared for the arrival of summer campers, and prolonged wet conditions in flooded homes causing mold and other hazardous conditions. Intangibly, sponsors described the positive effects NCCC teams had on their communities and the loss of hope and enthusiasm that resulted from demobilization.

“This project is massive and the amount of human capital to replace a trained and mobilized AmeriCorps team will take years to recover.”

- Southwest Region Sponsor Organization

Asked about the long-term effects of the demobilization, multiple survey respondents described the uncertainty of their future plans with NCCC becoming a less reliable partner. As one sponsor organization described it, “The logistical and financial risks we’ve now experienced firsthand may necessitate greater caution and resource buffering the next time we seek AmeriCorps support, potentially limiting our willingness or ability to participate in similar partnerships in the near future.”

Other respondents focused on the compounding effects of the loss of NCCC support. For example, sponsors with projects that included invasive species removal or trail clean up described the increased damage to trails and land that will occur and future costs that it will take to address problems later that an NCCC team would have addressed.

We surveyed sponsor organizations if the demobilization of NCCC members would make them more or less likely to work with AmeriCorps in the future. Sixty-three percent of respondents said they would be less likely to work with AmeriCorps in the future. No responses indicated they would be more likely.

Appendix A: **Scope and Methodology**

Scope

In May 2025, the AmeriCorps Office of Inspector General (AmeriCorps OIG) initiated a series of special reviews to assess the impact of the April 2025 AmeriCorps staff and funding reductions across AmeriCorps programs and operations. To conduct our review, AmeriCorps OIG divided the work into a series of reports. This report is part of the series. Each report in the series will review the impact that AmeriCorps' staff and funding reductions have had on areas such as AmeriCorps' costs, operations, AmeriCorps members, and American communities. This report examines the impact of AmeriCorps' demobilization of the NCCC on AmeriCorps' costs, NCCC members, and the communities NCCC served.

Methodology

AmeriCorps OIG conducted in-person and virtual interviews with agency personnel, sponsor organizations, and NCCC members in different geographic areas to discuss the impact of the demobilization of NCCC. AmeriCorps OIG also conducted site visits to the Aurora, Colorado NCCC campus and Vicksburg, MS NCCC campus, and conducted in person and virtual interviews of NCCC personnel, sponsor organizations, and members located in the different geographic areas. AmeriCorps OIG also performed surveys of NCCC members and sponsor organizations in May 2025. Responses were submitted by 271 members, 10 sponsor organizations with active projects at the time of demobilization, and 22 organizations that were anticipating members later in the year. The surveys employed mixed methods designed to capture both the breadth of participant demographics and the depth of their personal experiences. The surveys utilized a combination of closed-ended and open-ended questions.

Standards

AmeriCorps OIG prepared this report in accordance with the Council of the Inspectors General on Integrity and Efficiency's (CIGIE's) Quality Standards for Federal Offices of Inspector General (Silver Book) and internal AmeriCorps OIG guidance, policies, and procedures. These standards required that we obtain sufficient and appropriate evidence to provide a reasonable basis for our insights and conclusions. This work was completed between May 2025 and May 2026.