

# Congressional Budget Justification

FISCAL YEAR 2015



The Corporation for National and Community Service (CNCS) is the federal agency dedicated to community-driven civilian service for the purpose of improving lives, strengthening communities, and fortifying the civic health of our nation.

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# Message from the CEO



Since its creation 20 years ago, the Corporation for National and Community Service (CNCS) has engaged our nation's greatest resource—the American people—to get things done.

Working hand in hand with thousands of local partners, CNCS programs improve lives, strengthen communities, and engage millions of Americans in solving tough problems.

The Fiscal Year 2015 Budget request will continue this smart investment—engaging Americans of all ages and backgrounds in results-driven service, expanding economic opportunity, fostering social innovation, and driving community impact through increased competition and efficiency.

## Expanding Economic Opportunity

The Budget request will continue our focus on economic opportunity by educating students for the jobs of the 21st century, helping seniors live independently, connecting returning veterans to employment, rebuilding communities after disasters, teaching financial literacy, and more.

In addition, national service offers a ladder of opportunity for those who serve—by helping them graduate, gain career skills, pursue higher education, and find work. For both beneficiaries and participants, national service helps expand individual opportunity, build family stability, and create more sustainable, resilient communities.

## Driving Impact and Innovation

This Budget request continues the vision of the bipartisan Edward M. Kennedy Serve America Act to target resources on a core set of critical national problems. It aligns CNCS programming to focus on these priority areas, and uses a common set of performance measures to evaluate progress.

Through the Social Innovation Fund, CNCS will continue to leverage substantial non-federal support for the growth of evidence-based programs that improve the lives and build the economic independence of low-income individuals.

The Budget includes a proposal to reorganize Senior Corps programs to enhance competitiveness and efficiency while continuing to tap the valuable skills and life experiences of older Americans to meet critical community needs.

Recognizing the importance of evidence-based approaches, the Budget supports a robust research and evaluation agenda to help find and share effective practices, increase accountability, and strengthen investment in high-impact programs.

## Expanding Partnerships and Growing Volunteerism

National service is a model of public-private partnerships that recognizes progress is best made by working together. The modest federal investment leverages hundreds of millions of additional resources from non-CNCS sources to strengthen community impact and increase return on taxpayer dollars.

Recognizing the wisdom of this approach, President Obama created the Task Force on Expanding National Service to increase national service opportunities through partnerships with other federal agencies and the private sector. Building on the success of FEMA Corps, School Turnaround AmeriCorps, and other initiatives, CNCS will create new service corps partnerships that meet critical challenges and create pathways to opportunity for those who serve.

The Budget request also provides key resources to strengthen the nation's volunteer sector, support the vital work of State Service Commissions, and build the capacity of organizations to recruit and retain volunteers to address critical community needs.

### **National Service Works for America**

America has always been at its best when citizens work together, joined in common purpose. A sense of shared responsibility is woven into the fabric of our nation. For decades, successive Administrations of both parties have invested in national service as a smart way to tap the ingenuity and can-do spirit of the American people.

As we mark CNCS's 20th anniversary, we look forward to building on this great foundation and creating more opportunities for Americans to make a difference in their communities.

In Service,

A handwritten signature in black ink that reads "Wendy Spencer". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Wendy Spencer

Chief Executive Officer

# OVERVIEW | PART I

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From the earliest days of our nation, Americans have stepped forward to help their neighbors and their communities, cultivating a rich legacy of service and citizenship that continues to this day.

Service is fundamental to who we are and how we meet our challenges in America. As citizens, we recognize that that we have responsibilities as well as rights; that our destinies are bound together. As President Obama said in the 2014 State of the Union, “Citizenship demands a sense of common cause; participation in the hard work of self-government; an obligation to serve to our communities.”

One of the ways Americans express their citizenship is by serving their communities. National service and volunteerism show the best of the American spirit—people turning toward problems instead of away, working together to find community solutions.

Since its creation 20 years ago, the Corporation for National and Community Service (CNCS) has led the nation’s efforts to tap the energy of citizens to solve problems in their communities. Working hand-in-hand with thousands of local partners, CNCS improves lives, expands economic opportunity, bolsters civic and faith-based organizations, and engages millions of Americans in service.

Americans engaged in national service make an intensive commitment to tackle some of the most pressing challenges facing our nation: educating students for jobs of the 21st century; supporting individuals, families, and neighborhoods on the road to economic recovery; addressing the needs of military families and a new generation of veterans returning from war; helping communities rebuild after natural disasters; promoting health and well-being; and preserving the nation’s parks and public lands.

Through its programs, CNCS engages 5 million Americans in service each year at more than 60,000 locations across the country, from large cities to small towns to rural areas.

In all its programs, CNCS seeks to expand economic opportunity—helping disconnected youth, new Americans, veterans, military families, seniors, people with disabilities, and others acquire the skills, education, and training they need for productive employment. By helping more Americans graduate, pursue higher education, and find work, national service

provides immediate benefits to the community and significant long-term benefits to service recipients and those who serve.

## Expanding Impact through Partnerships

National service is a public-private partnership that recognizes no one sector can meet our challenges alone and that we make progress best by working together. Nearly everything CNCS does is accomplished by working with and through others—including nonprofit and faith-based organizations, schools and higher education institutions, tribes, government at all levels, and businesses—and ultimately individual citizens.

As the nation’s largest grantmaker for service and volunteering, CNCS supports tens of thousands of organizations—schools, food banks, homeless shelters, health clinics, youth centers, veterans service facilities, hospitals, and other organizations. CNCS’s programs help these organizations expand their reach and impact through their direct service and by recruiting and managing volunteers. The modest federal investment by CNCS leverages hundreds of millions of additional resources from non-CNCS sources to strengthen community impact.

In addition to collaborating with nonprofit organizations across the country, CNCS also works with federal, state, local, and tribal government to coordinate efforts, engage citizens, and carry out programming to meet important community needs. Congress created national service as a shared federal-state partnership, providing a central role for governors in designing and implementing national service through State Service Commissions. CNCS also works closely with mayors and city officials across the country, supporting organizations that achieve measurable results where the need is greatest.

On the federal level, CNCS has developed several innovative partnerships with other agencies to meet critical challenges and expand opportunities for those who serve. For example, FEMA Corps is a 1,600 member unit of AmeriCorps National Civilian Community Corps (NCCC) that strengthens disaster capacity, prepares young people for emergency management careers, and saves significant taxpayer dollars. School Turnaround AmeriCorps is a partnership between the U.S. Department of Education and CNCS that is bringing hundreds of new AmeriCorps members into some of the nation’s lowest-performing schools, where they work to boost



student academic achievement, attendance, high school graduation rates, and college and career readiness.

Building on the success of these partnerships, President Obama created the President's Task Force on Expanding National Service, co-chaired by the White House Domestic Policy Council and CNCS. The Task Force is working to strengthen citizen problem-solving by developing strategies to expand national service to meet national needs through partnerships with other federal agencies and the private sector.

Through these efforts, the Task Force will engage more Americans in national service, expand economic and educational opportunities for those who serve, enhance federal agencies' capacity to achieve their missions, efficiently use tax dollars, help individuals develop skills that will enable them to prepare for long-term careers, and build the pipeline of Americans ready to enter public service.

## **Evaluation and Accountability**

CNCS has made it a priority to develop a knowledge and evidence base to support the agency's mission, programs, and strategic goals through rigorous program evaluation and research initiatives. CNCS's emphasis on evaluation is aligned with the Administration's guidance on the importance of using evidence and rigorous evaluation in budget, management, and policy decisions. CNCS believes that implementing a robust research and evaluation agenda is a critical underpinning of the agency and its ability to achieve and communicate the value that national service and social innovation bring to communities across the country.

CNCS also has a deep and ongoing commitment to ensuring the highest levels of accountability in the agency's financial and program operations. CNCS is fostering a culture of integrity, accountability, and transparency by fortifying its internal controls, oversight, and monitoring. CNCS established a new Office of Accountability and Oversight and implemented an Integrity Framework as a set of disciplined practices to help ensure CNCS's organizational effectiveness, cohesion, and longevity.



# BUDGET REQUEST AND PERFORMANCE PLAN | PART II

## FY 2015 Budget Request and Performance Plan

The FY 2015 Budget request of \$1.05 billion will support the Corporation for National and Community Service and its thousands of state and local partners in activities to improve lives, strengthen communities, foster civic engagement, and engage millions of Americans in national service and volunteerism.

CNCS harnesses America's most powerful resource—the energy and talents of its citizens—to solve problems and strengthen communities. By supporting local organizations and leveraging outside resources, CNCS provides critical services to individuals and communities in need and puts more Americans on the pathway to economic and educational opportunity.

The resources and authorities provided by this Budget request will support CNCS's efforts to develop partnerships, strengthen competition, align resources, and leverage investments. The request will help CNCS and the network it supports to meet community needs with higher levels of impact, accountability, and efficiency.

Specifically, CNCS proposes to support a record 114,000 AmeriCorps members engaged in high-impact service addressing the critical challenges identified in the Serve America Act: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. Serving in many of the nation's most impoverished communities, AmeriCorps members solve problems and provide vital support to America's education and civic sectors, helping thousands of nonprofit and faith-based organizations expand their reach and impact on pressing local problems. AmeriCorps seeks to expand economic opportunity for those who serve by providing valuable skills, experiences, and support for pursuing higher education. To enhance impact and efficiency, the Budget proposes to transition the existing Foster Grandparent Program and Senior Companion Program models into AmeriCorps. In FY 2015, this transition will preserve existing program goals and infrastructure within the competitive framework of AmeriCorps and make participants eligible to receive a new type of Segal AmeriCorps Education Award. This will result in the largest number of AmeriCorps members in the program's 20-year history.

CNCS will also continue to work with federal agencies and the private sector, in coordination with the President's Task Force on Expanding

National Service, to expand national service opportunities to tackle national priorities. Building on the success of the FEMA Corps unit of AmeriCorps NCCC, School Turnaround AmeriCorps, and other initiatives, CNCS will develop partnerships to create new service corps that meet critical challenges and create pathways to opportunity for those who serve. As part of this work, CNCS will collaborate with other federal agencies as well as State Service Commissions, higher education institutions, and the nonprofit sector. CNCS will also seek support from federal agencies and investment from both the corporate and philanthropic communities to maximize the size and scope of these new initiatives.

Finally, the agency will invest in the validation and growth of evidence-based programs that improve the lives of low-income individuals through the Social Innovation Fund (SIF). The SIF mobilizes public and private resources to grow innovative, community-driven solutions that have evidence of impact. Through rigorous evaluation, the SIF will contribute to the knowledge base of proven program models that can be replicated in communities across the country, including by other CNCS-funded programs.

The FY 2015 Budget request makes critical investments in programs and activities that will continue to address the social and economic challenges facing our communities. These investments are also aimed at building the capacity of CNCS and grantees toward achieving greater accountability, efficiency, and impact. To meet these goals, this Budget proposes the following:

**AmeriCorps State and National:** The request of \$335.4 million for AmeriCorps State and National will support nearly 75,000 AmeriCorps members. This represents an increase of nearly 4,000 AmeriCorps members above the projected member level for FY 2014. With this funding, AmeriCorps State and National will continue to invest in evidence-informed and evidence-based community solutions, providing a critical source of human capital to meet pressing community needs across the country and a pathway to economic and educational opportunity for Americans who serve. In FY 2015, AmeriCorps State and National plans to expand the number of professional corps members. As a result, these grants will provide only the education awards and loan forbearance benefits to professional corps members except in unique instances where programs can demonstrate limited resources and require additional program dollars to operate.

**AmeriCorps Foster Grandparent Program:** The request of \$92.8 million will transition the Foster Grandparent Program model to AmeriCorps. This funding will support approximately 21,200 AmeriCorps Foster Grandparent members who will continue to provide one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. In 2015, the transition will preserve existing program infrastructure in the competitive framework of AmeriCorps. Foster Grandparents will become AmeriCorps members and be eligible for a new type of \$250 Segal AmeriCorps Education Award, which will have expanded uses including covering the cost of educational or enrichment activities for a family member or child they are serving through the program. In future years, the AmeriCorps Foster Grandparent grantees will have the opportunity to compete for funding under the broader AmeriCorps program. AmeriCorps Foster Grandparents serving with grantees that are successful in the AmeriCorps competition will receive the quarter-time Segal AmeriCorps Educational Award, which is equivalent to approximately \$1,530 in FY 2015.

**AmeriCorps Senior Companion Program:** The request of \$38.3 million will transition the Senior Companion Program model to AmeriCorps. This funding will support approximately 8,800 AmeriCorps Senior Companion Program members. These AmeriCorps members will continue to provide a cost-effective option in the continuum of care available to the nation's aging population by providing companionship, transportation, help with light chores, and respite to help older and frail adults live independently in their own homes. In 2015 AmeriCorps Senior Companions will be eligible for a new type of \$250 Segal AmeriCorps Education Award, which will have expanded uses including covering the cost of educational or enrichment activities for a family member. In future years, the AmeriCorps Senior Companion grantees will have the opportunity to compete for funding under the broader AmeriCorps program. AmeriCorps Senior Companions serving with grantees that are successful in that AmeriCorps competition will receive the quarter-time Segal AmeriCorps Educational Award, which is equivalent to approximately \$1,530 in FY 2015.

**AmeriCorps VISTA:** The request of \$92.4 million will support an estimated 7,800 full-time and summer AmeriCorps VISTA members focused on anti-poverty projects. AmeriCorps VISTA will continue to direct resources to projects that demonstrate promise in pre-K readiness and K-12 success, safe and affordable housing, improving access to food and health care, and support to veterans and their families.

**AmeriCorps National Civilian Community Corps:** The request of \$30 million for AmeriCorps National Civilian Community Corps (NCCC) will support an estimated 1,200 members. AmeriCorps NCCC members gain skills, opportunity, and leadership abilities while meeting pressing

community needs in the areas of disaster response; infrastructure improvement; environmental stewardship and conservation; urban and rural development; and energy conservation.

**National Service Trust:** The request of \$253.9 million, along with anticipated carryover, will fund Segal AmeriCorps Education Awards for approximately 114,000 eligible AmeriCorps members, including AmeriCorps Foster Grandparent and AmeriCorps Senior Companion members, who complete their terms of service. The FY 2015 maximum award for full-time service is \$5,785.

**State Service Commissions:** The Budget requests \$16 million for State Service Commissions to support Commissions in performing their critical oversight, monitoring, and strategic functions and to implement CNCS grants and programs effectively. State Commissions administer approximately two-thirds of AmeriCorps grant funds and play a key role in identifying local needs, monitoring subgrantees, and leading citizen service efforts in their states. This increased investment of \$1 million above the FY 2014 level will enhance the Commissions' ability to develop partnerships, monitor programs, provide training, and cultivate high-performing grantees focused on accountability and impact.

**Innovation, Demonstration, and Assistance:** The request of \$92.1 million provides key resources aimed at developing new ideas while expanding proven initiatives that address specific community needs. Of this \$92.1 million, \$70 million is for the Social Innovation Fund, \$19 million is for the Volunteer Generation Fund, and \$3.1 million will support important field-building activities including the Martin Luther King, Jr. Day of Service, and the ongoing United We Serve initiative (The President's Call to Service).

**The Social Innovation Fund:** The request of \$70 million will help to identify, scale up, and rigorously evaluate promising programs across the nation. The 2015 Budget continues to request that up to 20 percent of funds be available for Pay for Success projects. Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after they generate results.

**The Volunteer Generation Fund:** The request of \$19 million will focus on strengthening the ability of organizations to recruit, retain, and manage volunteers. In 2015, as part of a transition, the Volunteer Generation Fund will incorporate the most competitive RSVP projects. This integration of RSVP into the Volunteer Generation Fund will improve efficiency and strengthen volunteer recruitment and retention work.

**Training and Technical Assistance:** The request of \$1 million supports a strategic approach for providing training and technical assistance

to CNCS grantees and sponsors. Among other items, this funding will facilitate the reorganization of the Foster Grandparent Program, the Senior Companion Program, and RSVP.

**Evaluation:** The request of \$5 million supports the design and execution of research and evaluation studies and will facilitate the use of evidence and evaluation by CNCS and national service organizations. This funding level supports research to increase the evidence and knowledge base for CNCS programs, including programs launched in coordination with the President's Task Force on Expanding National Service. These efforts will allow CNCS to promote a culture of evaluation and evidence within the

agency and among grantees by facilitating evidence-based and evidence-informed grantmaking, and by providing relevant technical assistance.

**Salaries and Expenses:** The request of \$87.3 million supports Information Technology operations, modernization, and staffing levels needed to ensure efficient agency operations and program delivery.

**Office of Inspector General:** The request of \$6 million will support Office of Inspector General activities to conduct audits, evaluations, and investigations to enhance the management and overall performance of CNCS and its grantees and promote economy and efficiency.

**TABLE 1. CNCS FY 2015 Budget Summary (dollars in thousands)**

| Budget Account                                | FY13<br>Enacted<br>Level | FY14<br>Enacted<br>Level | FY15<br>President's<br>Budget | Increase/<br>Decrease<br>(2014-2015) | % Difference<br>(2014-2015) |
|---|--------------------------|--------------------------|-------------------------------|--------------------------------------|-----------------------------|
| Operating Expenses                            | \$711,009                | \$756,849                | \$703,093                     | -\$53,756                            | -7%                         |
| AmeriCorps State and National                 | 326,336                  | 335,430                  | 335,430                       | -                                    | 0%                          |
| AmeriCorps Foster Grandparents Program*       | -                        | -                        | 92,806                        | 92,806                               | 100%                        |
| AmeriCorps Senior Companions Program*         | -                        | -                        | 38,330                        | 38,330                               | 100%                        |
| AmeriCorps NCCC                               | 30,214                   | 30,000                   | 30,000                        | -                                    | 0%                          |
| AmeriCorps VISTA                              | 89,861                   | 92,364                   | 92,364                        | -                                    | 0%                          |
| State Service Commission Support Grants       | 12,738                   | 15,038                   | 16,038                        | 1,000                                | 7%                          |
| Senior Corps                                  | 196,637                  | 202,117                  | -                             | -202,117                             | -100%                       |
| Subtitle H                                    | 50,493                   | 76,900                   | 92,125                        | 15,225                               | 20%                         |
| Innovation, Demonstration, and Other          | 4,246                    | 3,100                    | 3,100                         | -                                    | 0%                          |
| Social Innovation Fund                        | 42,471                   | 70,000                   | 70,000                        | -                                    | 0%                          |
| Volunteer Generation Fund**                   | 3,776                    | 3,800                    | 19,025                        | 15,225                               | 401%                        |
| Evaluation                                    | 2,838                    | 5,000                    | 5,000                         | -                                    | 0%                          |
| Subtitle J, Training and Technical Assistance | 1,892                    | -                        | 1,000                         | 1,000                                | 100%                        |
| Disability Inclusion Grants                   | -                        | -                        | -                             | -                                    | -                           |
| National Service Trust                        | 200,719                  | 207,368                  | 253,885                       | 46,517                               | 22%                         |
| Salaries and Expenses                         | 78,510                   | 80,737                   | 87,257                        | 6,520                                | 8%                          |
| Office of the Inspector General               | 3,784                    | 5,000                    | 6,000                         | 1,000                                | 20%                         |
| <b>Total***</b>                               | <b>\$994,021</b>         | <b>\$1,049,954</b>       | <b>\$1,050,235</b>            | <b>\$281</b>                         | <b>0.03%</b>                |

\*Proposed reorganization of Foster Grandparent and Senior Companion Programs into AmeriCorps in FY 2015.

\*\*Includes \$15.225 million for the integration of RSVP into VGF in FY 2015.

\*\*\*Total budget authority may not equal sum total of budget accounts due to rounding.

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# ACCOMPLISHMENTS | PART III

## FY 2013 Accomplishments

In fulfilling its mission in FY 2013, CNCS continued to provide targeted, critical support through its national network of State Service Commissions, grantees, and partners that delivered needed services to communities throughout the country. Fiscal Year 2013 accomplishments are described more fully in the program chapters. A partial sample of FY 2013 accomplishments is listed below, grouped by goals set out in the agency's FY 2011 through FY 2015 Strategic Plan.

### Increase the impact of national service on local needs in communities served by CNCS-supported programs.

- Engaged more than 71,000 AmeriCorps members and more than 315,000 Senior Corps volunteers in results-driven service to strengthen education, expand economic opportunity, provide health services, help communities recover from disasters, support veterans and military families, and more.
- Provided teaching, tutoring, mentoring, afterschool support, and other services to students in more than 10,000 public schools, including one in three persistently low-achieving schools.
- Delivered independent living services—including direct support and respite for informal caregivers—to more than 650,000 clients.
- Provided support to hundreds of thousands of survivors of natural and man-made disasters, including Hurricane Sandy; Hurricane Isaac; flooding of the Yukon River in Alaska; the Moore, OK tornado; the fertilizer plant explosion in West, Texas; and ongoing long-term recovery efforts for communities struck by disasters including Joplin, MO.
- Awarded the fourth year of funding for the Social Innovation Fund (SIF) to experienced grant-makers with strong track records of success in expanding the impact of high-performing organizations in improving the lives of people in low-income communities. The SIF portfolio now represents a \$177.6 million federal investment in twenty intermediary grantees, which is expected to leverage more than \$423 million in non-federal match commitments. Through the SIF, approximately 220 local nonprofits and programs in 37 states have received funding commitments.
- Continued implementation of FEMA Corps, an innovative cost-saving partnership with the Federal Emergency Management Agency to establish a new unit of the AmeriCorps National Civilian Community

Corps (NCCC) solely devoted to disaster preparedness and response. FEMA Corps strengthens the nation's disaster capacity, increases the reliability and diversity of the disaster workforce, promotes an ethic of service, prepares young people for emergency management careers, and saves significant taxpayer dollars. FEMA Corps members provided invaluable service in the aftermath of Hurricane Sandy and recent tornadoes in the Midwest and have developed innovative ways to serve disaster survivors.

- Launched School Turnaround AmeriCorps, a partnership between the Department of Education and CNCS to bring hundreds of AmeriCorps members into some of the lowest-performing schools where they work to boost student academic achievement, attendance, high school graduation rates, and college and career readiness.
- Provided historic levels of support to the military community, with AmeriCorps members and Senior Corps volunteers serving nearly 1.5 million veterans and military families in more than 200 communities across the country. CNCS programs also engage more than 27,000 veterans in service through AmeriCorps and Senior Corps, tapping their skills and experiences to meet challenges on the home front. As part of our support for the military community, CNCS launched VetSuccess AmeriCorps, a new partnership that brings the resources, expertise, and infrastructure of AmeriCorps to the Department of Veterans Affairs' VetSuccess on Campus program.
- Launched STEM AmeriCorps, a multi-year initiative to place AmeriCorps members in nonprofits across the country to mobilize STEM professionals to inspire young people to excel in science, technology, engineering, and math to build the pipeline for future STEM careers.

### Strengthen national service so that participants engaged in CNCS-supported programs consistently find opportunity, satisfaction, and meaning.

- Released landmark "Volunteering as a Pathway to Opportunity" research which provides the most compelling empirical evidence to date establishing an association between volunteering and employment. The study finds that unemployed individuals who volunteer have 27 percent higher odds of being employed at the end of the year than non-volunteers. The relationship between

volunteering and employment holds stable regardless of a person's gender, age, ethnicity, geographical area, or job market conditions.

### **Maximize the value we add to grantees, partners, and participants.**

- Recruited and managed more than 4 million community volunteers through AmeriCorps to multiply the impact of national service participants and strengthen nonprofit and faith-based organizations.
- Strengthened volunteer recruitment and management practices in 18 states through the Volunteer Generation Fund.
- AmeriCorps VISTA members raised more than \$160 million in cash and in-kind resources in support of anti-poverty programs.
- Supported five regional training events led by State Service Commissions that engaged more than 1,000 staff from AmeriCorps and Senior Corps grantees, State Service Commissions, and other national service partners. These trainings focused on performance measures, compliance with grant requirements, evaluation strategies, and best practices, and used a peer-to-peer approach that leveraged the knowledge and skills of the field to advance the mission of national service.
- Continued National Call to Service initiatives which leveraged hundreds of thousands of Americans in projects on the Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance, with many focused on supporting veterans, soldiers, and military families.

### **Fortify management operations and sustain a capable, responsive, and accountable organization.**

- Achieved an unqualified "clean" audit opinion for the 14th consecutive year.
- Created a new Office of Accountability and Oversight to coordinate accountability initiatives.

- Expanded the use of competition to increase quality and impact, including new competitions for regional training events and School Turnaround AmeriCorps, and continued implementation of competition in RSVP.
- Revamped internal controls process and developed a culture of heightened accountability among staff at the agency and the agency's network of State Commissions and grantees.
- Launched new improved website for enhanced viewer usability and internal efficiency.
- Hosted a second Senior Corps Virtual Conference to share performance measure tools, tips, and methods with Senior Corps grantees.
- Implemented a number of information technology enhancements to enable the agency to meet Serve America Act requirements, achieve the objectives outlined in its Strategic Plan, and efficiently administer programs and initiatives.

CNCS also strengthened relationships with governors, mayors, and other local elected officials across the country. These officials are important partners in identifying local needs and ensuring national service resources are effectively meeting those needs. On April 9, 2013, 832 mayors representing nearly 100 million Americans participated in the first-ever Mayors Day of Recognition for National Service. The day emphasized the broad, bipartisan support that national service enjoys in the country and the important impact of AmeriCorps and Senior Corps in local communities. Sponsors included CNCS, the National League of Cities, Cities of Service, and Mayor Michael Nutter, President of the U.S. Conference of Mayors. CNCS has also worked closely with the National Governors Association and many individual Governors and Lieutenant Governors on strategies to promote national service and volunteerism to address critical challenges in their states.

TABLE 2. FY 2013 CNCS Priority Goals, Measures, and Contributing Programs

| Goal   | Focus Area                     | Measure ID & Name   | ACSN | VISTA | NCCC | SC | SIF |
|--|--------------------------------|---|------|-------|------|----|-----|
| Goal 1:<br>Increasing<br>Community<br>Impact     | Disaster Services              | Number of individuals that received assistance from CNCS-supported programs in disaster preparedness, mitigation, response, and/or recovery.  | •    |       | •    | •  |     |
|  | Economic Opportunity           | Percent of economically disadvantaged people that received housing-related assistance from CNCS-supported members, participants, and volunteers who showed improvement in their housing situation.  | •    | *     |      | •  | *   |
|  | Education                      | Percent of children that demonstrated gains in school readiness.  | •    | *     |      | •  | *   |
|  | Education                      | Percent of students served by or serving in CNCS-supported programs that demonstrated improved academic performance (including the percent meeting state proficiency levels in literacy and/or math, or whose scores on state standardized tests improved). | •    | *     |      | •  | *   |
|  | Education                      | Percent of students served by CNCS-supported programs, or engaged in CNCS-supported service-learning, that demonstrated improved academic engagement.   | •    | *     |      | •  | *   |
|  | Environmental Stewardship      | Number of at-risk acres (land and/or water) improved by CNCS-supported members, participants, and volunteers.   | •    |       | •    | •  |     |
|  | Healthy Futures                | Percent of homebound or older adults and individuals with disabilities that received CNCS-supported services who reported having increased social ties/perceived social support.  | •    |       |      | •  |     |
|  | Healthy Futures                | Number of individuals that gained access to food resources provided with the assistance of CNCS-supported members, participants, or volunteers.   | •    | *     |      | •  | *   |
|  | Veterans and Military Families | Number of each of the four categories of service recipients (veterans, veterans' family members, family members of active duty military, and military service members) that received CNCS-supported assistance.   | •    | *     | •    | •  |     |
| Goal 2:<br>Strengthening<br>Member<br>Experience | Veterans and Military Families | Number of veterans and military family members engaged in providing services through CNCS-supported programs.   | •    | •     | •    | •  |     |
|  | Member Experience              | Percent of service participants engaged in CNCS-supported programs who report gaining skills they can apply to future educational, professional, or civic endeavors.  | •    | •     | •    | •  |     |



**TABLE 3. FY 2013 CNCS Priority Goals, Measures, and Contributing Programs**

| Goal   | Focus Area           | Measure ID & Name  | ACSN | VISTA | NCCC | SC | SIF                    |
|--|----------------------|--|------|-------|------|----|------------------------|
| <b>Goal 3:<br/>Building<br/>Partner<br/>Capacity</b> | Social Innovation    | Percent of organizations that implement evaluations that demonstrate stronger evidence of program effectiveness than prior to receiving CNCS national service participants or funding. |      |       |      |    | •                      |
|  | Capacity-Building    | Number of community volunteers recruited and/or managed by CNCS-supported organizations or National Service Participants.  | •    | •     | •    | •  |                        |
| <b>Goal 4:<br/>Strengthening<br/>Operations</b>      | IT                   | Complete modernization of IT infrastructure.   |      |       |      |    | CNCS Office of the COO |
|  | Financial Management | Ensure that no material internal control or compliance issues are identified in annual financial statement audit.  |      |       |      |    | CNCS Office of the COO |
|  | Grant Management     | Award and close grants and contracts within prescribed timeframes.   |      |       |      |    | CNCS Office of the COO |

\* Related projects and/or grants align with, but do not necessarily contribute to, respective priority measures.

For the measures reflected in the table above, many CNCS grantees and projects began collecting data in FY 2013. By the end of FY 2014, the agency will begin to analyze this information to determine where resources are having the biggest impact. The agency will also be able to make an initial assessment of the rate at which grantees are adopting performance measures, and what challenges exist. This will inform the agency’s training and technical assistance efforts in following years to ensure grantees are effective and efficient.

**FY 2014–FY 2018 CNCS Strategic Plan Update**

CNCS is currently updating its FY 2014 through FY 2018 Strategic Plan, which is scheduled to be released in the spring of 2014. Through a revised strategic plan the agency will continue to focus on growing national service, leveraging evaluation to drive community impact and social innovation, and expanding economic opportunity for those who serve and the beneficiaries of service. While working toward these goals, CNCS will also renew its commitment to operational efficiency and accountability.

## BILL LANGUAGE AND ANALYSIS | PART IV

### Operating Expenses

For necessary expenses for the Corporation for National and Community Service (referred to in this title as “CNCS”) to carry out the Domestic Volunteer Service Act of 1973, as amended (referred to in this title as “1973 Act”) and the National and Community Service Act of 1990, as amended (referred to in this title as “1990 Act”), [\$756,849,000] \$703,093,000, notwithstanding sections 198B(b)(3), 198S(g), 501(a)(6), 501(a)(4)(C), and 501(a)(4)(F) of the 1990 Act: Provided, That of the amounts provided under this heading: (1) up to 1 percent of program grant funds may be used to defray the costs of conducting grant application reviews, including the use of outside peer reviewers and electronic management of the grants cycle; (2) \$70,000,000 shall be available for expenses authorized under section 501(a)(4)(E) of the 1990 Act, *of which \$4,000,000 shall be available for the purposes of subsection 198K(m)(1) in addition to amounts reserved under 198K(m)(1) and (2)*; (3) [\$15,038,000] \$16,038,000 shall be available to provide assistance to State commissions on national and community service, under section 126(a) of the 1990 Act and notwithstanding section 501(a)(5)(B) of the 1990 Act; (4) \$30,000,000 shall be available to carry out subtitle E of the 1990 Act; and (5) [\$3,800,000] \$19,025,000 shall be available for expenses authorized under section 501(a)(4)(F) of the 1990 Act, which, notwithstanding the provisions of section 198P, shall be awarded by CNCS on a competitive basis: *Provided further*, That not to exceed 20% of funds made available under section 501(a)(4)(E) of the 1990 Act may be used for Social Innovation [Funds] Fund Pilot Program-related performance-based awards for Pay for Success projects *and shall remain available until September 30, 2016*: *Provided further*, That, with respect to the previous proviso, any funds obligated for such projects shall remain available for disbursement until expended, notwithstanding 31 U.S.C. 1552(a): *Provided further*, That any funds de-obligated from *projects under section 501(a)(4)(E) of the 1990 Act* [such projects] shall immediately be available for activities authorized under section 198K of such Act. (*Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations Act, 2014*)

### Payment to National Service Trust Fund

*(including transfer of funds)*

For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, [\$207,368,000] \$253,885,000, to remain available until expended: *Provided*, That CNCS may transfer additional

funds from the amount provided within “Operating Expenses” allocated to grants under subtitle C of title I of the 1990 Act to the National Service Trust upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate: *Provided further*, That amounts appropriated for or transferred to the National Service Trust may be invested under section 145(b) of the 1990 Act without regard to the requirement to apportion funds under 31 U.S.C. 1513(b). (*Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations Act, 2014*)

### Salaries and Expenses

For necessary expenses of administration as provided under section 501(a)(5) of the 1990 Act and under section 504(a) of the 1973 Act, including payment of salaries, authorized travel, hire of passenger motor vehicles, the rental of conference rooms in the District of Columbia, the employment of experts and consultants authorized under 5 U.S.C. 3109, and not to exceed \$2,500 for official reception and representation expenses, [\$80,737,000] \$87,257,000 (*Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations Act, 2014*)

### Office of Inspector General

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, [\$5,000,000] \$6,000,000. (*Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations Act, 2014*)

### Administrative Provisions

[Sec. 401. CNCS shall make any significant changes to program requirements, service delivery, or policy only through public notice and comment rulemaking. For fiscal year 2014, during any grant selection process, an officer or employee of CNCS shall not knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of CNCS that is authorized by CNCS to receive such information.]

Sec. [402] 401. AmeriCorps programs receiving grants under the National Service Trust program shall meet an overall minimum share requirement of 24 percent for the first 3 years that they receive AmeriCorps funding,

and thereafter shall meet the overall minimum share requirement as provided in section 2521.60 of title 45, Code of Federal Regulations, without regard to the operating costs match requirement in section 121(e) or the member support Federal share limitations in section 140 of the 1990 Act, and subject to partial waiver consistent with section 2521.70 of title 45, Code of Federal Regulations.

[Sec. 403. Donations made to CNCS under section 196 of the 1990 Act for the purposes of financing programs and operations under titles I and II of the 1973 Act or subtitle B, C, D, or E of title I of the 1990 Act shall be used to supplement and not supplant current programs and operations.]

Sec. [404]402. In addition to the requirements in section 146(a) of the 1990 Act, use of an educational award for the purpose described in section 148(a)(4) shall be limited to individuals who are veterans as defined under section 101 of the Act.

Sec. [405]403. For purposes of carrying out section 189D of the 1990 Act:

- (1) Entities described in paragraph (a) of such section shall be considered “qualified entities” under section 3 of the National Child Protection Act of 1993 (NCPA); and
- (2) Individuals described in such section shall be considered “volunteers” under section 3 of NCPA; and
- (3) State Commissions on National and Community Service established pursuant to section 178 of the 1990 Act, are authorized to receive criminal history record information, consistent with Public Law 92–544.

Sec. 404. (a) Section 121 of the 1990 Act is amended in subsection (e)(4) to read as follows:

*“(4) Waiver*

*“The Corporation may waive in whole or in part the requirements of paragraph (1) with respect to—*

*“(A) a national service program in any fiscal year if the Corporation determines that such a waiver would be equitable due to a lack of available financial resources at the local level; or*

*“(B) national service programs under 122(a)(6), provided that the Corporation share shall not exceed 90 percent.”;*

*(b) Section 122 of the 1990 Act is amended—*

*(1) in subsection (a), by adding after paragraph (5) the following new paragraph:*

*“(6) Senior AmeriCorps*

*“(A) In general—*

*“(i) The recipient may carry out national service programs through Senior AmeriCorps that provide opportunities for seniors to meet unmet local, State, and national needs in the areas of education, public safety, emergency and disaster preparedness, relief, and recovery, health and human needs, and the environment, and that empower people 55 years of age or older to contribute to their communities through service, enhance the lives of those who serve and those whom they serve, and provide communities with valuable services, through activities such as those described in subparagraph (B) and those that improve performance on the indicators described in subparagraph (C).*

*“(ii) Participation in the Senior AmeriCorps national service programs is reserved for individuals:*

*“(I) Who are 55 years of age or older; and*

*“(II) Whose income is not more than 200 percent of the poverty line defined in section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2)) and adjusted by the Chief Executive Officer.*

*“(B) Activities—*

*“(i) Foster Grandparent Program is a Senior AmeriCorps program that may carry out activities such as:*

*“(I) providing supportive person-to-person services in health, education, welfare, and related services to children having special or exceptional needs or circumstances identified as limiting their academic, social, or emotional development;*

*“(II) providing person-to-person services as foster grandparents to one or more children who are individuals with disabilities, who have chronic health conditions, who are receiving care in hospitals, who reside in homes for dependent and neglected children, or who are receiving services provided by day care centers, schools, early intervention programs under part C of the Individuals with Disabilities Education Act (20 U.S.C. 1431 et seq.), Head Start agencies under the Head Start Act (42 U.S.C. 9831 et seq.), or other programs, establishments, and institutions providing services for children having special or exceptional needs or circumstances identified as limiting their academic, social, or emotional development; or*

*“(III) activities described as Education Corps activities.*

*“(ii) Senior Companion Program is a Senior AmeriCorps program that may carry out activities such as:*

*“(I) providing services designed to help older persons requiring long-term care, including services to persons receiving home health care, nursing care, home-delivered meals or other nutrition services; services designed to help persons deinstitutionalized from mental hospitals, nursing homes, and other institutions; and services designed to assist persons having developmental disabilities and other special needs for companionship; and*

*“(II) assisting homebound elderly individuals to remain in their own homes and to enable institutionalized elderly individuals to return to home care settings.*

*“(iii) General Provisions for all Senior AmeriCorps Programs—*

*“(I) A Senior AmeriCorps program shall provide participants with a living allowance that is approximately 25 percent of the living allowance described in Section 140(a)(1) or that is otherwise determined to be appropriate by the Corporation.*

*“(II) Notwithstanding sections 139(b)(3), 146(a)(3), and 147(b), the Chief Executive Officer shall provide a national service education award of \$250 to participants in Senior AmeriCorps programs upon successful completion of a term of service of at least 450 hours.*

*“(III) Notwithstanding any other provision of law, except as may be provided expressly in limitation of this subclause, payments for living allowance, stipend, national service education award, or other support as the Chief Executive Officer determines is appropriate for the member’s national service, including out-of-pocket expenses made to Senior AmeriCorps participants, shall not, in any way, reduce or eliminate the level of, or eligibility for, assistance or services any such Senior AmeriCorps participants may be receiving under any governmental program, except that this subclause shall not apply in the case of such payments when the Chief Executive Officer determines that the value of all such payments, adjusted to reflect the number of hours such participants are serving, is equivalent to or greater than the minimum wage then in effect under the Fair Labor Standards Act of 1938 (29 U.S.C. 201 et seq.) or the minimum wage, under the laws of the State where such members are serving, whichever is greater.*

*“(IV) Notwithstanding any other provision of law, payments for living allowance, stipend, national service education award, or other support as the Chief Executive Officer determines is appropriate for the member’s national service, including out-of-pocket expenses made to Senior AmeriCorps participants, shall not be subject to any tax or charge or be treated as wages or compensation for the purposes of unemployment benefits, temporary disability, retirement benefits, public assistance, workers’ compensation, minimum wage laws, or similar benefits and/or payments.*

*“(V) Notwithstanding section 129(d), the Corporation may provide assistance under section 121(a) directly to entities carrying out Senior AmeriCorps Programs in a single state after obtaining confirmation from the State Commission in that State that the Corporation has consulted with and coordinated with the State Commission when seeking to operate the program in that State.*

*“(VI) For the purposes of Senior AmeriCorps programs, the terms “child” and “children” mean any individual or individuals who are less than 21 years of age.*

*“(C) Senior AmeriCorps Indicators.—The indicators for a Senior AmeriCorps program described in this paragraph may include—*

*“(i) Number of children served with special and/or exceptional needs;*

*“(ii) Number of children with special and/or exceptional needs who demonstrate measurable success in reading and pre-literacy;*

*“(iii) Number of children served with special and/or exceptional needs who demonstrate positive improvement in school readiness;*

*“(iv) Number of seniors engaged in serving a community’s unmet need;*

*“(v) Number of adults served with independent living support;*

*“(vi) Number of clients and caregivers who report that services received result in improved quality of life, reduced loneliness, or increased social ties/support;*

*“(vii) Number of caregivers receiving respite;*

*“(viii) Number of clients who demonstrate that services received result in improved quality of life; and*

*“(ix) Any additional indicator (applicable to a particular recipient and on which an improvement in performance is needed) that is approved by the Corporation.”;*

*(2) in subsection (b)(3) after “(1), (2), (3), (4),”, by striking “or” and, after “(5)”, inserting “; or (6)”; and*

*(3) in subsection (c)(1) after “paragraphs (1) through”, by striking “(5)” and inserting “(6)”; and*

*(c) Section 129 of the 1990 Act is amended by adding after subsection (l) the following new subsection:*

*“(m) Rule for Senior AmeriCorps.—The Corporation may exclude from calculations in subsections (a), (b), (d) and (e) of this section funds allocated by the Corporation to Senior AmeriCorps programs under section 122(a)(6).”;*

*(d) Section 137 of the 1990 Act is amended—*

*(1) by adding after subsection (b) the following new subsection:*

*“(c ) Special Rules for Senior AmeriCorps programs.— Notwithstanding section 137(a) of this Act, an individual shall be eligible to be a participant in a Senior AmeriCorps program described in section 122(a)(6) of this Act, that is carried out with assistance provided under section 121(a) of this Act, if the individual satisfies the requirement in parts B and C of title II of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5011 et seq.) and section 122(a)(6)(A)(ii) of this Act.”; and*

*(2) by redesignating subsection (c) as subsection (d);*

*(e) Section 140 of the 1990 Act is amended in subsection (a)(6) to read as follows:*

*“(6) Exceptions*

*“(A) The requirement of paragraph (1) shall not apply to any program that was in existence on September 21, 1993.*

*“(B) A national service program carried out using assistance provided under section 121 of this Act shall provide a living allowance to each participant in a Senior AmeriCorps program under section 122(a)(6) in an amount equal to or greater than the amount that corresponds to a term of service of at least 450 hours or that is otherwise determined to be appropriate by the Corporation.”*

*(f) Section 148 of the 1990 Act is amended in subsection (a) as follows:*

*(1) at the end of paragraph (4), by striking “and”;*

*(2) in paragraph (5), by striking “(e).” and inserting “(e); and”;* and

*(3) by adding after paragraph (5) the following new paragraph:*

*“(6) to pay expenses incurred on behalf of a child, grandchild, foster child, or child who is a beneficiary of service provided by a Senior AmeriCorps program under section 122(a)(6) to participate in a non-profit summer or after school educational or enrichment program, but only if the individual eligible to receive the national service education award is eligible due to service in a Senior AmeriCorps program.”*

*(Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2014.)*

TABLE 4. Appropriations Language Analysis

| Language Provision/Change  | Explanation   |
|--|---|
| <b>Operating Expenses</b>  |   |
| <p><b>1. Pay for Success extended period of availability</b><br/> <b>Add:</b><br/>           Provided further, That not to exceed 20 percent of funds made available under section 501(a)(4)(E) of the 1990 Act may be used for Social Innovation Fund Pilot Program-related performance-based awards for Pay for Success projects and shall remain available until September 30, 2016:</p>                          | <p>In order to ensure that Pay for Success applicants have the time they need to put together robust applications, CNCS is requesting that this portion of SIF funds remain available through September 30th, 2016.</p>   |
| <p><b>2. SIF Re-capture and Re-obligation Authority</b><br/> <b>Modify:</b><br/> <i>Provided further, That any funds deobligated from projects under section 501(a)(4)(E) of the 1990 Act [such projects] shall immediately be available for disbursement for activities authorized under section 198K of such Act.</i></p>  | <p>Expands the existing recapture and reobligation authority for Pay for Success projects to all FY 2015 SIF grant dollars. This flexibility will assure that SIF is able to maximize these resources and use them for the intended purpose.</p>  |
| <b>Administrative Provisions</b>   |   |
| <p><b>3. Administrative Authority.</b><br/> <b>Delete:</b><br/>           CNCS shall make any significant changes to program requirements, service delivery, or policy only through public notice and comment rulemaking.</p>  | <p>The Corporation has resolved the underlying concern that prompted inclusion of this provision a decade ago. As a government corporation, it will increase our cost effectiveness and our ability to be responsive to the needs of the public to have the flexibilities of the 1990 Act fully restored.</p> |
| <p><b>4. Administrative Authority.</b><br/> <b>Delete:</b><br/>           For fiscal year 2014, during any grant selection process, an officer or employee CNCS shall not knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of CNCS that is authorized by CNCS to receive such information.</p>           | <p>This language is unnecessary because the existing government ethics laws protect the integrity of the grantmaking process.</p>   |
| <p><b>5. Gift Fund Authority.</b><br/> <b>Delete:</b><br/>           Donations made to the CNCS under section 196 of the National and Community Service Act of 1990 ("1990 Act") for the purposes of financing programs and operations under titles I and II of the 1973 Act or subtitles B, C, D, or E of title I of the 1990 Act shall be used to supplement and not supplant current programs and operations.</p> | <p>This language is duplicative of the statutory requirement that CNCS programs supplement and not supplant existing community resources and infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>                                      |



**TABLE 4. Appropriations Language Analysis (continued)**

| Language Provision/Change   | Explanation  |
|---|--|
| <p><b>6. Senior AmeriCorps.</b><br/> <b>Add:</b><br/>                     Sec. 404. (a) Section 121 of the 1990 Act is amended in subsection (e)(4) to read as follows:<br/>                     "(4) Waiver<br/>                     "The Corporation may waive in whole or in part the requirements of paragraph (1) with respect to—<br/>                     "(A) a national service program in any fiscal year if the Corporation determines that such a waiver would be equitable due to a lack of available financial resources at the local level; or<br/>                     "(B) national service programs under 122(a)(6), provided that the Corporation share shall not exceed 90 percent.";<br/>                     (b) Section 122 of the 1990 Act is amended—<br/>                     (1) in subsection (a), by adding after paragraph (5) the following new paragraph:<br/>                     "(6) Senior AmeriCorps<br/>                     "(A) In general—<br/>                     "(i) The recipient may carry out national service programs through Senior AmeriCorps that provide opportunities for seniors to meet unmet local, State, and national needs in the areas of education; public safety; emergency and disaster preparedness, relief, and recovery; health and human needs; and the environment that empower people 55 years of age or older to contribute to their communities through service, enhance the lives of those who serve and those whom they serve, and provide communities with valuable services, through activities such as those described in subparagraph (B) and those that improve performance on the indicators described in subparagraph (C).<br/>                     "(ii) Participation in the Senior AmeriCorps national service programs is reserved for individuals:<br/>                     "(I) Who are 55 years of age or older; and<br/>                     "(II) Whose income is not more than 200 percent of the poverty line defined in section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2)) and adjusted by the Chief Executive Officer.<br/>                     "(B) Activities—<br/>                     "(i) Foster Grandparent Program is a Senior AmeriCorps program that may carry out activities such as:<br/>                     "(I) providing supportive person-to-person services in health, education, welfare, and related services to children having special or exceptional needs or circumstances identified as limiting their academic, social, or emotional development;<br/>                     "(II) providing person-to-person services as foster grandparents to one or more children who are individuals with disabilities, who have chronic health conditions, who are receiving care in hospitals, who reside in homes for dependent and neglected children, or who are receiving services provided by day care centers, schools, or early intervention programs under part C of the Individuals with Disabilities Education Act (20 U.S.C. 1431 et seq.), Head Start agencies under the Head Start Act (42 U.S.C. 9831 et seq.), or other programs, establishments, and institutions providing services for children having special or exceptional needs or circumstances identified as limiting their academic, social, or emotional development; or</p> | <p>This language is necessary to accomplish the integration of the Foster Grandparent and Senior Companion programs into AmeriCorps while preserving the existing structure and character of the existing programs. Please see pages 29-33 for a more complete explanation of this requested change.</p> |



TABLE 4. Appropriations Language Analysis (*continued*)**Senior Americorps *continued***

"(III) activities described as Education Corps activities.

"(ii) Senior Companion Program is a Senior AmeriCorps program that may carry out activities such as:

"(I) providing services designed to help older persons requiring long-term care, including services to persons receiving home health care, nursing care, home-delivered meals or other nutrition services; services designed to help persons deinstitutionalized from mental hospitals, nursing homes, and other institutions; and services designed to assist persons having developmental disabilities and other special needs for companionship; and

"(II) assisting homebound elderly individuals to remain in their own homes and to enable institutionalized elderly individuals to return to home care settings.

"(iii) General Provisions for all Senior AmeriCorps Programs—

"(I) A Senior AmeriCorps program shall provide participants with a living allowance that is approximately 25 percent of the living allowance described in Section 140(a)(1) or that is otherwise determined to be appropriate by the Corporation.

"(II) Notwithstanding sections 139(b)(3), 146(a)(3), and 147(b), the Chief Executive Officer shall provide a national service education award of \$250 to participants in Senior AmeriCorps programs upon successful completion of a term of service of at least 450 hours.

"(III) Notwithstanding any other provision of law, except as may be provided expressly in limitation of this subclause, payments for living allowance, stipend, national service education award, or other support as the Chief Executive Officer determines is appropriate for the member's national service, including out-of-pocket expenses made to Senior AmeriCorps participants, shall not, in any way, reduce or eliminate the level of, or eligibility for, assistance or services any such Senior AmeriCorps participants may be receiving under any governmental program, except that this subclause shall not apply in the case of such payments when the Chief Executive Officer determines that the value of all such payments, adjusted to reflect the number of hours such participants are serving, is equivalent to or greater than the minimum wage then in effect under the Fair Labor Standards Act of 1938 (29 U.S.C. 201 et seq.) or the minimum wage, under the laws of the State where such members are serving, whichever is greater.

"(IV) Notwithstanding any other provision of law, payments for living allowance, stipend, national service education award, or other support as the Chief Executive Officer determines is appropriate for the member's national service, including out-of-pocket expenses made to Senior AmeriCorps participants, shall not be subject to any tax or charge or be treated as wages or compensation for the purposes of unemployment benefits, temporary disability, retirement benefits, public assistance, workers' compensation, minimum wage laws, or similar benefits and/or payments.

"(V) Notwithstanding section 129(d), the Corporation may provide assistance under section 121(a) directly to entities carrying out Senior AmeriCorps Programs in a single state after obtaining confirmation from the State Commission in that State that the Corporation has consulted with and coordinated with the State Commission when seeking to operate the program in that State.

"(VI) For the purposes of Senior AmeriCorps programs, the terms "child" and "children" mean any individual or individuals who are less than 21 years of age.

"(C) Senior AmeriCorps Indicators.—The indicators for a Senior AmeriCorps program described in this paragraph may include—

"(i) Number of children served with special and/or exceptional needs;

"(ii) Number of children with special and/or exceptional needs who demonstrate measurable success in reading and pre-literacy;

"(iii) Number of children served with special and/or exceptional needs who demonstrate positive improvement in school readiness;

"(iv) Number of seniors engaged in serving a community's unmet need;

"(v) Number of adults served with independent living support;

"(vi) Number of clients and caregivers who report that services received result in improved quality of life, reduced loneliness, or increased social ties/support;

"(vii) Number of caregivers receiving respite;

"(viii) Number of clients who demonstrate that services received result in improved quality of life; and

**TABLE 4. Appropriations Language Analysis (continued)**

"(ix) Any additional indicator (applicable to a particular recipient and on which an improvement in performance is needed) that is approved by the Corporation.";

(2) in subsection (b)(3) after "(1), (2), (3), (4)," by striking "or" and, after "(5)", inserting ", or (6)"; and

(3) in subsection (c)(1) after "paragraphs (1) through", by striking "(5)" and inserting "(6)";

(c) Section 129 of the 1990 Act is amended by adding after subsection (l) the following new subsection:

"(m) Rule for Senior AmeriCorps.—The Corporation may exclude from calculations in subsections (a), (b), (d) and (e) of this section funds allocated by the Corporation to Senior AmeriCorps programs under section 122(a)(6).";

(d) Section 137 of the 1990 Act is amended—

(1) by adding after subsection (b) the following new subsection:

"(c ) Special Rules for Senior AmeriCorps programs.—Notwithstanding section 137(a) of this Act, an individual shall be eligible to be a participant in a Senior AmeriCorps program described in section 122(a)(6) of this Act, that is carried out with assistance provided under section 121(a) of this Act, if the individual satisfies the requirement in parts B and C of title II of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5011 et seq.) and section 122(a)(6)(A)(ii) of this Act."; and

(2) by redesignating subsection (c) as subsection (d);

(e) Section 140 of the 1990 Act is amended in subsection (a)(6) to read as follows:

"(6) Exceptions

"(A) The requirement of paragraph (1) shall not apply to any program that was in existence on September 21, 1993.

"(B) A national service program carried out using assistance provided under section 121 of this Act shall provide a living allowance to each participant in a Senior AmeriCorps program under section 122(a)(6) in an amount equal to or greater than the amount that corresponds to a term of service of at least 450 hours or that is otherwise determined to be appropriate by the Corporation."

(f) Section 148 of the 1990 Act is amended in subsection (a) as follows:

(1) at the end of paragraph (4), by striking "and";

(2) in paragraph (5), by striking "(e)." and inserting "(e); and"; and

(3) by adding after paragraph (5) the following new paragraph:

"(6) to pay expenses incurred on behalf of a child, grandchild, foster child, or child who is a beneficiary of service provided by a Senior AmeriCorps program under section 122(a)(6) to participate in a non-profit summer or after school educational or enrichment program, but only if the individual eligible to receive the national service education award is eligible due to service in a Senior AmeriCorps program."

# ORGANIZATIONAL STRUCTURE | PART V

FIGURE 1. CNCS Field Offices

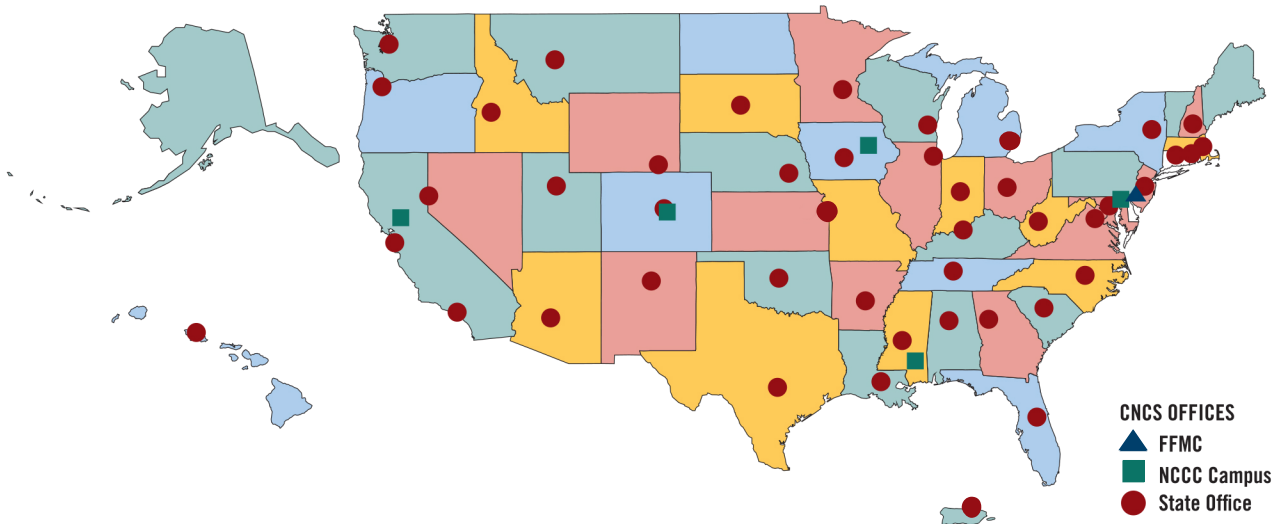
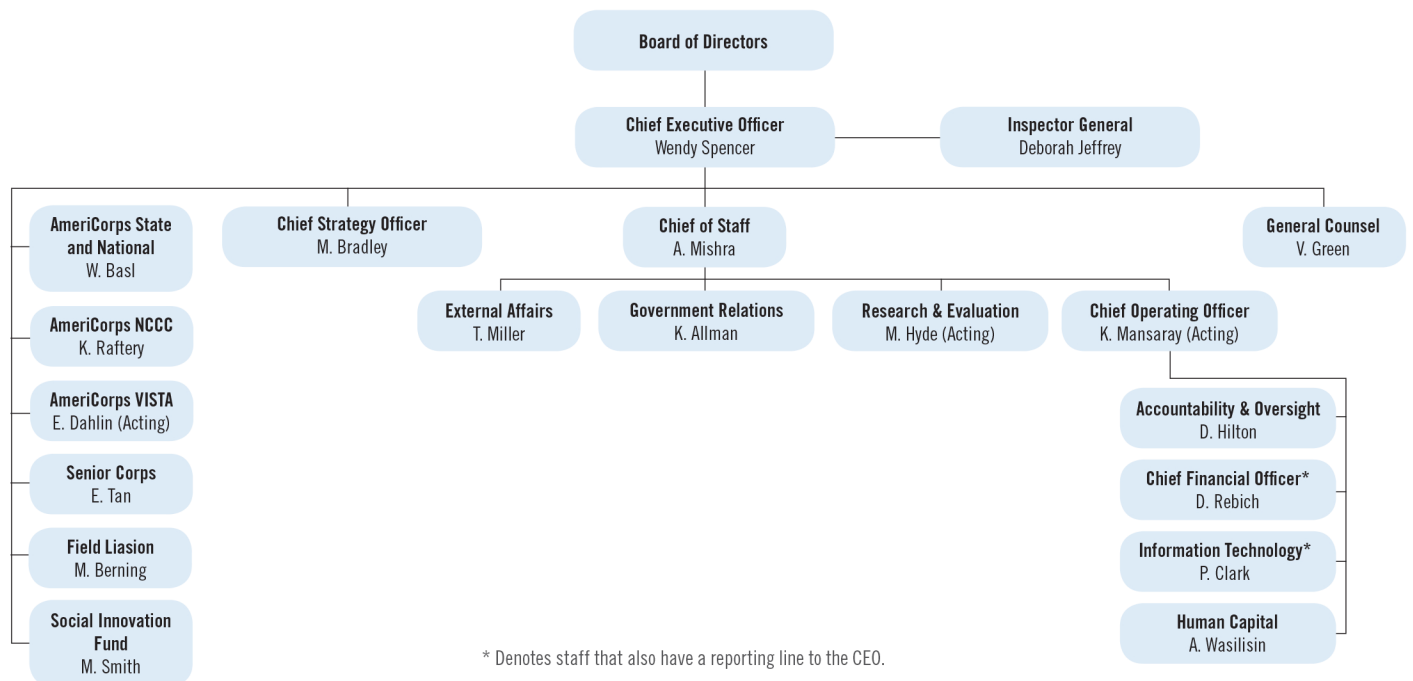


FIGURE 2. CNCS Organizational Chart



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# BUDGET ACTIVITIES | PART VI

## BUDGET ACTIVITY 1:

### AmeriCorps State and National

(National and Community Service Act of 1990, Title I, Subtitle C)

#### FY 2015 Budget Summary

For FY 2015, CNCS requests \$335.430 million for AmeriCorps State and National, equal to the FY 2014 enacted level, to support approximately 74,900 AmeriCorps members, approximately 3,900 more AmeriCorps members than projected for FY 2014. Together with AmeriCorps VISTA, AmeriCorps NCCC, and the integration of the Foster Grandparent Program and the Senior Companion Program into AmeriCorps, this Budget will result in a record 114,000 AmeriCorps members, the highest number in the program's 20 year history.

With this funding, AmeriCorps State and National will continue to invest in evidence-informed and evidence-based community solutions. It will also

provide a critical source of human capital to meet pressing community needs across the country and provide a pathway to economic and educational opportunity for Americans who serve. In addition to the efforts of the AmeriCorps members themselves, they will recruit and manage millions of community volunteers to serve alongside them.

With 20 years of experience, AmeriCorps has the infrastructure, experience, and capacity to support responsible growth and ensure that resources will support organizations that achieve measurable results where the need is greatest. Building upon this strong infrastructure, the Foster Grandparent Program and the Senior Companion Program will be integrated into AmeriCorps in FY 2015. The inclusion of these stipended programs for older Americans will increase the impact and reach of AmeriCorps, provide continued opportunities for seniors to put their experience to work, and optimize the operational efficiency of CNCS programs. Please see the AmeriCorps Foster Grandparent Program and the AmeriCorps Senior Companion Program chapters for more details on how this growth of the AmeriCorps portfolio will increase impact across the country.

**TABLE 5. AmeriCorps State and National Budget Summary (dollars in thousands)**

| Budget Account                                 | FY13 Enacted Budget | FY14 Enacted Budget | FY15 President's Budget | Increase/ (Decrease) (2014-2015) |
|--|---------------------|---------------------|-------------------------|----------------------------------|
| Formula Grants to States                       | \$110,704           | \$113,789           | \$115,729               | \$1,940                          |
| Competitive Grants                             | 196,633             | 202,112             | 202,308                 | 196                              |
| Set-asides for U.S. Territories                | 3,136               | 3,223               | 3,278                   | 55                               |
| Set-asides for Indian Tribes                   | 3,136               | 3,223               | 3,278                   | 55                               |
| Education Award Program                        | 4,568               | 4,696               | 3,250                   | (-1,446)                         |
| Childcare                                      | 4,895               | 5,032               | 4,232                   | (-800)                           |
| Grantmaking Support                            | 3,263               | 3,354               | 3,354                   | 0                                |
| <b>Total Budget Authority<sup>1</sup></b>      | <b>\$326,336</b>    | <b>\$335,430</b>    | <b>\$335,430</b>        | <b>0</b>                         |
| <b>Total State and National Members (est.)</b> | <b>63,378</b>       | <b>70,974</b>       | <b>74,900</b>           | <b>3,926</b>                     |

<sup>1</sup> Total budget authority may not equal sum total of budget accounts due to rounding.

## Program Summary

For nearly two decades, AmeriCorps has engaged hundreds of thousands of Americans in community service in every state. As highlighted through the President's Task Force on Expanding National Service, national service and volunteering can be effective solutions to national challenges and have positive and lasting impacts that reach beyond the immediate service experience. Since its inception in 1994, AmeriCorps members have dedicated hundreds of millions of hours of service in communities across the nation—tutoring children who are struggling in school, responding to natural disasters, building homes for low-income families, helping veterans and their families, preserving the environment, and addressing other local community needs. AmeriCorps members are a valuable resource for many of our country's most respected and innovative nonprofit organizations, enhancing their ability to serve the country's most vulnerable citizens.

Serving in many of the nation's most impoverished communities, AmeriCorps provides vital support to America's education and civic sectors, supporting tens of thousands of schools, afterschool centers, food banks, homeless shelters, community health clinics, youth centers, and veterans service facilities at a time of strong demand for such services. AmeriCorps invests in entrepreneurial organizations that have been recognized for their innovative approaches to citizen problem-solving. AmeriCorps members, and the volunteers they recruit and manage, help existing organizations expand their reach and impact on solving local problems.

AmeriCorps programs are designed and managed by national and community organizations that have demonstrated knowledge, expertise, and capacity to effectively deploy AmeriCorps members. AmeriCorps members address critical challenges identified in the Serve America Act and the CNCS Strategic Plan: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

AmeriCorps leverages substantial private investment each year from businesses, foundations, and other sources. Every grant dollar that AmeriCorps invests results in approximately another dollar in additional investment by community partners.

Not only does AmeriCorps make a major contribution to solving community problems, it also expands economic opportunity for those who serve by building their leadership and employment skills. AmeriCorps members

gain service-specific skills as well as leadership, project management, and problem-solving skills, which are very much in demand by employers.

AmeriCorps also serves as a training ground for our nation's future leaders and public servants. Longitudinal research<sup>1</sup> has found that AmeriCorps has a significant positive impact on members' attachment to community, their understanding of community problems, and their participation in community meetings and events. AmeriCorps alumni are more likely than their peers to enter into public service careers, with 60 percent of AmeriCorps alumni choosing to work with a nonprofit organization or public agency.<sup>2</sup> AmeriCorps also has a great impact on the career choices of minority members and individuals from disadvantaged circumstances.

The 2008 AmeriCorps longitudinal study found that minority AmeriCorps State and National members were significantly more likely to have a career in public service than members of the comparison group (44 percent compared to 26 percent). AmeriCorps State and National members from disadvantaged circumstances were 20 percentage points more likely to be employed in a public service field than the comparison group (46 percent compared to 26 percent).<sup>3</sup>

AmeriCorps alumni are a diverse talent pool that can help staff the federal government of the future. AmeriCorps alumni have transferable skills and work experience in areas that are aligned with the missions of many federal agencies. With a commitment to continue serving the public through career civilian service, AmeriCorps alumni are a source of talent that can enhance agencies' capacity to achieve their mission. The President's Task Force on Expanding National Service is working across the federal government to focus on national service as a talent pipeline for federal agencies. As a result of the Task Force's work, in fall 2013, the U.S. Office of Personnel Management issued guidance to all federal agencies encouraging them to recruit AmeriCorps alumni into their agency.

### AmeriCorps State and National Program Structure

AmeriCorps State and National administers the following grant programs:

**State Formula** grants are awarded to governor-appointed State Service Commissions using a formula. The Commissions, in turn, fund programs on a competitive basis that address local needs in their states. By statute, thirty-five (35) percent of program funds available for grantmaking are allocated by statute for state formula grants.

**U.S. Territories** grants are awarded to governor-appointed Territory Service Commissions using a population-based formula. The

<sup>1,2,3</sup> Corporation for National and Community Service, *Still Serving: Measuring the Eight-Year Impact of AmeriCorps on Alumni*, Washington, D.C., 2008.

Commissions, in turn, fund programs on a competitive basis that address local needs. By statute, one percent of grant funds are available exclusively for Territories.

**Indian Tribe** grants are awarded to Indian Tribes that have successfully competed in a national selection process. By statute, one percent of grant funds are available exclusively for Indian Tribes.

**Single and Multi-State Competitive** grants are awarded to organizations operating in one state (Single) or one or more states (Multi-State) that have successfully competed in a national grant competition conducted by CNCS. Some of these grants are awarded on a fixed-amount basis and others are cost-reimbursement grants. Funds are awarded for planning or implementation grants.

## FY 2013 Accomplishments and Program Impact

AmeriCorps State and National grant awards are made near the end of the fiscal year. As a result, programs funded with the FY 2012 grants operate into FY 2013. Accordingly, FY 2012 is the most recent year for which there is complete accomplishment information. This information is reported as FY 2013 accomplishments.

Utilizing FY 2012 funds, AmeriCorps State and National grantee organizations were awarded 66,544 AmeriCorps members who served in all 50 states, in more than 15,000 locations in 3,884 communities. AmeriCorps members recruited, trained, or supervised more than 2.6 million community volunteers. These AmeriCorps-managed volunteers provide a significant boost to organizations by greatly expanding their reach and impact.

In support of the focus areas laid out in the Serve America Act and CNCS's Strategic Plan, AmeriCorps State and National targets its funding towards disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. Some examples of data from the recent AmeriCorps grantee progress reports show that AmeriCorps State and National achieved the following:

### Economic Opportunity

- 28,562 economically disadvantaged people received housing-related assistance.

### Education

- 142,086 students showed improved academic performance.

- 28,049 children demonstrated gains in school readiness for kindergarten.
- 103,242 students demonstrated improved academic engagement.

### Environment Stewardship

- 1,019,043 at-risk acres or miles of land and/or water were improved.

### Disaster Services

- 921,863 individuals received assistance in disaster preparedness, response, recovery, and/or mitigation.

### Healthy Futures

- 43,639 individuals received support, services, education and/or referrals to alleviate long-term hunger.
- 80,735 clients participated in health education programs.
- 80,862 children and youth received nutrition education with the intent of reducing childhood obesity.

### Veterans and Military Families

- 36,004 veterans received services and assistance.

In addition to the performance data above, the following are some examples of successful AmeriCorps State and National programs.

### Education and Evaluation

Education is the single largest priority area for AmeriCorps State and National grantees. During FY 2013, 53 percent of all current AmeriCorps State and National grantees were focused on the education priority area. AmeriCorps State and National grantees are providing education services in the neighborhoods of one in 10 public schools (10,010 out of 103,483 total public schools). AmeriCorps State and National grantees are serving students from one out of three persistently low-achieving schools (514 out of 1,555 PLA schools). The communities AmeriCorps members serve are also more likely to be impoverished. On average, schools where members serve have 15 percentage points more students receiving free or reduced price lunch than schools where members are not serving.<sup>4</sup>

A substantial portion of these AmeriCorps members are serving in programs that have a demonstrated impact on students. For example, CNCS and Minnesota Reading Corps, the largest AmeriCorps single-state program in the nation, completed a randomized control trial impact evaluation in FY 2013. Findings show that kindergarten, first, and third

<sup>4</sup> In this analysis, "communities" is defined as Census tract. CNCS believes this is the most accurate measure of the direct services AmeriCorps State & National grantees are providing for schools, given the current data CNCS has on grantees. AmeriCorps grantees providing education services may not be serving directly in schools, but are working with students that attend these schools, and therefore are directly impacting school performance.



grade students who received tutoring by Minnesota Reading Corps AmeriCorps members achieved significantly higher literacy assessment scores than students who did not.

Being able to read at grade level by the end of third grade is especially important because it allows a student to pivot from learning to read to reading to learn in fourth grade. More information about this study and the positive effect AmeriCorps members had on Minnesota Reading Corps students can be found in the Evaluation chapter starting on page 60.

### Capacity Building

Volunteer Maryland's mission is to build stronger, healthier communities by developing volunteer programs that meet critical needs in the areas of education, human needs, public safety, homeland security, and the environment. Volunteer Maryland's goals are three-fold: improve the lives of Maryland citizens and the natural environment; build and sustain the capacity of secular and faith-based nonprofits to mobilize community volunteers; and develop the leadership skills and ethic of service of Maryland residents. Through Volunteer Maryland, 32 AmeriCorps members served in nonprofits throughout Maryland during 2012-2013. These members improved the capacity of the organizations where they served, establishing systems for sustainable volunteer recruitment and management. These AmeriCorps members recruited 5,982 volunteers for nonprofits in Maryland. These volunteers provided 77,656 hours of service. The CNCS grant of \$401,100 was matched by \$518,317 in funds from other sources.

### Healthy Futures

More than five hundred AmeriCorps members in 23 states served with the National Association of Community Health Centers to improve access to health care for medically underserved individuals. AmeriCorps members enrolled more than 89,000 individuals in health services, health insurance, and other health benefit programs. The support of AmeriCorps members allowed for over 127,000 previously uninsured, economically disadvantaged, or rural residents to receive preventive and primary health care services. The program also develops the health care workforce of tomorrow by providing training to AmeriCorps members placed at federally qualified health centers across the country.

### Tribal Program

In a study of families living on the Ysleta del Sur Pueblo reservation, which is located in west Texas, the local Housing Department found that 70 percent of surveyed families fell at or below the poverty level. Fifty-

five percent of tribal members in the Ysleta del Sur Pueblo service area have incomes below \$20,000 per year. Tribal members have a college graduation rate of 5 percent, which is considerably lower than that of nearby El Paso (18 percent) and for the U.S. (27 percent).

In response to these challenges, the Ysleta del Sur Pueblo hosts an AmeriCorps program called Target Tigua, which supports economic and community development to rebuild its tribal nation. AmeriCorps members focus on increasing the capacity of tribal departments to be effective at meeting the needs of the tribal members and provide financial literacy training to tribal members. AmeriCorps members serve in emergency and environmental management, financial literacy, cultural and historic preservation, museum/tourism, and economic development. In 2012-13, 14 AmeriCorps members served to make nine tribal agencies more efficient at providing services and increased the financial literacy of 157 tribal members, as demonstrated through a measure of increased knowledge regarding key financial literacy topics such as savings and checking accounts and the utilization of financial services.

### FY 2013 Grant Competition

In FY 2013, the AmeriCorps grant competition focused on supporting national service programs that demonstrate clear evidence and impact. Applicants that selected the CNCS's priority performance measures received funding priority. In addition, the competition gave preference to programs that addressed high priority areas, including:

- Improving academic outcomes for economically disadvantaged children in School Improvement Grant/Priority schools.<sup>5</sup>
- Engaging and serving veterans and military families.
- Helping individuals and communities prepare, respond, recover, and mitigate disasters and increase community resiliency.
- Supporting access to services and resources that contribute to the improved economic opportunity for low income people.
- AmeriCorps Governor and Mayor Initiative applications that address the most pressing local issues as identified by a city and state government.

The FY 2013 grant cycle was highly competitive, with strong demand by organizations seeking AmeriCorps resources at a time of reduced availability of grant funding. As a result, there was not sufficient funding to support many strong applications or support expansion requests from existing AmeriCorps programs. New or re-competing applicants requested more than twice as much funding as was available and requested nearly

<sup>5</sup> School Improvement Grants (SIG), authorized under section 1003(g) of Title I of the Elementary and Secondary Education Act of 1965 (Title I or ESEA), are grants to State Educational Agencies (SEAs). SEAs use the grants to make competitive subgrants to Local Educational Agencies (LEAs) that demonstrate the greatest need for the funds and the strongest commitment to use the funds to provide adequate resources in order to raise substantially the achievement of students in their lowest-performing schools.

double the number of AmeriCorps positions available. Approximately one in three programs that submitted a grant application was approved for funding. This level of demand for AmeriCorps members demonstrates the value that AmeriCorps brings to nonprofit and faith-based organizations and the communities they serve and serves as one of the drivers for CNCS’s efforts to grow AmeriCorps national service opportunities through efforts such as the President’s Task Force on Expanding National Service.

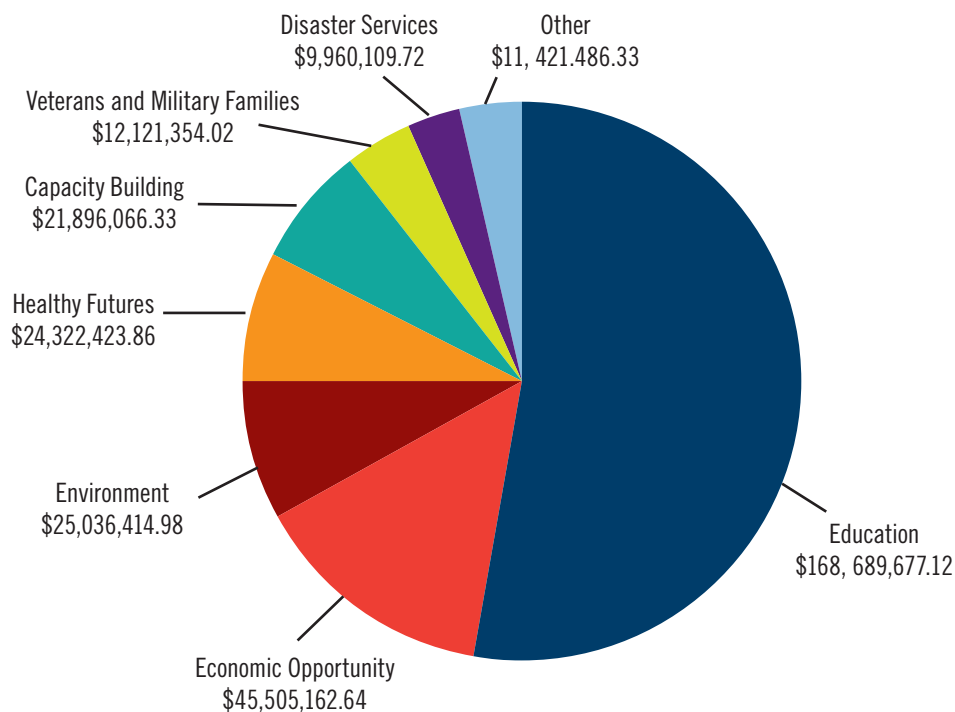
In FY 2013, approximately 63,378 AmeriCorps members were funded by AmeriCorps State and National grants for the 2013-14 grant year. This represents approximately 5,300 fewer members than projected for FY 2013. The FY 2013 AmeriCorps member level projection was based upon estimates of average cost per member and the percentages of member slot types (e.g., quarter-time, half-time, full-time, etc.) based on historical data. The difference between the projected and the actual member levels is due to the number and types of members that were actually requested by qualified applicants.

For FY 2013, formula, Education Award (only) Program, Territories, and Tribal grants had fewer members than projected. While the competitive

pool yielded 958 more members than projected, the formula grants yielded 1,707 fewer members than projected, EAP grants yielded 4,367 fewer members than projected, Territories grants yielded 105 fewer members than projected, and Tribal grants yielded 79 fewer members than projected. In order to produce the most accurate projections in its budget documents, CNCS continually reviews its estimates about the number of members that applicants will request through the AmeriCorps grant application process.

With the FY 2013 grant competitions, CNCS is on track to support AmeriCorps members addressing critical needs in urban and rural communities across the nation. Almost 90 percent of programs funded in FY 2013 are utilizing the agency’s priority performance measures, while the remainder are focused on measuring the impact of their important and unique local activities. The high utilization rate of the priority performance measures will enable CNCS to demonstrate the collective impact of AmeriCorps programs in helping the Administration achieve critical goals such as preparing the nation’s children for 21st century jobs and helping our veterans and military families continue to prosper in civilian life.

FIGURE 3. FY 2013 Grant Awards – Dollars Awarded by Focus Area



## Partnerships

As outlined above, CNCS has strong existing partnerships with local and national grantees, State Service Commissions, and Tribes. In addition, as part of the President's Task Force on Expanding National Service, CNCS continues to grow partnerships with other federal agencies and the private sector to broaden and deepen the impact of national service while further leveraging CNCS's appropriated funds. As part of the Task Force, CNCS is placing increased emphasis on creating partnerships with public and private organizations that make it possible to support more AmeriCorps members to serve and meet critical community needs across the country. Building upon its long history as a public-private partnership (where every AmeriCorps grant requires a match by an outside funder), AmeriCorps State and National will continue to explore and develop partnerships to leverage outside funds to support additional AmeriCorps members. Some specific examples of existing partnerships follow below.

In collaboration with the U.S. Department of Education, CNCS has developed an initiative to improve the nation's persistently low-performing schools. Launched in February 2013, the School Turnaround AmeriCorps program is designed to support the placement of a dedicated cadre of AmeriCorps members in persistently low-performing schools across the country. School Turnaround AmeriCorps members are placed in schools implementing school turnaround interventions. School Turnaround AmeriCorps members keep students on track by increasing student academic achievement, attendance, and high school graduation rates; improving college and career readiness; and providing college enrollment assistance and advice.

The School Turnaround AmeriCorps partnership reflects both agencies' mutual commitment to increasing opportunities for students in disadvantaged communities by providing a high-quality education. The program supports organizations that serve low-performing schools around the country, including those in rural areas, and builds on the efforts of Together for Tomorrow, a CNCS partnership with the U.S. Department of Education and the White House Office of Faith-based and Neighborhood Partnerships.

In its first year, this initiative made grants for hundreds of School Turnaround AmeriCorps members to support a variety of intervention efforts aimed at addressing the unique needs of each School Improvement Grant and Priority school. The 13 School Turnaround AmeriCorps grantees have placed AmeriCorps members in approximately 70 schools in urban and rural communities across the country. Members will support turnaround interventions in 14 states and the District of Columbia. School Turnaround AmeriCorps will be supported by an investment of \$7.5 million from each agency, for a total of \$15 million over a span of three years.

Additionally, AmeriCorps members who complete their service in the program will qualify for the Segal AmeriCorps Education Award; these education awards will total up to \$1.5 million a year. In addition to the \$15 million federal investment, School Turnaround AmeriCorps will leverage an anticipated \$18 million in additional grantee match funding. The 13 grantees, some of which are described below, were selected from 66 applicants from around the country.

- **Berea College** (Kentucky) Partners for Education, Knox Central High School, and Leslie County High School have created PartnerCorps, an AmeriCorps program that supports and sustains school turnaround efforts at both Knox and Leslie high schools by utilizing AmeriCorps members as mentors, college advisors, and family connectors to engage low-income and rural students.
- **Blackfoot Community Center** (Idaho) AmeriCorps members serve as classroom facilitators for 280 seventh- and eighth-grade students from Snake River Junior High School, providing tools for family and community engagement; and establishing a school culture and environment that improves school safety, attendance, and discipline; while also addressing other non-academic factors that impact student achievement.
- **City Year** (multi-state) AmeriCorps members partnered with schools in Chicago, Denver, Los Angeles, and the District of Columbia in support of turnaround strategies by improving conditions that help students complete school. AmeriCorps members tutor, mentor, and coach 1,900 targeted kindergarten to 9th grade students. These AmeriCorps members also promote a positive school climate, improve family engagement, and provide extended day learning.
- **Denver Public Schools** (Colorado) AmeriCorps members tutor students to increase math proficiency at five low performing elementary and middle schools.
- **Detroit Parent Network** (Michigan) AmeriCorps members are placed in six high schools in Detroit with the Project Graduation drop-out prevention program, which is designed to improve student graduation rates and college enrollment. AmeriCorps members serve as academic coaches/advisors; provide individual and family coaching; organize parent/student academic and college events; conduct workshops on graduation requirements, ACT preparation, and college selection; and aid in the completion of federal student aid and college entrance applications.
- **ReNEW Schools Achieving College Readiness through School Turnaround Support** (Louisiana) AmeriCorps members give academic support in six low-performing, high-poverty New Orleans schools. The members will target approximately 2,000 at-risk students from pre-

kindergarten through 12th grade to boost academic gains in literacy and math, increase attendance, and improve student behavior.

In addition to School Turnaround AmeriCorps, in FY 2013 CNCS launched the VetSuccess AmeriCorps in partnership with Department of Veterans Affairs (VA). VetSuccess AmeriCorps partnered AmeriCorps members with VA Vet Success on Campus counselors working on college campuses across the country to meet the many diverse needs of student veterans. VetSuccess AmeriCorps combines the resources and infrastructure of AmeriCorps with the expertise of VA's VetSuccess on Campus program.

Through the President's Task Force on Expanding National Service, CNCS will continue to examine additional partnerships with other federal agencies where the AmeriCorps members' service can positively impact communities in need and help agencies better achieve their missions by leveraging the can-do spirit of the American people.

### **AmeriCorps 20th Anniversary**

The 20th anniversary of AmeriCorps provides an opportunity to highlight the important role that national service plays in meeting critical community needs and transforming the lives of those who serve. Efforts were initiated in September 2013, and will culminate in a nationwide swearing in ceremony in September 2014. This will recognize the extraordinary impact of AmeriCorps and its 20 years of serving America. Through events, stories, and service projects, stakeholders will celebrate the contributions and commitment of AmeriCorps members and alumni in strengthening our communities and country through national service. The 20th anniversary will highlight the impact and value of AmeriCorps and lay the groundwork for expanding opportunities for Americans to serve their communities through new partnerships in coordination with the President's Task Force on Expanding National Service.

### **FY 2015 Budget Request and Performance Plan**

For FY 2015, CNCS requests \$335.430 million for AmeriCorps State and National, equal to the FY 2014 enacted level, to support approximately 74,900 AmeriCorps members, approximately 3,900 more AmeriCorps members than projected for FY 2014. With this funding, AmeriCorps State and National will continue to invest in evidence-informed and evidence-based community solutions to solve our pressing national challenges. From entrenched poverty and the school dropout crisis to veteran reintegration and devastation by natural disaster, America's cities and rural areas face persistent challenges. AmeriCorps is a solution to bring national resources and local expertise to solve pressing community challenges.

By incorporating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps, this Budget will unify national

service and diversify the AmeriCorps grantee portfolio. Capitalizing on the existing similarities between these programs, merging the Foster Grandparent Program and Senior Companion Program into AmeriCorps makes programmatic and operational sense. In addition, the AmeriCorps Foster Grandparent Program and the AmeriCorps Senior Companion Program will provide for greater collaboration and synergy across national service programs, which will increase community impact while expanding opportunities for Americans of all ages and backgrounds to participate in AmeriCorps.

In FY 2015, AmeriCorps State and National plans to expand the number of professional corps members. As a result, these grants will provide only the education awards and loan forbearance benefits to professional corps members except in unique instances where programs can demonstrate limited resources and require additional program dollars to operate.

AmeriCorps State and National will work to provide additional opportunities for programs that engage disconnected youth. These programs play an important role in traditionally underserved communities and provide educational and economic opportunity to those who serve.

AmeriCorps will focus its funding priorities on evidence-based programs that produce results and form strong partnerships. Consistent with the Serve America Act and the CNCS Strategic Plan, AmeriCorps State and National will continue to leverage the strength of members, programs, State Service Commissions, and the American public to build a network of programs that offer effective solutions in the areas of greatest need with a focus on the agency's six focus areas: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

### **Evaluation**

AmeriCorps State and National will enhance its efforts to demonstrate the impact of national service by strengthening its rigorous grantee evaluation program. AmeriCorps requires grantees to conduct an evaluation of their program's impact. In conjunction with CNCS's performance measures, these program evaluations provide a solid foundation to evaluate the impact of national service. For example, all re-competing grantees are required to submit an evaluation plan and evaluation summary, which are used to better inform grantmaking decisions.

In FY 2014 AmeriCorps State and National grant applicants will be evaluated based on whether their proposed interventions will lead to the outcomes identified in their theories of change. Applicants will be evaluated on the degree to which their studies and evaluations provide evidence that their proposed interventions are effective for their proposed

**TABLE 6. AmeriCorps State and National Vital Stats**

|   | FY11 Actual | FY12 Actual | FY13 Actual | FY14 Target | FY15 Target |
|---|-------------|-------------|-------------|-------------|-------------|
| Appropriation (in thousands)                  | \$345,960   | \$344,348   | \$326,336   | \$335,430   | \$335,430   |
| Number of member slots awarded (or estimated) | 70,406      | 66,544      | 63,378      | 70,974      | 74,900      |
| Cost per MSY                                  | \$7,999     | \$8,023     | \$7,706     | \$7,750     | \$6,553*    |

\* For FY 2015, the Cost per MSY includes no-cost member slots (such as professional corps) that will receive only the education awards and loan forbearance benefits but no programmatic funding (except in unique instances where programs can demonstrate limited resources and require additional program dollars to operate). When these slots are removed from estimates, the Cost per MSY for the remaining slots is \$9,829.

populations and community challenges. Specifically, applications will be scored based on:

- 1) The amount of evidence.
- 2) The quality of evidence based on the study design.
- 3) The degree of consistency between the program model evaluated in the studies and the one proposed by the applicant.
- 4) The criteria for evidence-informed or evidence-based models, with higher points going towards evidence-based programs.

This approach is in alignment with OMB guidance regarding tiered evidence models, which incentivizes higher levels of evidence in grant programming and decision making. Specifically, both AmeriCorps evaluation requirements and the FY 2014 AmeriCorps grant competition encourage grantees to use evaluation designs that incorporate randomized control trials, quasi-experimental studies, and other strong evaluation models.

To further increase the knowledge base and efficacy of national service programs, AmeriCorps State and National will pilot an evaluation strategy that pools grantee and subgrantee evaluation resources. This collaborative effort has the benefit of consolidating research funding, building a uniform research design, and developing an evidentiary basis across programs. Pooling the resources and data of grantees with common focus areas allows CNCS to create economies of scale that increase efficiency and improve outcomes by developing shared research designs, ensuring comprehensive assessments that broaden the rigorous evidence basis for the impact of national service.

AmeriCorps State and National’s focus on evaluation will improve the rigor of program evaluations and foster continuous improvement to identify best practices and develop evidence-based models that can be replicated.

Additionally, AmeriCorps State and National will continue to assess the following program metrics in FY 2015 to improve mission results:

- Cost per Member
- Member enrollment
- Member retention.

State Service Commissions are critical to implementing AmeriCorps and engaging citizens in solving problems. The requested level will ensure effective use of resources, enhance performance and impact, strengthen accountability, and fortify the capacity of State Service Commissions to provide opportunities for more Americans to serve.

**BUDGET ACTIVITY 2:**

## AmeriCorps Foster Grandparent Program

(National and Community Service Act of 1990, Title I, Subtitle II)

### FY 2015 Budget Request Summary

In FY 2015, CNCS requests \$92.806 million for the AmeriCorps Foster Grandparent Program. The requested funding will support approximately 21,200 AmeriCorps Foster Grandparent Program members. In FY 2015, the Foster Grandparent Program model will transition from Senior Corps to AmeriCorps. This change will preserve existing program infrastructure in the competitive framework of AmeriCorps in 2015.

The current statute does not permit competition in the Foster Grandparent Program; transitioning the program to the competitive framework of AmeriCorps will encourage grantees to enhance their impact and allow high-performing grantees the opportunity to grow. A competitive AmeriCorps



**TABLE 7. AmeriCorps Foster Grandparent Program Budget Summary (dollars in thousands)**

| Budget Account   | FY13 Enacted     | FY14 Enacted     | FY15 President's Budget     | Increase/Decrease (2014-2015) |
|--|------------------|------------------|-----------------------------|-------------------------------|
| Grants to Projects   | \$103,871        | \$106,461        | \$92,806                    | \$(13,655)                    |
| Grantmaking and Business Support                             | \$910            | \$1,241          | N/A                         | N/A                           |
| <b>Total Budget Authority<sup>1</sup></b>                    | <b>\$104,781</b> | <b>\$107,702</b> | <b>\$92,806<sup>2</sup></b> | <b>\$(14,896)</b>             |
| Number of Federally Funded CNCS awards/grantees              | 313              | 313              | 313                         | -                             |
| Average Federal Award/Grant                                  | \$331,856        | \$340,131        | \$296,502                   | \$(43,629)                    |
| Number of CNCS Volunteer Service Years (VSY) <sup>3</sup>    | 22,700           | 23,185           | N/A                         | N/A                           |
| Number of AmeriCorps Foster Grandparent Members <sup>3</sup> | N/A              | N/A              | 21,200 <sup>4</sup>         | N/A                           |

<sup>1</sup> Figures for FY 2013 and FY 2014 reflect funding for the Senior Corps Foster Grandparent Program.

<sup>2</sup> This funding does not include \$4.437 million for Segal AmeriCorps Education Awards, which is accounted for in the National Service Trust.

<sup>3</sup> AmeriCorps members and Senior Corps volunteers are counted differently. This Number of AmeriCorps Foster Grandparent Members is comparable to the Number of CNCS Volunteer Service Years in previous years.

<sup>4</sup> The number of AmeriCorps Foster Grandparent Program Members and the Number of CNCS VSY referenced in the table do not include Foster Grandparents that are funded by non-CNCS sources, including state and local governments and other entities. This non-CNCS funding supported approximately 1,000 VSY in FY 2013 and is projected to support approximately 1,200 VSY in FY 2014.

Foster Grandparent Program will deepen the current program's impact and increase benefits for its national service participants. The AmeriCorps Foster Grandparent Program will continue to focus on providing one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. Under this Budget, the existing grantees will become AmeriCorps Foster Grandparent Program grantees and the participants will become AmeriCorps Foster Grandparent Program members.

The Foster Grandparent Program model strongly aligns with AmeriCorps' focus on education and economic opportunity. Together these two focus areas constitute the majority of programs in the existing AmeriCorps portfolio. The addition of the Foster Grandparent Program will strengthen AmeriCorps' impact in these priority areas and allow AmeriCorps to surpass the goal of reserving at least 10 percent of member positions for seniors, as laid out in the 2009 Edward M. Kennedy Serve America Act.

In addition to the programmatic benefits, transitioning the Foster Grandparent Program model to AmeriCorps will also have benefits for the Foster Grandparent Program participants. During a transition period, Foster Grandparents will continue to receive a living allowance as part of their service and, as a result of becoming a part of the AmeriCorps program network, will be eligible for a new type of Segal AmeriCorps Education Award. AmeriCorps Foster Grandparent Program members may use the education award or transfer it to qualified family members or the children they mentor. The education award can help pay for tuition or loan repayment at institutions of higher learning or qualified job

training expenses. The Budget also proposes that the new type of Segal AmeriCorps Education Award may be used to pay for educational and enrichment programming like afterschool programs or summer camps for family members or for the children that they are serving through the AmeriCorps Foster Grandparent Program.

In FY 2015, all AmeriCorps Foster Grandparent members will receive a new type of \$250 Segal AmeriCorps Education Award. In subsequent years, AmeriCorps Foster Grandparent programs will have the opportunity to compete for AmeriCorps funding. AmeriCorps Foster Grandparent members participating in programs that are successful in that AmeriCorps competition will receive the quarter-time Segal AmeriCorps Educational Award, which is equivalent to approximately \$1,530 in FY 2015.

All AmeriCorps Foster Grandparents are at or below 200 percent of the federal poverty level. In FY 2015, AmeriCorps Foster Grandparents will serve as quarter-time AmeriCorps members, receive a living allowance of \$2,771, and may be provided with funds to help offset the cost of service, including mileage reimbursements. This living allowance will be slightly greater than the average stipend that Foster Grandparents currently receive for serving 20 hours a week. In FY 2015, these benefits will continue to be disregarded from income calculations for the purposes of determining eligibility in other federal benefit programs and federal taxes.

Grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. In FY 2015, AmeriCorps grants will be awarded to current Foster Grandparent

Program grantees for one year only. In subsequent years, AmeriCorps Foster Grandparent Program grantees will be able to compete for three-year grant periods in the broader AmeriCorps program.

## Program Summary

First established in 1965, the Foster Grandparent Program is an intergenerational program that provides people aged 55 and over with opportunities to provide one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. Foster Grandparents help young children with special or exceptional needs gain skills and confidence to succeed in school, tutor children in literacy, and assist children in the child welfare system. The AmeriCorps Foster Grandparent Program contributes to the goals of the President's Task Force on Expanding National Service, which seeks to expand opportunities for Americans to provide impactful service in their local communities across the country. AmeriCorps Foster Grandparents, in turn, represent the communities in which they serve.

An AmeriCorps Foster Grandparent serves as a caring and consistent adult presence in a child's life. This support, provided at critical stages in the development process, can help a child gain the confidence and skills to be successful in school and expand his or her economic opportunities later in life. In turn, AmeriCorps Foster Grandparents derive significant emotional and health benefits from their service, which can improve their quality of life and provide them with a strong sense of purpose. CNCS is conducting the 2013 Senior Corps Study (ongoing research) to investigate the potential health benefits for the members.

## FY 2013 Accomplishments and Program Impact

In FY 2013, FGP volunteers delivered approximately 23.4 million hours of service in their communities. Volunteers, including more than 1,000 veterans, served a total of 196,000 children, including mentoring more than 113,000 children, 3,400 of whom were children of military families, and 6,600 of whom were children of incarcerated parents.

As GAO has recognized, CNCS's authorizing statute limits competition and performance accountability in the Foster Grandparent Program. Transitioning to the competitive framework of AmeriCorps will improve CNCS's ability to reward performance and allow high-performing grantees the opportunity to grow. Below are examples of the Foster Grandparent Program activities in FY 2013.

## Tri-State Collaboration with Jumpstart for School Readiness

In FY 2012, Jumpstart and the Foster Grandparent Program collaborated to create the Jumpstart/Foster Grandparent Community Corps with

pilot initiatives in Los Angeles, CA and Atlanta, GA. This collaboration was built on the success of Jumpstart's existing AmeriCorps program. Jumpstart AmeriCorps programs have demonstrated the many benefits realized by placing national service members in early learning and pre-K classrooms to build school readiness of the children. Based on this model, the Jumpstart Community Corps is an evidence-based program that utilizes a research-based language and literacy curriculum as one-to-one literacy support for economically disadvantaged preschool children to improve their school readiness.

In FY 2013, this Jumpstart/Foster Grandparent Community Corps partnership expanded to Washington, DC. This collaboration demonstrates the effectiveness of combining the Foster Grandparent Program and AmeriCorps models. Under the Jumpstart/Foster Grandparent Community Corps design, the Foster Grandparents receive 35 hours of training to serve six hours per week (200 hours per school year) in teams in pre-school classrooms to implement the education literacy curriculum.

In Los Angeles, 80 Foster Grandparents tutored 182 preschool children during the 2012-2013 school years. Of the 165 children who fully participated in the program at least 120 days, 96 percent demonstrated gains in language and literacy skills while 58 percent demonstrated gains of one developmental level or more.

## Helping Youth in Juvenile Detention Facilities in Maryland

The Foster Grandparent program in Baltimore, MD is sponsored by the Maryland Department of Juvenile Services. The Foster Grandparents primarily support young people, ages 12 to 21 years, in juvenile detention facilities. In FY 2013, 22 Foster Grandparent volunteers served 300 young people. The Foster Grandparents serve as tutors and mentors to help the young people set goals that will benefit them once they return home. For the younger students, the volunteers serve as tutors, encouraging them to participate in classroom discussion. Teachers report that students supported by Foster Grandparents demonstrate improved classroom behavior and are more focused on their work. In FY 2013, one Foster Grandparent tutored 10 students to help them pass the GED test. These activities are consistent with the AmeriCorps program's focus on education and economic opportunity.

Foster Grandparents also serve in alternative schools that provide non-traditional curriculum. In 2013, nine Foster Grandparents served a total of 80 students aged 14-18 in alternative school settings. These Foster Grandparents serve one-on-one in classroom-based small groups to tutor and mentor the students. They also help teach life skills such as grocery shopping and meal preparation. Teachers report that students working



with Foster Grandparents demonstrate fewer emotional outbursts and greater respect for adults and their classmates. Ninety percent of the students working with Foster Grandparents improved in identified behavior areas such as following directions, staying on task, and following rules.

### **FY 2015 Budget Request and Performance Plan**

In FY 2015, CNCS requests \$92.806 million for the Foster Grandparent Program. The requested funding will support approximately 21,200 AmeriCorps Foster Grandparent Program members. In addition to these program funds, \$4.4 million is included in the National Service Trust to support a new type of \$250 Segal AmeriCorps Education Award for AmeriCorps Foster Grandparent members in FY 2015.

### **Bringing Competition to the AmeriCorps Foster Grandparent Program**

Under this Budget, the AmeriCorps Foster Grandparent Program will transition to a competitive program after FY 2015. In FY 2015 existing grantees will receive AmeriCorps grants. In succeeding years, AmeriCorps Foster Grandparent Program grantees will be able to compete for three-year grants in the broader AmeriCorps program. Competition will take advantage of the existing AmeriCorps competition process, and will enhance the program's efficiency, accountability, and impact. As with the other national service programs, competition represents an important step forward in ensuring greater return on the long-term investment in the AmeriCorps Foster Grandparent Program. It also reflects CNCS's commitment to modernization, program impact, and accountability.

CNCS believes that competition strengthens programs and community impact, and can be done in a way that minimizes disruptions to both the current participants and the communities they serve. Competition is a powerful tool to ensure accountability, prioritize funding for programs with stronger evidence of effectiveness, and reflects how grantmaking is moving across the federal government. Competition will also help ensure AmeriCorps Foster Grandparents engage in a meaningful service experience and that communities can provide the effective services that all children deserve.

### **BUDGET ACTIVITY 3:**

## **AmeriCorps Senior Companion Program**

(National and Community Service Act of 1990, Title I, Subtitle C)

### **FY 2015 Budget Request Summary**

In FY 2015, CNCS requests \$38.330 million for the AmeriCorps Senior Companion Program. The requested funding will support approximately 8,800 AmeriCorps Senior Companion Program members. The 2015 Budget aligns all stipended national service programs under the AmeriCorps program. The current statute does not permit competition in the Senior Companion Program. Transitioning the program to the competitive framework of AmeriCorps will encourage grantees to enhance their impact and allow high-performing grantees the opportunity to grow.

In FY 2015, the Senior Companion Program model will transition to AmeriCorps with existing Senior Companion Program grantees becoming AmeriCorps Senior Companion Program grantees and Senior Companion Program participants becoming AmeriCorps Senior Companions. In 2015 this change will preserve existing program infrastructure in the competitive framework of AmeriCorps while enhancing efficiency. The Senior Companion Program focus strongly aligns with the AmeriCorps' focus on economic opportunity and healthy futures and will assist AmeriCorps in surpassing the goal of reserving at least 10 percent of member positions for seniors, as laid out in the 2009 Edward M. Kennedy Serve America Act.

A competitive AmeriCorps Senior Companion Program will deepen the program's impact and increase benefits for its national service participants. The AmeriCorps Senior Companion Program will continue to provide an important option in the continuum of care available to the nation's aging population. Under this Budget, AmeriCorps Senior Companions, age 55 and older, will serve tens of thousands of older and frail adults by providing companionship, transportation, help with light chores, and respite to assist seniors to remain in their own homes.

In addition to the programmatic benefits, transitioning the Senior Companion Program model to AmeriCorps will benefit the Senior Companion Program participants. AmeriCorps Senior Companions will receive a living allowance as part of their service and, as a result of becoming part of an AmeriCorps program, will be eligible for a new type of Segal AmeriCorps Education Award.

**TABLE 8. AmeriCorps Senior Companion Program Budget Summary (dollars in thousands)**

| Budget Account   | FY13 Enacted    | FY14 Enacted    | FY15 President's Budget     | Increase/Decrease (2014-2015) |
|--|-----------------|-----------------|-----------------------------|-------------------------------|
| Grants to Projects   | \$43,672        | \$44,553        | \$38,330                    | \$(6,223)                     |
| Grantmaking and Business Support                             | \$606           | \$959           | N/A                         | N/A                           |
| <b>Total Budget Authority<sup>1</sup></b>                    | <b>\$44,278</b> | <b>\$45,512</b> | <b>\$38,330<sup>2</sup></b> | <b>\$(7,182)</b>              |
| Number of Federally Funded CNCS awards/grantees              | 178             | 178             | 178                         | 0                             |
| Average Federal Award/Grant                                  | \$245,348       | \$243,365       | \$215,331                   | \$(28,034)                    |
| Number of CNCS Volunteer Service Years (VSY) <sup>3</sup>    | 9,350           | 9,270           | N/A                         | N/A                           |
| Number of AmeriCorps Foster Grandparent Members <sup>3</sup> | N/A             | N/A             | 8,800 <sup>4</sup>          | N/A                           |

<sup>1</sup> Figures for FY 2013 and FY 2014 reflect funding for the Senior Corps Senior Companion Program.

<sup>2</sup> This funding does not include \$1.8 million for Segal AmeriCorps Education Awards, which is accounted for in the National Service Trust.

<sup>3</sup> AmeriCorps members and Senior Corps volunteers are counted differently. This Number of AmeriCorps Senior Companion Program Members is comparable to the Number of CNCS Volunteer Service Years in previous years.

<sup>4</sup> The number of AmeriCorps Senior Companion Program Members and the Number of CNCS VSY referenced in the table do not include Senior Companions that are funded by non-CNCS sources, including state and local governments and other entities. This non-CNCS funding supported approximately 2,000 VSY in FY 2013 and is projected to support approximately 2,200 VSY in FY 2014.

All AmeriCorps Senior Companions are at or below 200 percent of the federal poverty level. In FY 2015, AmeriCorps Senior Companions will serve as quarter-time AmeriCorps members, receive a living allowance of \$2,771, and may be provided with funds to help offset the cost of service, including mileage reimbursements. This living allowance will be slightly greater than the average stipend that Senior Companions currently receive for serving 20 hours a week. In FY 2015, these benefits will continue to be disregarded from income calculations for the purposes of determining eligibility in other federal benefit programs and federal taxes.

In FY 2015, AmeriCorps Senior Companions will receive a new type of \$250 Segal AmeriCorps Education Award. AmeriCorps Senior Companion Program members may use the education award or transfer it to qualified family members. The education award can help pay for tuition or loan repayment at institutions of higher learning or qualified job training expenses. The Budget also proposes that the new type of Segal AmeriCorps Education Award may be used to pay for educational and enrichment programming like afterschool programs or summer camps for family members. After FY 2015, AmeriCorps Senior Companion Program grantees will have the opportunity to compete for AmeriCorps funding. Once programs have successfully competed in an AmeriCorps Senior Companion Program funding competition, their AmeriCorps Senior Companions will receive the quarter time Segal AmeriCorps Education Award, which is equivalent to approximately \$1,530 in FY 2015.

## Program Summary

The AmeriCorps Senior Companion Program provides an important option in the continuum of care available to the nation's aging population. For forty years, Senior Companions, age 55 and older, have served tens of thousands of older and frail adults by providing companionship, transportation, help with light chores, and respite to assist seniors to remain in their own homes. This impact of this work will continue, with greater benefits for participants, in the AmeriCorps Senior Companion Program. Under this Budget, AmeriCorps Senior Companions will help aging Americans and veterans maintain their dignity and quality of life, while enriching their own lives through their national service experience. AmeriCorps Senior Companions' traditional clients are frail seniors, particularly women over the age of 85 who live alone. Other clients include individuals with disabilities and their caregivers.

Companionship provides benefits to both the AmeriCorps Senior Companions and their clients, and CNCS is conducting the 2013 Senior Corps Study (ongoing research) to investigate these potential health benefits. AmeriCorps Senior Companion Program members also serve family and other informal caregivers, who provide daily support to frail seniors living at home. Caregiving can have a negative impact on the caregiving family's economic opportunities, and caregiver burnout is an important contributor to nursing home use.

Senior Companion grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. In FY 2015, AmeriCorps grants will be administratively awarded to current grantees for one year. In out years, AmeriCorps Senior Companion Program grantees will compete for three year grant awards through the broader AmeriCorps program.

## FY 2013 Accomplishments and Program Impact

In FY 2013, Senior Companion volunteers delivered 10.7 million hours of service to approximately 46,750 frail, older adults and others with physical or other limitations, of whom 3,480 were veterans. Senior Companions, including approximately 600 veterans, transport clients to medical appointments, help shop for food and basic necessities, provide companionship to offset isolation, and offer respite to 6,900 family members and informal caregivers.

As GAO has recognized, CNCS's authorizing statute limits competition and performance accountability in the Senior Companion Program. Transitioning to the competitive framework of AmeriCorps will improve CNCS's ability to reward performance and allow high-performing grantees the opportunity to grow. Below are examples of the Senior Companion Program activities in FY 2013.

### Senior Companion Program in Action Independent Living Support for Frail Seniors and Respite to Family and Informal Caregivers

**Kentucky:** The Senior Companion Program sponsored by Central Kentucky Community Action Council serves frail homebound elderly and disabled persons in rural Breckinridge, Grayson, Hardin, Marion, Nelson, and Washington counties. Between July 1, 2012 and June 30, 2013, 44 Senior Companions delivered services to 106 elderly clients, enabling them to continue to live independently in their own homes. The Senior Companions provided respite care to allow primary caregivers to attend to their own personal or work needs. For those clients with no family, the Senior Companion volunteers provided in-home assistance. These volunteers provided more than 46,937 hours of respite and in-home services and served over 1,000 more hours than what was budgeted.

**Minnesota:** Through the Senior Companion Program sponsored by Lutheran Social Service of Minnesota, 395 Senior Companions provided weekly companionship services to 2,227 frail elders, with 85 percent reporting less isolation and loneliness and 88 percent remaining in their own homes for the entire year. Companionship services include accompanying and transporting clients to a senior center, health care

facility, or recreational activity; providing grief support; reading; writing letters; filling out forms; and friendly visiting. Providing respite services, another 20 Senior Companions provided temporary relief for caregivers of 195 elders. Eighty-five percent of caregivers reported less stress and an improved sense of well-being and 80 percent reported they would be able to keep their loved one at home for at least six more months.

## Service Partnerships

Senior Companion Program grantees work with states to expand services through Medicaid Home and Community-based Waivers. In 2012, six states elected to incorporate Senior Companion services into their Medicaid-funded home and community-based services, providing more than \$775,000 to support 383 Senior Companions. The 2015 Budget preserves the ability of states to continue these partnership arrangements.

## FY 2015 Budget Request and Performance Plan

In FY 2015, CNCS requests \$38.330 million for the Senior Companion Program. The requested funding will support approximately 8,800 AmeriCorps Senior Companion Program members. In addition to these program funds, \$1.8 million is included in the National Service Trust to support Segal AmeriCorps Education Awards for AmeriCorps Senior Companion members.

## Bringing Competition to the AmeriCorps Senior Companion Program

Under this Budget, the existing grantees will become AmeriCorps grantees in FY 2015. After FY 2015, the AmeriCorps Senior Companion Program would transition to a competitive program within the broader AmeriCorps program. This competition would enhance the program's efficiency, accountability, and impact. Competition represents an important step forward in ensuring greater return on the long-term investment in the AmeriCorps Senior Companion Program. It also reflects CNCS' commitment to modernization, program impact, and accountability.

CNCS believes that competition strengthens programs and community impact, and can be done in a way that minimizes disruptions to both the current program participants and the communities they serve. Competition is a powerful tool to ensure accountability, prioritize funding for more effective grantees, and reflects how grant making is moving across the federal government. Competition will also help ensure AmeriCorps Senior Companion Program members get the meaningful service experience they desire and that communities can provide the effective services that older Americans deserve.

## BUDGET ACTIVITY 4:

# AmeriCorps VISTA

(Domestic Volunteer Service Act of 1973, Title I, Part A)

## FY 2015 Budget Request Summary

In FY 2015, CNCS requests \$92.364 million for the AmeriCorps VISTA program, equal to the FY 2014 enacted level. This funding will support approximately 5,550 member service years, placing a total of approximately 7,800 AmeriCorps VISTA members (including 6,300 full-time AmeriCorps VISTA members and 1,500 AmeriCorps VISTA Summer Associates), an increase of approximately 100 AmeriCorps VISTA members from FY 2014. AmeriCorps VISTA will continue to direct resources to projects that provide interventions that demonstrate promise in providing pre-K readiness and K-12 success, safe and affordable housing, access to food and health care, and support to veterans and their families.

## Program Summary

AmeriCorps VISTA helps reduce poverty and build economic opportunity throughout the country. Authorized in 1964 as Volunteers in Service to America, the program became part of the AmeriCorps network of programs in 1993. AmeriCorps VISTA's history illustrates that, as highlighted in the July 2013 Presidential Memorandum entitled "Expanding National Service," national service and volunteering can be effective solutions to national challenges and can have positive and lasting impacts that reach beyond the immediate service experience.

As AmeriCorps VISTA marks its 50th anniversary in 2015, the program continues to support efforts to alleviate poverty by engaging individuals aged 18 and older in a year of full-time service. These AmeriCorps VISTA members build the organizational, administrative, and financial capacity of non-profits and public agencies that help low-income Americans gain the skills and resources they need to break the cycle of poverty. AmeriCorps VISTA members are assigned to nonprofit community organizations and public agencies through an application process managed locally by CNCS State Offices.

The AmeriCorps VISTA program embraces the core principles of sustainability, capacity building, and strengthening community. Through activities such as community outreach, partnership development, resource development, and establishment of volunteer recruitment and management systems, AmeriCorps VISTA members strengthen the ability of local organizations to carry out their missions and programs. Sponsoring organizations must ensure their AmeriCorps VISTA projects

engage residents of the targeted low-income community in project planning, development, and implementation.

AmeriCorps VISTA promotes service and community engagement at the local level. By creating and expanding the capacity of organizations that serve low-income populations, AmeriCorps VISTA members help make a lasting impact on community needs. AmeriCorps VISTA members, many of whom are recruited from the low-income communities being served, also find satisfaction, meaning, and educational and economic opportunity through their service.

## FY 2013 Accomplishments and Program Impact

In FY 2013, AmeriCorps VISTA placed 7,211 AmeriCorps VISTA members (including 5,695 full-time and 1,516 Summer Associates), in more than 1,200 communities and organizations across the country. The capacity-building activities performed by the AmeriCorps VISTA members varied depending on the local needs, but some activities were common among many sponsors. For example, 81 percent of all sponsors assigned one or more of their AmeriCorps VISTA members to resource development, and these members raised more than \$160 million in cash and in-kind resources in support of anti-poverty programs. Similarly, 88 percent of sponsoring organizations used one or more of their AmeriCorps members to build their capacity to recruit and manage community volunteers. These AmeriCorps VISTA members meaningfully engaged nearly 1.4 million community volunteers in serving their communities.

Additionally, AmeriCorps VISTA members worked to build capacity in the areas of education, employment, housing, and financial development programs. They provided critical support to organizations assisting individuals and communities affected by long-term poverty, unemployment, and the recent economic recession.

FY 2013 was an important year for AmeriCorps VISTA as the program continued developing the performance measurement tools needed to measure the impact of AmeriCorps VISTA projects. Staff completed technical requirements for a new project application and reporting system, which will assist applicants in developing project plans that incorporate CNCS national performance measures, capture data to demonstrate progress, and increase accountability. These new systems will be fully implemented for FY 2014 and will improve resource allocation decisions and outcome measurement. AmeriCorps VISTA developed new training and technical assistance materials regarding performance measures and the new application and reporting system. CNCS will continue to take advantage of the National Service Knowledge Network website and the AmeriCorps VISTA Campus, an online learning and knowledge

**TABLE 9. AmeriCorps VISTA Budget Summary (dollars in thousands)**

| Budget Account                            | FY13 Enacted Level | FY14 Enacted Level | FY15 President's Request | Increase/Decrease (2014-2015) |
|---|--------------------|--------------------|--------------------------|-------------------------------|
| Subsistence Allowance                     | \$52,463           | \$54,382           | \$54,867                 | \$485                         |
| Post-Service Stipend                      | 1,653              | \$1,668            | \$1,668                  | \$0                           |
| Healthcare                                | 9,983              | \$10,868           | \$10,896                 | \$28                          |
| Childcare                                 | 1,090              | \$1,328            | \$1,328                  | \$0                           |
| Workers Compensation                      | 862                | \$936              | \$940                    | \$4                           |
| Travel, Relocation, and Settling In       | 2,252              | \$3,113            | \$3,113                  | \$0                           |
| Supervision and Transportation            | 7,651              | \$5,236            | \$5,114                  | (\$122)                       |
| Grantmaking Support                       | 353                | \$670              | \$443                    | (\$227)                       |
| Training                                  | 11,387             | \$11,907           | \$11,825                 | (\$82)                        |
| Evaluation, Administration, etc.          | 825                | \$870              | \$784                    | (\$86)                        |
| Recruitment and Outreach                  | 1,341              | \$1,385            | \$1,385                  | \$0                           |
| <b>Total Budget Authority<sup>1</sup></b> | <b>\$89,861</b>    | <b>\$92,364</b>    | <b>\$92,364</b>          | <b>\$0</b>                    |
| <b>Total AmeriCorps VISTA Members</b>     | <b>7,211</b>       | <b>7,700</b>       | <b>7,800</b>             | <b>100</b>                    |

<sup>1</sup> Total budget authority may not equal sum total of budget accounts due to rounding.

management website, to offer around-the-clock support in professional development, peer support, and program guidance.

Continuing with an increased focus on evidence-informed decision making, AmeriCorps VISTA will roll out a toolkit for program staff that will enable them to use data gathered from the online member portal and member exit surveys to strengthen the success of AmeriCorps VISTA projects.

## Service Partnerships

Building on its long history of public-private partnerships, AmeriCorps VISTA created and expanded collaborations with federal agencies, nonprofits, and the private sector in FY 2013. The President's Task Force on Expanding National Service notes that national service partnerships achieve multiple goals: engaging more Americans in service; expanding economic and educational opportunities; enhancing agencies' capacity to meet their missions; efficiently using tax dollars; and helping individuals develop skills that will prepare them for long-term careers both inside and outside of government.

During FY 2013, 20 percent of all AmeriCorps VISTA living allowances for members were supported through cost share agreements. This cost share

program enabled CNCS to support nearly 1,600 additional AmeriCorps VISTA members in FY 2013. Other examples of public-private partnerships are described below.

## Hunger Alleviation

Since August 2010, AmeriCorps VISTA has partnered with the U.S. Department of Agriculture's Food and Nutrition Service to support hunger alleviation efforts in communities spanning 30 states. By building and strengthening coalitions of corporate, government, and community-based anti-hunger groups, AmeriCorps VISTA members raised \$490,000, \$3.5 million and \$5.5 million in cash resources during fiscal years 2011, 2012, and 2013, respectively. Building upon each previous year's successes, the AmeriCorps VISTA members have raised \$9.5 million dollars, despite fundraising being only a small part of each AmeriCorp VISTA member's capacity-building assignment.

In addition, AmeriCorps VISTA members met and exceeded project goals to create sustainable community resources that will outlive the initial investment resources provided by CNCS and the USDA. Between August 2010 and August 2013, 364 AmeriCorps VISTA members and AmeriCorps VISTA Summer Associates improved access to affordable farmers markets



and created community gardens, volunteer-recruitment systems, nutrition workshop curriculums, and nonprofit fundraising templates. As a result of AmeriCorps VISTA's efforts in FY 2013, 342 local anti-hunger community organizations nationwide received capacity-building services from AmeriCorps VISTA members and ended FY 2013 in a stronger and more sustainable position than they began the year.

### **Together for Tomorrow**

Together for Tomorrow, an initiative developed by CNCS, the U.S. Department of Education, and the White House Office of Faith-based and Neighborhood Partnerships, engages AmeriCorps VISTA members to expand community partnerships to improve some of our lowest-performing schools. Together for Tomorrow was launched in FY 2012 with six pilot projects that engaged 60 AmeriCorps VISTA members in five states. In FY 2013, Together for Tomorrow expanded to include 39 projects with a total of 215 AmeriCorps VISTA members in 33 states. These AmeriCorps VISTA members fostered local community partnerships to focus on student outcomes such as attendance, behavior, course performance, and college access.

### **Financial Opportunity Corps**

In partnership with Bank of America and the Points of Light Institute, AmeriCorps VISTA launched the Financial Opportunity Corps to support low- and moderate-income households. This initiative will place 20 AmeriCorps VISTA members at local nonprofit, public, and faith-based organizations throughout the country. The AmeriCorps VISTA members will build local capacity at their sites by launching and supporting proven financial coaching programs to help low- and moderate-income households achieve financial stability.

### **HandsOn Tech**

AmeriCorps VISTA has also partnered with the Points of Light Institute and Google to create HandsOn Tech, an initiative designed to increase the nonprofit sector's effective use of technology. AmeriCorps VISTA placed 28 HandsOn Tech AmeriCorps VISTA members in eight cities across the country to advance the anti-poverty work of nonprofit organizations serving low-income communities. This project builds the capacity of nonprofit organizations to effectively use technology to support mission-driven strategies. AmeriCorps VISTA members also recruit local, skills-based volunteers who continue to serve in the community. This sustainable model not only provides community-based technology training, but also provides vital employment skills and connects local community organizations to technological resources. The more effective use of technology will provide for greater efficiencies in the service delivery of the nonprofit organizations and lead to greater impact on issues facing low-income individuals and families in urban centers.

### **Focus on Impact**

AmeriCorps VISTA programming continues to align with the CNCS Strategic Plan. AmeriCorps VISTA collects and reviews data from sponsors on agency-wide capacity-building performance measures, which demonstrate the results of AmeriCorps VISTA capacity-building efforts. AmeriCorps VISTA also prioritizes investment of its capacity-building resources in organizations and programs that align with CNCS's Strategic Plan. In particular, AmeriCorps VISTA targets its capacity-building resources in organizations and programs that seek to provide economic opportunity (employment, financial literacy, and housing); education (pre-K readiness, K-12 success, and post-secondary success); veterans and military families (employment, housing, and education); and healthy futures (food security and access to health care) for economically disadvantaged individuals and communities.

### **Economic Opportunity**

Economic Opportunity remains a critical AmeriCorps VISTA focus area, encompassing nearly a third of the new projects developed in FY 2013. Faith-based and community organizations used AmeriCorps VISTA resources to create or expand projects that help people find employment, move into safe and affordable housing, and become financially independent. For example:

Thirty four AmeriCorps VISTA members at the Legal Assistance Foundation of Metropolitan Chicago helped low-income individuals obtain legal representation and navigate the legal system, an important step towards economic self-sufficiency. In 2013, AmeriCorps VISTA members recruited and trained 246 attorneys and paralegals (generating 3,819 hours of community volunteer service); coordinated the service of an additional 261 attorneys/paralegals (generating an additional 6,010 hours of volunteer service); and served 4,859 individuals, an increase in service of 333 percent from 2012.

### **Education**

Education continues to be a significant focus area, totaling more than 35 percent of all new projects developed in FY 2013. To break the cycle of poverty through education, AmeriCorps VISTA members perform service in schools and community organizations that focus on improving educational outcomes for the economically disadvantaged through locally determined interventions. For example:

In 2013, Baltimore City's Office of the Mayor recruited 93 young Baltimore natives to serve as AmeriCorps VISTA Summer Associate members to support Mayor Stephanie Rawlings-Blake's Read to Succeed program. Read to Succeed helps prevent summer learning loss among first through

fifth graders. The City of Baltimore funded half of the AmeriCorps Summer Associate members through cost share. These AmeriCorps VISTA members helped the school system operate a full-day, five-week summer reading and enrichment program that provided strong academic instruction, quality enrichment activities, and nutritious meals for nearly 3,000 Baltimore students most in need of reading support. In addition, AmeriCorps VISTA members facilitated reading instruction, led daily physical activities, and coordinated twice-weekly cultural field trips. AmeriCorps VISTA Summer Associates served more than 100,000 summer meals, including more than 60,000 suppers through the USDA Summer Food Service Program.

As part of the Together for Tomorrow Initiative, six AmeriCorps VISTA members serving with Heart of Florida United Way in Orlando, FL leveraged more than 1,100 volunteers to mentor, tutor, and perform other activities at low-performing schools. These volunteers served more than 9,500 hours, which represents a value of more than \$209,000. The AmeriCorps VISTA members also generated in-kind and cash contributions totaling over \$46,000.

## Healthy Futures

In FY 2013, nearly 15 percent of all new projects supported organizations that meet the health needs of economically disadvantaged individuals, including access to nutritional resources and health care. For example:

Seven AmeriCorps VISTA members brought in more than a million dollars in cash and other resources to the Rhode Island Free Clinic in FY 2013. Since the AmeriCorps VISTA members were placed in 2011, the Free Clinic has quadrupled patient visits from 2,000 to 8,000 per year. The clinic now has 300 volunteer doctors, a 200 percent increase since FY 2009. The clinic has expanded its operations to 45 hours a week, all driven by an active corps of nearly 700 volunteers. “All of this happens because of you,” said Stephanie Chafee, First Lady of Rhode Island and co-founder of the clinic, to the AmeriCorps VISTA members, who recruit and retain volunteers, research and analyze patient data and health outcomes, and coordinate fundraising and grant initiatives. The AmeriCorps VISTA members are on the front lines of public health and public service, helping to build the clinic’s capacity to provide critical health services to low-income patients.

Across Ohio, 66 AmeriCorps VISTA Summer Associate members helped the Ohio Association of Food Banks provide food and resources to those in need. VISTA Summer Associates served 474,098 meals at 64 summer feeding programs during 2013, an increase of more than 24 percent in the number of meals served over program year 2012. AmeriCorps VISTA full-time members focused on capacity-building initiatives such

as recruiting new Ohio Benefit Bank sites, developing resources, and coordinating community volunteers. In 2013, AmeriCorps VISTA members recruited 10,025 volunteers who spent 92,735 hours volunteering in their communities. The AmeriCorps VISTA members also secured more than \$325,129 in cash and in-kind donations for organizations fighting poverty and hunger in Ohio.

## Veterans and Military Families

AmeriCorps VISTA continues to expand programming to support new projects that assist low-income veterans and military families, as well as enhance existing projects to better serve low-income veterans. The AmeriCorps VISTA program encourages all projects, particularly those that serve veterans and military families, to recruit veterans to serve as AmeriCorps VISTA members. For example:

AmeriCorps VISTA members assigned to the Oregon National Guard Service Member and Family Support Directorate are focusing on the needs of 8,600 Service Members and more than 19,000 family members in the areas of unemployment and underemployment. The AmeriCorps VISTA members will identify local resources and establish community support networks under the Joining Community Forces and Partners in Care programs in an effort to expand support from seven to 36 counties.

AmeriCorps VISTA members with Metropolitan Community College in Omaha, NE help veterans and their families make the transition from life in the military to life in the classroom. The AmeriCorps VISTA members have set up resource guides and a website specifically for student veterans, compiled a list of faculty members with military experience, and facilitated the student veterans’ transition to the local community through service events.

## New Initiatives in FY 2014

In the 2013 State of the Union Address, the President announced the creation of Promise Zones to establish opportunities for the middle class and put people back to work. In early 2014, the President named the first five Promise Zones, located in San Antonio, Philadelphia, Los Angeles, Southeastern Kentucky, and the Choctaw Nation of Oklahoma. Each of the five has put forward a strategic plan on how they will partner with local business and community leaders to make investments that reward hard work and expand opportunity. Five full-time AmeriCorps VISTA members will be made available to each Promise Zone. These AmeriCorps VISTA members will recruit and manage volunteers and strengthen the capacity of Promise Zones to expand economic opportunity.

AmeriCorps VISTA is supporting the Jewish Federations of North America and the Association of Jewish Family and Children’s Agencies to increase



their capacity to serve Holocaust survivors in the United States. The AmeriCorps VISTA members will focus on the needs of the 25 percent of Holocaust survivors residing in the United States that live at or below the federal poverty line helping them to live the remainder of their lives with dignity and comfort.

## Strengthening Member Development and Support

Findings of the 2013 Training Assessment reflect that structured learning opportunities which provide personalized feedback and guidance have the greatest impact on a member's development and success. The greatest returns on investment were in the coaching and supervision from the sponsor and the Pre-Service Orientation (PSO). In 2015, AmeriCorps VISTA will develop more resources to better prepare AmeriCorps VISTA sponsors and supervisors to support AmeriCorps VISTA members, therefore improving the likelihood that they will be successful in achieving their program outcomes.

## AmeriCorps VISTA Campus Infrastructure

The AmeriCorps VISTA Campus is a robust online learning website with self-directed tutorials, research materials, facilitator-led courses, webinars, forums, and social media links. To make the AmeriCorps VISTA Campus even more effective, it will transition to a new content management system to offer additional features, including a dynamic, personalized homepage, a powerful search engine, and a seamless environment between our resources and those linked outside of the VISTA Campus. After conducting a VISTA Campus usability study and content inventory, AmeriCorps VISTA reorganized the site to improve its value to users.

Through the AmeriCorps VISTA Campus, AmeriCorps VISTA now has a platform to expand its audience, reaching CNCS State Offices, AmeriCorps VISTA members, AmeriCorps VISTA Leaders, AmeriCorps VISTA alumni, AmeriCorps VISTA project sponsors, potential sponsoring organizations, and future members. The AmeriCorps VISTA Campus website allows AmeriCorps VISTA to quickly communicate policy and breaking news, guide personal and professional development, and open valuable professional development opportunities by facilitating personalized relationship-building activities.

AmeriCorps VISTA's webinar series has grown exponentially through the use of the VISTA Campus platform. AmeriCorps VISTA has also experimented with podcasts for its Leaders and members. The podcasts provide useful information on communication, relationship-building, and project management.

Members' satisfaction with service and their ability to attain their service goals are dependent on the supervisor's communication with

the members, which guides the members' professional development. We continue to provide additional resources and support to supervisors using the Campus. Additionally, supervisors may suggest courses on the member's individual learning plan. These features allow AmeriCorps VISTA to connect the sponsor to important resources and also offer guidance on appropriate development opportunities for members and supervisors.

AmeriCorps VISTA continues to connect to its members through quarterly emails, which highlight courses and tutorials, and provide opportunities for members to provide feedback on their training needs and degree of satisfaction. These emails deliver the evaluation tool developed during the training assessment with the satisfaction survey associated with these quarterly messages. As a result, AmeriCorps VISTA more accurately measures the relevance and timeliness of its training and tracks the members' assessment of their productivity in their projects, providing AmeriCorps VISTA the ability to intervene at the programming level and fine-tune training.

The AmeriCorps VISTA Campus has greatly expanded since 2010 and its growing audience relies on it to carry out more functions. As such, the Campus will migrate from a learning management system to a content management system as a way to respond to our stakeholders' needs.

## Training and Development Initiatives

AmeriCorps VISTA's perspective on member development has broadened to encompass support in their career paths in addition to support during their service. Through the AmeriCorps VISTA Campus, members have access to courses accredited by the American Council on Education. AmeriCorps VISTA recently entered into a partnership with Roger Williams University to accredit service and facilitate members achieving an undergraduate or graduate degree at Roger Williams or transfer to another college or university. AmeriCorps VISTA will reach out to other universities to assess our competency-based training model and consider similar partnerships.

In partnership with the University of Virginia, AmeriCorps VISTA has statistically validated the competencies members develop through AmeriCorps VISTA service. Validation of these competencies affords AmeriCorps VISTA the opportunity to partner with organizations (e.g., universities and other education institutions, professional networks, and foundations) that can certify or accredit the AmeriCorps VISTA member's service and training. The advantage of accreditation to national service and AmeriCorps VISTA members is clear. Service is valued professionally and intellectually; training is valued and rewarded; and career pathways evolve that offer easy access to alumni. The advantage to colleges and institutions is that they will attract greater numbers of high-caliber

individuals. Foundations and nonprofits will be able to employ well-trained, experienced individuals in areas of pressing need.

AmeriCorps VISTA has been advancing the work of the Talent Pipeline working group of the President’s Task Force on Expanding National Service. The Talent Pipeline working group is tasked with encouraging the hiring of national service alumni. AmeriCorps VISTA’s outreach promotes AmeriCorps VISTA’s Non-Competitive Eligibility status. AmeriCorps VISTA members who have successfully completed their service attain Non-Competitive Eligibility status for one year following their completion of service. This provides the alumni the opportunity for an appointment by a federal agency into the federal competitive service and/ or allows AmeriCorps VISTA alumni to compete for certain federal employment jobs only available to federal employees.

AmeriCorps VISTA will also develop an Institute on the VISTA Campus to offer career-building opportunities such as school credit, certification, awards, and badges. AmeriCorps VISTA will also work to develop agreements with corporate sponsors to offer outstanding AmeriCorps VISTA alumni paid internships to enhance their skills and jump start their careers.

## Outreach and Alumni

2015 marks the 50th anniversary of AmeriCorps VISTA volunteers serving America. VISTA has operated for 20 years in the AmeriCorps network and for 30 years before that in the Office of Economic Opportunity/ACTION. In 2015, AmeriCorps VISTA will celebrate the work of its 200,000 alumni and look forward by developing new partnerships and new strategies to carry out its mission in the 21st Century.

## FY 2015 Budget Request and Performance Plan

CNCS requests \$92.364 million for the AmeriCorps VISTA program, equal to the FY 2014 enacted level. This funding will support roughly 5,550 member service years, placing a total of approximately 7,800 AmeriCorps VISTA members (including 6,300 full-time AmeriCorps VISTA members and 1,500 AmeriCorps VISTA Summer Associates), and an

increase of approximately 100 AmeriCorps VISTA members above FY 2014. This increase in member numbers is possible because AmeriCorps VISTA has strengthened its infrastructure, improved training and member development, reduced per member costs, refined performance management, and increased its data-informed decision-making.

AmeriCorps VISTA will continue to direct resources to projects that provide evidence-informed interventions that demonstrate promise in:

- Education—Pre-K readiness, K-12 success, postsecondary readiness.
- Economic Opportunity—Securing safe, healthy and affordable housing, developing financial literacy and other services aimed at increasing economic security, and enhancing employability.
- Healthy Futures—Improving access to food and health care.
- Veterans and Military Families—Engaging and providing support for veterans and their families in service, in particular in employment, housing, education, and access to care.

AmeriCorps VISTA will continue to coordinate with other federal and local agencies through the President’s Task Force on Expanding National Service and by supporting the White House Promise Zone and Strong Cities Strong Community initiatives. Additionally, through pilot programs in partnership with NeighborWorks America, AmeriCorps VISTA will explore ways to use its resources to help nonprofits expand their evaluation and data-driven management capacity.

While AmeriCorps VISTA has evolved over the years in response to America’s ever-changing society, at its core the program’s vision remains the same: the most effective long-term solutions to fight poverty and improve economic opportunity originate in the community itself. Organizations and agencies rooted in the community can leverage federal, state, and local resources to empower the community. As always, AmeriCorps VISTA resources are best used when focused on building the capacity of these locally based organizations to strengthen the community.

**TABLE 10. AmeriCorps VISTA Vital Stats**

|                                       | FY11 Actual | FY12 Actual | FY13 Actual | FY14 Target | FY15 Target |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Appropriation (in thousands)          | \$98,662    | \$94,820    | \$89,861    | \$92,364    | \$92,364    |
| Number of New Members Enrolled        | 7,438       | 7,300       | 7,211       | 7,700       | 7,800       |
| Number of Member Service Years (MSYs) | 5,786       | 5,745       | 5,591       | 5,559       | 5,550       |
| Cost per MSY                          | \$17,089    | \$16,506    | \$16,041    | \$16,615    | \$16,642    |

## BUDGET ACTIVITY 5:

# AmeriCorps National Civilian Community Corps

(National and Community Service Act of 1990, Title I, Subtitle E)

## FY 2015 Budget Request Summary

In FY 2015, CNCS requests \$30 million for AmeriCorps National Civilian Community Corps (NCCC), equal to the FY 2014 enacted level. The FY 2015 request will support an annualized enrollment of 1,011 members—slightly higher than the annualized number of members expected to serve in FY 2014. The funding request permits NCCC to provide a flexible program model that meets the needs of nonprofits, municipalities, educational institutions, and other partners when local resources are scarce and other national programs are unable to provide services.

## Program Summary

AmeriCorps NCCC is a residential, team-based program that provides opportunities for young Americans between the ages of 18 and 24 to address pressing national and community needs in all 50 states through 10 months of full-time, intensive national service. As highlighted in the President's Task Force on Expanding National Service, national service and volunteering can be effective solutions to national challenges and can have positive and lasting impacts that reach beyond the immediate service experience by providing participants with a pathway to future public service and community involvement. This is especially true in the case of AmeriCorps NCCC, where the program's service, training, and certifications increase employment skills, leadership abilities, and economic opportunity for young adults—particularly those from disadvantaged circumstances.

AmeriCorps NCCC's structure of five regional campuses allows for rapid deployment of teams to meet both local and national needs. Thus, AmeriCorps NCCC plays a critical role in achieving the agency's strategic goal of increasing the impact of national service on meeting community needs. AmeriCorps NCCC's flexible structure enables the program to partner with resource-challenged communities that lack the financial, human capital, or organizational capacity to manage grant programs. The structure also enables AmeriCorps NCCC to strategically partner with other national service programs to multiply community impact in the areas of disaster response, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

CNCS's strategic goal to meet the needs of disaster survivors continues to be a focus for AmeriCorps NCCC. Rigorous training in response and recovery skills, including first aid, CPR, firefighting, case management, asset mapping, and volunteer coordination, prepare AmeriCorps NCCC members to serve as the lead CNCS disaster responders. In this capacity, AmeriCorps NCCC serves as a force multiplier working with local organizations (which are often not functioning at full capacity in the aftermath of the disaster) to rapidly and effectively coordinate and manage the large numbers of episodic volunteers who frequently appear in the wake of major disasters. Since 2000, more than 15,000 AmeriCorps NCCC members from across the country have served more than 5.4 million hours on 2,042 disaster service projects.

## Service Partnerships

### FEMA Corps

Building on AmeriCorps NCCC disaster work and a 19-year history of working together on disaster response and recovery efforts, the Department of Homeland Security's Federal Emergency Management Agency (FEMA) and CNCS launched an innovative partnership in 2012 to further strengthen the nation's ability to respond to and recover from disasters while expanding professional disaster management opportunities for young people.

FEMA Corps is a new unit of AmeriCorps NCCC whose members are devoted solely to disaster response and recovery efforts. The program provides for a corps of 1,600 members annually.

FEMA Corps was launched to:

- Enhance the federal government's disaster capabilities.
- Increase the reliability and diversity of the disaster workforce.
- Expand education and economic opportunity for young people.
- Achieve significant cost savings for the American taxpayer.

In FY 2012-2013, FEMA Corps teams provided vital services to survivors of Hurricane Sandy, including the distribution of more than 24,000 educational and preparedness kits in New York and New Jersey. FEMA Corps teams assisted more than 13,300 people in Moore, OK affected by an EF5 tornado that devastated the city on May 20, 2013. In total, FEMA Corps teams have served in 74 cities across 32 states and have completed more than 6,500 damage or needs assessments, answered more than 28,000 registration or helpline calls, and conducted more than 65,000 case reviews for disaster survivors.

**TABLE 11.** AmeriCorps National Civilian Community Corps Budget Summary (*dollars in thousands*)

| Budget Account                              | FY13<br>Enacted Level | FY14<br>Enacted Level | FY15<br>President's Budget | Increase/Decrease<br>(2014-2015) |
|---|-----------------------|-----------------------|----------------------------|----------------------------------|
| Program Support                             | \$12,388              | \$13,145              | \$12,055                   | (\$1,090)                        |
| Program Operations                          | \$17,826              | \$16,855              | \$17,945                   | \$1,090                          |
| <b>Total Budget Authority</b>               | <b>\$30,214</b>       | <b>\$30,000</b>       | <b>\$30,000</b>            | <b>0</b>                         |
| <b>Total Annualized Members<sup>1</sup></b> | <b>1,011</b>          | <b>1,011</b>          | <b>1,011</b>               | <b>0</b>                         |

<sup>1</sup> Annualized member levels reflect the average number of members serving each month across the entire fiscal year.

AmeriCorps NCCC members serving in FEMA Corps have also helped FEMA innovate when providing services to disaster survivors. One example is the newly developed Disaster Survivor Assistance teams that resulted from lessons learned during Hurricane Sandy. Initially, FEMA Corps members went door-to-door sharing information about FEMA services and inviting survivors to a Disaster Recovery Center. FEMA realized that FEMA Corps members could also use tablets, smartphones, and global positional devices to help residents who had lost power and Internet service to sign up for disaster relief without leaving their homes. Based on this experience, FEMA Corps worked with FEMA to create and implement these new Direct Survivor Assistance teams, which provide disaster survivors a faster and more efficient way to sign up for post-disaster assistance and is a major improvement over the previous process. The Disaster Survivor Assistance teams were used in subsequent disasters in FY 2013, including response to the Moore, OK tornado. In rolling out the President's Management Agenda, President Obama highlighted this innovation as an example of government delivering services better, faster, and more efficiently.

### The Youngstown Neighborhood Development Corporation

The Youngstown Neighborhood Development Corporation in Youngstown, OH, is a citywide multifaceted neighborhood development organization launched to catalyze strategic reinvestment in neighborhoods throughout the City of Youngstown, OH. Starting in 2012 and continuing through 2013, AmeriCorps NCCC members have worked in partnership with the Youngstown Neighborhood Development Corporation to create green space for the city by cleaning and clearing vacant lots of former homes and buildings. AmeriCorps NCCC members removed more than 12 tons of debris and trash and started eight community gardens. NCCC's support ensured community gardens would provide affordable and accessible food to low-income neighborhoods while empowering residents to grow their own food.

### The Citizens Conservation Corps of West Virginia

The Citizens Conservation Corps of West Virginia conducts projects and programs that strengthen and revitalize communities by building self-esteem, providing educational enhancements, and identifying employment opportunities through meaningful work experiences for young people. In the summer of 2013, after two years of joint planning, the Citizens Conservation Corps of West Virginia, AmeriCorps NCCC, the Boy Scouts of America, and other organizations launched The Initiative, a large-scale community service effort in which 16 AmeriCorps NCCC teams from the Atlantic and Southern Regions took part.

AmeriCorps NCCC members assisted the Citizens Conservation Corps of West Virginia with preparation, development, and logistical planning for 320 Boy Scout community service projects. The Initiative projects engaged more than 40,000 volunteers in nine counties over a five-day period. AmeriCorps NCCC played a key organizing role coordinating the volunteers, with other AmeriCorps and Senior Corps programs pitching in.

After the five service days ended, teams helped complete unfinished projects including work site clean-up, collecting data, and taking inventory of tools and materials. AmeriCorps NCCC members provided assistance by leading volunteers on projects including painting a Wilderness Volunteer Fire Department, starting a community garden, and building a ramp for wheelchair access. AmeriCorps NCCC's collaborative effort increased community members' access to recreational areas, made schools and community centers safer, and restored historic sites' aesthetic appeal.

### Member Development and Impact

AmeriCorps NCCC is a strong contributor to the agency's strategic goal of providing professional, educational, and life benefits to service participants. Data from a 2012 exit survey of AmeriCorps NCCC members found that 83 percent of members attributed a change in their attitude

toward community service to their service training and experience.<sup>6</sup> In addition, 82 percent of the members said they intended to volunteer more frequently after their AmeriCorps NCCC service,<sup>7</sup> which continues to validate the strong trend first noted in the AmeriCorps longitudinal study.

Throughout the 10-month program, young people are empowered through service, training, and leadership development activities. AmeriCorps NCCC members leave the program with the technical and life skills needed to become productive and engaged citizens as well as feeling prepared and obligated to become leaders in their own community and workplace.

## Youth from Disadvantaged Circumstances

AmeriCorps NCCC continues to recruit a diverse member community to serve across the country. NCCC continues to maintain that approximately 32 percent of NCCC members are from disadvantaged circumstances. Since focusing on the goal of the Kennedy Serve America Act to recruit and place youth from disadvantaged circumstances into AmeriCorps NCCC, the outreach and recruitment partner relationships have been revamped. NCCC staff have also reviewed and revised the training and support provided to members to insure a quality service experience. AmeriCorps NCCC is now engaged in reviewing and revising the Life after AmeriCorps program so that it provides viable options for all of those who serve in AmeriCorps NCCC, especially youth from disadvantaged circumstances.

To help AmeriCorps NCCC members successfully transition to their next step, new relationships with community colleges across the country have been initiated. We provide information on alternative educational institutions which accept the Segal AmeriCorps Education Award, help members develop resumes and program portfolios to present to potential employers, and carry out creative efforts to increase the number of members who complete service with a GED or high school diploma.

## FY 2013 Performance Accomplishments and Impact

In FY 2013, AmeriCorps NCCC implemented the first full year of project sponsor surveys which provide outcome evidence on the community impact of the AmeriCorps NCCC program model. Results show two primary outcomes of AmeriCorps NCCC projects. First, AmeriCorps NCCC service enhanced the capacity of the sponsoring organization to meet community needs. Second, collaborating with AmeriCorps NCCC expanded or enhanced the sponsoring organization's community impact. Ninety-five percent of the sponsors enhanced their ability to provide services,

including increasing the number of people they could serve and the amount of service they could provide.

In FY 2013, AmeriCorps NCCC enrolled approximately 1,000 members and recruited or managed an additional 86,000 volunteers in efforts to improve communities throughout the country. The program continued to focus its efforts on the focus areas identified in the Serve America Act and CNCS's Strategic Plan: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation. In support of CNCS's work in these strategic focus areas, AmeriCorps NCCC teams spent eight percent of project hours on infrastructure improvement, 24 percent on environmental stewardship and conservation, 34 percent on urban and rural development, and two percent on energy conservation projects. AmeriCorps NCCC members devoted 32 percent of total project hours to disaster services nationwide.

In FY 2013, AmeriCorps NCCC members:

- Suppressed or contained wildfires on 52,748 acres, removed 2,600 acres of brush or undergrowth to prevent fires, and performed prescribed burns on more than 2,200 acres to prevent further wildfire spreading.
- Assisted 17,600 homeless people, 16,500 at-risk youth, and 4,700 veterans.
- Taught 15,800 people in environmental classes/workshops.
- Planted 329,000 new trees.
- Recruited and coordinated 86,000 volunteers.
- Constructed 640 houses and weatherized/outfitted 175 homes with energy-efficient modifications.
- Returned approximately \$21 million tax dollars to American communities through tax preparation services.

AmeriCorps NCCC members participated in disaster response and recovery efforts in 49 states in FY 2013 including continued recovery efforts in Joplin, MO and in the Atlantic states following Hurricane Sandy. In addition, AmeriCorps NCCC teams provided support following the wildfires in Colorado as well as the tornados in Moore, OK and Hattiesburg, MS. The program supported disaster response efforts in partnership with FEMA, the American Red Cross, State Service Commissions, and local municipalities throughout the United States. Many AmeriCorps NCCC teams were recognized by state legislatures for the impact of their work.

<sup>6,7</sup> A third-party evaluator, JBS International, Aguirre Division, analyzed the survey data and submitted a report (NCCC Member Development Performance Measures Survey: Summary of Results for Graduating Class XVIII) to NCCC in February 2013. The overall response rate for the survey was 74%. (N = 936).



**TABLE 12. FY 2013 NCCC Project Accomplishments<sup>1</sup>**

| Issue Area                                 | Team Service Hours Completed <sup>2</sup> | Percentage of Total Team Service Hours |
|--|---|--|
| Natural and Other Disasters                | 403,444                                   | 32%                                    |
| Infrastructure Improvement                 | 101,577                                   | 8%                                     |
| Environmental Stewardship and Conservation | 311,097                                   | 24%                                    |
| Energy Conservation                        | 17,188                                    | 2%                                     |
| Urban and Rural Development                | 438,323                                   | 34%                                    |
| <b>Total</b>                               | <b>1,271,629<sup>2</sup></b>              | <b>100%</b>                            |

<sup>1</sup> All data submitted as of 1/10/2014.

<sup>2</sup> These hours do not include those devoted to training or the 80 hours of individual service each NCCC member must complete with a community sponsor of their own choosing.

NCCC members received recognition from Senators Mikulski (Maryland) and Bennett (Colorado) and proclamations from Staten Island Borough President, James Molinaro, for relief work after Hurricane Sandy.

## Campus Development

In FY 2014, NCCC will complete the process of relocating its Atlantic campus from Perry Point, MD to Baltimore, MD. Because of this move to the Sacred Heart of Mary School in the Dundalk neighborhood of Baltimore, AmeriCorps NCCC will continue its service to the State of Maryland and the Atlantic Region while bringing an infusion of 18-24 year olds to Baltimore. The facility, which was originally constructed in the 1960s, has been upgraded to be compliant with the Americans with Disabilities Act and has been adapted for occupancy by AmeriCorps NCCC members.

## AmeriCorps NCCC in Action: Project Examples

### Education

The Denver Green School in Denver, CO, provides a hands-on, brains-on experience to all students, staff, and community, preparing all learners to lead the way toward a sustainable, bright green future. Since 2011, six Southwest Region AmeriCorps NCCC teams worked to meet compelling educational needs at Denver Green School. The Denver Green School serves diverse southeast Denver neighborhoods with students from over 25 countries. Sixty-five percent qualify for a free or reduced lunch rate. AmeriCorps NCCC members primarily served as classroom math and literacy coaches for students. Members also worked on creating a one-acre farm and a 20,000 square foot garden for the school, creating the first farm-to-cafeteria program in the state of Colorado.

## Economic Opportunity

Next Step VITA, formerly known as KC CASH, assists low-income taxpayers with their federal and state income tax returns for free through the IRS-sponsored Volunteer Income Tax Assistance and Facilitated Self Assistance programs. In FY 2013, AmeriCorps NCCC members served clients full-time at Kansas City's Full Employment Council (FEC) as well as other sites in the area. Overall, the team prepared 1,417 federal returns (not including state or dual-state returns). The National Society of Accountants calculated that it costs each taxpayer, on average, \$229 to have their taxes prepared by a professional accountant. KC CASH, along with the help of the team, was able to allow the clients to keep that money in their pockets. Additionally, the team was able to inform the clients and the community about the availability of the Earned Income Tax Credit, the Child Tax Credit, and education credits, among others.

## Supporting Veterans and Military Families

The Minneapolis Veterans Home was established in 1887 for indigent veterans of the Civil War and today provides skilled nursing and domiciliary care to 341 veterans. In FY 2013, AmeriCorps NCCC members improved the home's living conditions by sanding, painting, and cleaning 62 rooms that totaled 19,879 square feet. AmeriCorps NCCC's contribution enabled the residents to move back into their rooms before the holidays and enjoy time with their families in a familiar place.

## Helping Communities Respond to Disasters

In the wake of Hurricane Sandy, seven teams worked alongside Jersey Cares to coordinate volunteers and provide direct assistance to survivors in New Jersey communities. AmeriCorps NCCC members engaged in labor intensive work that returned a sense of normalcy to the disaster-affected

**TABLE 13. AmeriCorps National Civilian Community Corps Vital Statistics**

|                                       | FY11 Actual | FY12 Actual | FY13 Actual | FY14 Target | FY15 Target |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Appropriations (\$ in Thousands)      | \$28,788    | \$31,882    | \$30,214    | \$30,000    | \$30,000    |
| Number of Member Service Years        | 1,149       | 1,200       | 1,200       | 1,200       | 1,200       |
| Annualized Enrollment                 | 1,036       | 1,011       | 1,011       | 1,011       | 1,011       |
| Cost Per MSY                          | \$27,936    | \$27,909    | \$29,885    | \$29,674    | \$29,674    |
| Cost Per MSY in Constant 2009 Dollars | \$27,606    | \$27,252    | \$27,503    | \$26,800    | \$26,248    |

communities. These teams recruited and coordinated more than 800 volunteers, directly assisted more than 6,900 disaster survivors, and removed more than 205 tons of trash and debris.

### Strengthening Energy Efficiency

In FY 2013, an AmeriCorps NCCC team in Denver, CO served 1,767 hours with Veterans Green Jobs insulating and weatherizing homes, distributing energy efficiency kits, and educating youth on sustainability and energy conservation. AmeriCorps NCCC members also worked with the Cesar Chavez Foundation in Phoenix, AZ, installing xeriscaping which provides plants that can survive with minimal water and care. To make space for the new energy-efficient landscape, members removed a half ton of exotic vegetation and ten and a half tons of debris and trash. This project drastically reduced the amount that the Cesar Chavez Foundation spends on water costs while also reducing environmental impact.

### Promoting Environmental Stewardship

In FY 2013, AmeriCorps NCCC teams worked with The Bishop's Ranch of the Episcopal Diocese of California to reduce erosion on the property and sustain a healthy watershed habitat. AmeriCorps NCCC members constructed 1,462 feet of irrigation trenches and 507 feet of erosion control next to roads, on trails, and through areas of landscape to redirect rain water. Members also removed 12 tons of underbrush and exotic vegetation, including 3,000 pounds of an invasive blackberry species. The creation and restoration of trail systems in the backcountry lands allowed for more visitors to access and gain a better appreciation of the natural world.

### FY 2015 Budget Request and Performance Plan

In FY 2015, CNCS requests \$30 million for AmeriCorps NCCC, equal to the FY 2014 level.

The FY 2015 request will support an annualized enrollment of 1,011 members. The projected FY 2015 cost per member of \$26,248 is a slight decrease over the FY 2014 cost of \$26,800 (in 2009 constant dollars).

This Budget supports a program that is making a strong and lasting impact on communities and the AmeriCorps NCCC members who serve in them. People across the nation have benefited from AmeriCorps NCCC's service to meet vital community needs as well as the program's swift and intense disaster response and recovery efforts. The Budget permits AmeriCorps NCCC to provide a flexible program model that meets the needs of nonprofits, municipalities, educational institutions, and other partners when local resources are scarce and other national programs are unable to provide services.



## BUDGET ACTIVITY 6:

## State Service Commission Support Grants

(National and Community Service Act of 1990, Title I, sections 126(a) and 178)

### FY 2015 Budget Request Summary

For FY 2015, CNCS requests \$16 million for State Service Commissions (Commissions), a \$1 million increase above the FY 2014 enacted level. This budget level is necessary to support Commissions in performing their critical administrative, oversight, monitoring, and strategic functions, and to implement CNCS grants and programs effectively. The Commissions administer and monitor approximately two-thirds of CNCS AmeriCorps State and National grant funds. Commissions need to develop a broader range of partnerships in the states, support and monitor programs, and ensure resources are directed effectively at the local level.

### Program Summary

When Congress created CNCS in 1993, it envisioned national service as a shared federal-state partnership, providing a central role for governors in designing and implementing national service through Commissions. Commissions perform a vital function in identifying and developing strong and effective program models, ensuring that national service meets local needs, and providing fiscal and programmatic oversight and accountability. As highlighted through the President's Task Force on Expanding National Service, national service and volunteering can be effective solutions to national challenges and can have positive and lasting impacts that reach beyond the immediate service experience.

More than a thousand private citizens serve as governor-appointed commissioners and direct the states' national service efforts. Commissions serve as invaluable partners to CNCS, identifying local needs, directing federal and state resources, ensuring oversight and accountability, tracking performance measures and community impact, and leading citizen service efforts in their states and territories.

For nearly 20 years, Commissions have administered and monitored AmeriCorps grants, serving as the driving force on the state level for using service as a strategy to address local problems. In times of need, Commissions lead efforts to tackle critical challenges through citizen engagement. They manage volunteers and donations after natural disasters; decrease high school dropout rates; increase mentoring efforts; support people with disabilities; help veterans make the transition to

civilian life; and establish volunteer centers, online matching platforms, and other systems to engage citizens effectively in service.

Today, the nation's 53 Commissions operate at the state and local level administering and monitoring approximately two-thirds of CNCS's AmeriCorps State and National grant funds. Commissions perform many essential tasks. They provide outreach to prospective AmeriCorps grantees, conduct grant competitions, provide training and technical assistance to local AmeriCorps grantees, and build the capacity of faith-based and community organizations seeking to operate AmeriCorps programs. They are uniquely well-suited to this work because they know and understand state and local needs.

Commissions are an integral part of state government structures and are often closely connected with governors' offices. They establish state-wide goals for national service and volunteer action and actively pursue them in collaboration with other CNCS programs, volunteer centers, Voluntary Organizations Active in Disasters, and other partners. Their activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, and coordinating volunteers in response to disasters. In addition to the training and technical assistance activities described above, they have frontline responsibility for ensuring grantees comply with all federal rules and regulations and oversee and monitor their subgrantees.

Commission Support grants are an example of leveraging federal resources to meet locally identified needs. These grants have a 1:1 match requirement. For every federal dollar provided, states must match a dollar of state or private funds. Given tight state budgets, this continued state funding is an indication that governors value the critical role of Commissions in assessing and addressing local needs.

### FY 2013 Accomplishments and Program Impact

Commissions received and reviewed more than 900 applications for AmeriCorps program funding in the FY 2013 grant cycle, resulting in the selection of 794 new and continuation programs in a highly competitive process. In addition, those Commissions with AmeriCorps National Direct operating sites in their states support and connect those sites to the AmeriCorps network in the state. They train staff to manage the programs and monitor the grants to ensure funds are used efficiently and effectively. Commissions are responsible for conducting a variety of activities in their states to ensure accountability and maintain a strong network of service delivery. These activities include training, performance reviews, site visits, risk assessments, and other oversight activities. As the centers for national service and volunteer activity in their states, Commissions have established partnerships that strengthen service and expand volunteer opportunities.

**TABLE 14.** State Commission Support Grants Budget Summary (*dollars in thousands*)

| Budget Account                          | FY13 Enacted Level | FY14 Enacted Level | FY15 President's Budget | Increase/Decrease (2014-2015) |
|---|--------------------|--------------------|-------------------------|-------------------------------|
| State Service Commission Support Grants | \$12,738           | \$15,038           | \$16,038                | \$1,000                       |
| <b>Total Budget Authority</b>           | <b>\$12,738</b>    | <b>\$15,038</b>    | <b>\$16,038</b>         | <b>\$1,000</b>                |

To ensure the effectiveness of Commissions, CNCS monitors their performance in several ways, including tracking Commission spending rates to ensure that they execute in an efficient and accountable manner. As such, CNCS measures Commission spending rates on their State Support grants and the AmeriCorps formula grants they administer for programs in their states.

For State Support grants, CNCS measurements require that Commissions spend their allotted funds for permitted activities within a given fiscal year. In FY 2013, 79 percent of Commissions met the Support Grant goal.<sup>8</sup> For spending related to AmeriCorps state formula grants, CNCS measurements require that Commissions disperse funds to subgrantees in a timely and accountable manner. In FY 2012, 81 percent of Commissions exceeded the goal for executing AmeriCorps program funds in their states.<sup>9</sup>

For AmeriCorps formula grants, CNCS monitors Commissions to ensure that AmeriCorps grant activities are being carried out as planned. While programs report on specific performance measures, CNCS tracks the enrollment and retention rates for AmeriCorps members in the states to ensure that funded programs are operating according to their authorized member levels so that service activities can be fully executed. For FY 2012, enrollment rates in Commission programs were 98.62 percent and member retention rates were 87.28 percent.<sup>10</sup> CNCS will continue to monitor Commission performance metrics to ensure that they spend federal funds efficiently and effectively to carry out national service activities in their states.

### Service Partnerships

Commissions are forging partnerships with the private sector and with other state agencies to provide more service opportunities and to meet state and local needs. The Washington Commission on National and Community Service partnered with the Washington Employment Security Agency to place AmeriCorps members with a wide variety of organizations across the state meeting the needs of low-income, elderly, unemployed, and other individuals.

In Iowa, State Farm provided support to the Iowa State Commission to train local community organizations to work successfully with volunteers and provides funds to the Commission's Volunteer Generation Fund program. The Alabama Commission partners with Lamar Advertising to post volunteer promotion messages on Lamar's electronic billboards across the state. The California Commission established a council to work with businesses to expand employee volunteer opportunities and partner with them to support other national service activities. Throughout California over 8,800 Bank of America employees recorded over 200,000 volunteer hours with non-profits in a variety of service activities including the Soldier Support initiative that assembled nearly 4,000 care packages for deployed troops.

**Disaster Response.** State Service Commissions played a key role in responding to major disasters in FY 2013, including in New York, New Jersey, Rhode Island, and other states affected by Hurricane Sandy. As part of this disaster response effort State Commissions took on key roles, including managing volunteers and donations. In addition, State

<sup>8</sup> For State Support grants, CNCS measures the number of Commissions that expend at least 90 percent of their allocated funds in a given year. CNCS considers above 90 percent to be fully expended because expending 100 percent of funds is often not possible due to circumstances beyond Commission control. These circumstances include unexpected staff turnover and state hiring freezes. In addition, other state budget issues may result in unexpended federal funds when the states cannot fully meet the dollar-for-dollar match requirement for drawing down on CNCS funds.

<sup>9</sup> For AmeriCorps state formula program funds, CNCS measures the number of Commissions that expend at least 90 percent of their allocated funds in a given year. CNCS considers above 90 percent to be fully expended because member living allowances account for the largest portion of the grant budget and member living allowances are never fully expended unless all programs are uniformly at 100 percent enrollment and 100 percent retention.

<sup>10</sup> Only 2012 data is available because the 2013 program year extends into 2014 and final data is not yet available.

Commissions outside the affected regions lent a hand by supporting 90 programs in New York and New Jersey, sending 2,700 members there to assist with clean-up and rebuilding efforts and to coordinate the thousands of other volunteers responding to the devastation.

**Regional Training Conferences.** The Commissions in Colorado, Tennessee, Iowa, New Jersey, and Oregon conducted regional training and compliance conferences for AmeriCorps and Senior Corps programs operating in the states in their respective regions. These training sessions prepared CNCS programs to track their performance measures, measure outcomes in addressing pressing community needs, and to ensure compliance with CNCS and federal grant requirements, including training on federal financial management requirements, performance measure validation, and criminal history checks. These regional conferences facilitated partnerships between programs, identified evaluation strategies, and shared best practices across the network of CNCS programs and other volunteer activities in the states. As the overseers of programs in their states, Commissions know programs' strengths and where they need improvement and are uniquely positioned to plan training and development sessions to meet their needs.

### **FY 2015 Budget Request and Performance Plan**

For FY 2015, CNCS requests \$16.038 million for Commissions, a \$1 million increase above the FY 2014 enacted level. This level is necessary to support Commissions in performing their critical administrative, oversight, monitoring, and strategic functions and to implement CNCS grants and programs effectively. Commissions need to develop a broad range of partnerships in their state to ensure resources are directed effectively at the local level.

This funding level will bolster Commission capacity to implement the necessary performance-based culture, assist grantees with programmatic deliverables, and implement new financial compliance requirements. Commissions will monitor programs and conduct site visits to ensure grantees are accounting for federal funds appropriately and meeting performance outcomes. In addition, the request will be used to provide state-wide training and technical assistance for national service programs and participants. Commissions will use the funds to conduct training for program staff across the state on the new performance measures and compliance requirements.

### **Implementation and Accountability**

CNCS will provide support to Commissions including training, technical assistance, and best practices. CNCS has revised the grant application instructions and progress report for the Commission Support Grants. These changes will strengthen CNCS's ability to track Commission accomplishments and outcomes. In addition, CNCS will provide Commissions with performance standards designed to ensure they have high quality systems in place to select and monitor programs, build partnerships to expand service and volunteering, and track outcomes designed to address each state's pressing community needs.

CNCS will assess the following performance metrics in FY 2015:

- Statewide member enrollment rates
- Statewide member retention rates
- Monitoring and oversight execution
- Commission budget execution.

The current statute does not permit competition in the Foster Grandparent

**TABLE 15.** Innovation, Demonstration, and Assistance Budget Summary (*dollars in thousands*)

| Budget Account                                 | FY13<br>Enacted Level | FY14<br>Enacted Level | FY15<br>President's Budget | Increase/Decrease<br>(2014-2015) |
|--|-----------------------|-----------------------|----------------------------|----------------------------------|
| Social Innovation Fund                         | \$42,471              | \$70,000              | \$70,000                   | \$0                              |
| Volunteer Generation Fund <sup>1</sup>         | \$3,776               | \$3,800               | \$19,025                   | \$15,225                         |
| Innovation, Demonstration, and Call to Service | \$4,246               | \$3,100               | \$3,100                    | \$0                              |
| <b>Total Budget Authority</b>                  | <b>\$50,493</b>       | <b>\$76,900</b>       | <b>\$92,125</b>            | <b>\$15,225</b>                  |

<sup>1</sup> For FY 2015, CNCS proposes to integrate the most competitive RSVP grants into the Volunteer Generation Fund. This budget includes \$15.225 million for RSVP grants.

## BUDGET ACTIVITY 7:

# Subtitle H, Innovation, Demonstration, and Assistance

(National and Community Service Act of 1990, Title I, Subtitle H)

## Subtitle H Summary

Subtitle H funding provides resources for CNCS to strengthen the nation's volunteer sector, bring more Americans into service, encourage social innovation, strengthen existing national service programs, and support and encourage new forms of national service and civic participation. This budget activity includes the Social Innovation Fund, the Volunteer Generation Fund, and Call to Service initiatives to engage more Americans in service to meet pressing community needs including the Martin Luther King, Jr. National Day of Service and the September 11th National Day of Service and Remembrance. The activities in Subtitle H promote national service and volunteering; identify and incubate innovative program models; disseminate effective practices, and strengthen the reach and impact of national service programs and voluntary organizations across the country.

## Social Innovation Fund FY 2015 Budget Request Summary

CNCS is requesting \$70 million for the Social Innovation Fund (SIF), equal to the FY 2014 enacted level. Of this request, approximately \$62 million will fund new and continuation grants. This includes up to \$14 million for Pay for Success projects. Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after they generate results. An additional \$4 million will fund a pilot to improve grantee and subgrantee access to administrative data to enable

high-quality, rigorous evaluations at a lower cost. Up to five percent (\$3.5 million) of SIF grant funds will be set aside to support research, technical assistance, and knowledge-related activities required by the Serve America Act (SAA). Another (up to) one percent (\$700,000) will fund CNCS's grant review process.

## Program Summary

The SIF improves the lives of people in low-income communities by mobilizing public and private resources to grow innovative, community-driven solutions that have evidence of compelling impact in three priority areas of need: economic opportunity, youth development, and healthy futures. At a time when public, private, and nonprofit organizations are struggling to meet the nation's most pressing challenges, and when tough choices are being made at every level to maximize limited resources, the SIF represents a new way of doing business for the federal government. Through rigorous evaluation, the SIF will contribute to the knowledge base of proven program models that can be replicated in communities across the country, including by other CNCS-funded programs.

The SIF uses an open and highly competitive grant process that awards federal funds to selected grantees or "intermediaries" with strong grantmaking expertise and track records of success in identifying, supporting, and evaluating nonprofits. Through the SIF, these intermediaries address significant social challenges with compelling evidence-based programs in one or more of the designated issue areas. The grantees match the SIF funds with resources from private or other non-federal sources; select nonprofits ("subgrantees") that are positioned to deliver the intended program impact; and support the growth and evaluation of their program models.

The SIF model is innovative and combines several key elements that reinforce a clear role for the federal government as catalyst for transformational change and impact. These elements include:

- Requiring all intermediaries to select subgrantees to implement interventions that are both innovative and evidence-based and then engage subgrantees in formal evaluations of program performance and impact. All interventions must have at least preliminary evidence of effectiveness.
- Providing capital to evaluate interventions and scale those that work, leading to greater impact in the near term and more robust evaluations benefitting from testing with new populations and communities.
- Partnering with grantmaking intermediaries, which strengthens existing nonprofit infrastructure rather than creating additional government bureaucracy.
- Leveraging of non-federal resources through a 1:1 non-federal match requirement, both at the grantee and subgrantee levels (for a total of a nearly 3 to 1 match for every federal dollar), which builds stronger, more sustainable, and more diversified funding bases for each program.
- Reliance on evidence of effectiveness as a critical factor in funding decisions both at the CNCS level, and in the intermediaries' selection of their sub-grantees.
- Requirements for rigorous program evaluation to increase accountability and create a robust pipeline of proven models for further investment.
- Explicit mandate to capture and share knowledge, practices, and tools that emerge from the grant program in order to enable increased social innovation in the broader nonprofit sector.

The SIF encourages innovation across a continuum, scaling what works where there is strong evidence of effectiveness, supporting programs as they seek to build strong evidence, and seeking out and testing promising earlier-stage programs with a preliminary level of evidence that have a clear plan to move to a higher evidence tier. There is a natural tension between evidence and innovation, but in order to discover game-changing solutions, SIF must develop a balanced portfolio that values both.

For the SIF, innovation is about more than just new; it's about faster, cost-effective, data-driven ways to solve old problems and lead to better results for the public good. As part of this effort, all organizations funded by SIF are required to enter with at least preliminary evidence of effectiveness, and obtain at least a moderate level of evidence by the end of their grant period. The grant sizes, program growth, and length of grant terms for these promising innovations support limited scaling that aims to further validate the model.

The SIF maximizes the value it adds to grantees through its emphasis on improving their capacity to conduct rigorous evaluations. Similarly,

the SIF National Assessment, a comprehensive, systematic effort to be conducted over the next three years, will assess the impact of SIF itself. Progress on the national assessment will be summarized and reported annually beginning in late FY 2014. To bolster the level of rigorous evidence produced by SIF grantees and consistent with the Serve America Act, CNCS is authorized to set aside up to five percent of the SIF's annual budget to fund supplementary activities that enhance the impact of the grant program, including evaluation, knowledge capture, and dissemination initiatives.

### **FY 2013 Accomplishments and Program Impact**

FY 2013 was the SIF's fourth year of making grants. During FY 2013, the SIF focused mainly on continuation grants to existing intermediary organizations; providing oversight and guidance to ensure sub-grant competitions were executed and evaluation plans designed and implemented; and sharing stories of successes and lessons learned from the model and the grantees themselves. In FY 2013, the SIF continued to operate under the following guiding principles:

- Build a solid programmatic and operational foundation to support growth and development of promising, innovative program models and the generation of compelling outcomes.
- Strengthen the application of rigorous evidence and evaluation in critical program phases.
- Develop key knowledge initiatives, sharing what the SIF learns about what works in tackling our nation's toughest challenges for the benefit of other federal agencies and the nonprofit sector.

Accordingly, the major achievements of the SIF during FY 2013 are related to standing up strong programs with solid evidence models; ensuring a healthy field of subgrantees are implementing interventions and building critical partnerships; and collecting and sharing knowledge critical to the SIF network and the broader social sector.

The SIF portfolio now represents a \$177.6 million federal investment in twenty intermediary grantees, which is expected to leverage more than \$423 million in non-federal match commitments. Through the SIF, approximately 221 local nonprofits and programs in 37 states have received funding commitments.

### **Progress in SIF Priority Areas of Need**

While it is too early to have substantial evaluation results and information on beneficiary outcomes, the SIF witnessed significant progress in FY 2013 with grantees implementing diverse evaluation models, building robust partnerships, and surpassing early indicators of success as highlighted on the following page:



### Priority Area of Need – Economic Opportunity

- **Jobs for the Future:** Over halfway through its third year, Jobs for the Future has met 87 percent of its total three year match, while sub-grantees have surpassed their match requirements by raising \$11,300,000 over the past three years. Jobs for the Future subgrantees have served 19,835 job seekers and incumbent workers, exceeding their original targets.
- **Mayor’s Fund to Advance New York City:** Its 16 subgrantees, operating five different innovative and effective anti-poverty programs in eight cities, have enrolled more than 10,000 participants into its programs. The Mayor’s fund is implementing a rigorous evaluation plan, in which 60 percent of their evaluations will end with a strong evidence of effectiveness, and an additional 20 percent are adapting program models with strong evidence to new populations or locations.

### Priority Area of Need – Healthy Futures

- **U.S. Soccer Foundation:** Subgrantees have just completed their first full year of programming featuring a fall and spring season. U.S. Soccer exceeded its first year participant goal of 12,000 youths, engaging 12,830 children in its 2012-2013 Soccer for Success program. U.S. Soccer is implementing a single evaluation which will result in a moderate level of evidence for their intervention.

### Priority Area of Need – Youth Development

- **Venture Philanthropy Partners:** Its six subgrantees have enrolled more than 10,000 participants into its programs. Venture Philanthropy Partners continues to focus its technical assistance not only on scale and evaluation but also its network component, which has led to the creation of the Latin American Youth Center Career Academy. This charter school will have programming from the six subgrantees co-located in one place. Venture Philanthropy Partners is implementing a rigorous set of evaluations, in which 83% of their implemented interventions will show a progression in the evidence base.
- **Mile High United Way:** Has met 100 percent of its match for its first year, while subgrantees have raised \$1,893,913. Subgrantees have served 2,466 children, exceeding their original target for the first year of programming.

### Serving People

SIF programs are on track to meet their long-term scaling goals, having already served more than 270,000 individuals in the SIF’s three priority areas of need. The number of people served will continue to grow as SIF subgrantees report evaluation data for work that is already underway. Examples of individuals served through the SIF include:

**Jobs for the Future** is working with business communities in local regions to determine workforce needs and provide workers with targeted training and technical assistance to meet those needs. In FY 2013, Jobs for the Future helped to advance the careers of more than 8,800 low-income individuals while also meeting the needs of local employers. Through evaluation they will assess the outcomes of participation in workforce partnership programs for both employees and employers and will help determine the participant characteristics, program types, and types of services that yield the most desirable outcomes.

**Capital Impact Partners**, formerly known as NCB Capital Impact, is investing in community-based nonprofits that aim to grow and replicate shared equity homeownership programs that enable local organizations to manage public investment in affordable homeownership. Rather than offering one-time grants, Capital Impact’s shared equity homeownership programs enable new homebuyers to partner with a government or nonprofit agency acting as a co-investor, injecting substantial public funds to reduce homeownership costs. In return, homebuyers agree to limit, or share, their equity appreciation to preserve affordability so that the initial public investment can ultimately serve far more families. So far, NCB’s subgrantees leveraged an additional \$1.3 million in local matching funds and served more than 600 additional households.

**Mile High United Way** funds and supports programs implementing early learning and literacy strategies to help improve third grade literacy rates in the most underserved rural and urban communities across the state of Colorado. Many of these programs engage volunteers. Each program will participate in a unique evaluation to determine its impact on increasing third grade reading proficiency as measured by standardized reading assessments or other measures predictive of third grade reading achievement. Combined, these programs will serve 22,000 Colorado children from birth through third grade.

### Evaluation

Evaluation plans have been approved for all current grantees. In total, 86 interventions are funded and will be evaluated. Evaluation plans for 72 interventions have been approved, including 10 in Economic Opportunity, 13 in Healthy Futures, and 49 in Youth Development. CNCS will provide a summary of grantee evaluation progress in CNCS’s FY 2014 Annual Financial Report. During FY 2014, subgrantee evaluation plans will be submitted and approved for the FY 2012 cohort. The following is an overview of the types of evaluation models being conducted across the portfolio and targeting levels of evidence:

- 33 percent (24 studies) use experimental design approach or randomized controlled trials to test the intervention.

- 47 percent (34 studies) use quasi-experimental design studies using comparison groups; 15 studies use propensity score matching technique to develop the comparison group; 19 studies use other forms of matched comparison group design.
- 19 percent (14 studies) use non-experimental design including pre- and post- test (outcomes) studies, feasibility, and implementation studies.

At this time, **79 percent of the studies underway are targeting either moderate or strong level of evidence** through their evaluation efforts.<sup>11</sup> While grantees are only required to publicize final evaluation results, in FY 2013, the SIF received **62 interim or other evaluation reports**, which are in the process of being reviewed to monitor progress and encourage needed course corrections. Additionally, the Mayor's Fund to Advance New York City along with their evaluation partners at MDRC have publicly released three case studies outlining interim findings.

### Knowledge Initiative and Knowledge Network

The Knowledge Initiative and Knowledge Network are up and running. The Knowledge Network is a web-based community for the portfolio to maximize its ability to execute its SIF programs by offering information, guidance materials, and supportive resources; and opportunities to share protocols, ideas, and promising practices; as well as an online forum to discuss strategies, ask questions, and solicit support. The Knowledge Network will also produce a robust role model for the development of learning communities that will be of use for the SIF portfolio of grantees, the social innovation field, and CNCS.

The Knowledge Initiative is a multifaceted effort that aims to document and share lessons learned and best practices so that growth of evidence-based solutions can be achieved both in SIF's portfolio and in the social service field at large. To achieve this goal SIF has begun capturing experience and learning being generated by SIF programs. Knowledge Initiative products will include long-form case studies, research reports, blog posts, infographics, videos, and various gatherings. In FY 2013 the Knowledge Initiative was a key contributor to "Getting Results, Transforming Lives," the 2010-2012 SIF Investment Report, which provided detailed reporting on progress to date and was distributed to stakeholders and the broader social sector.<sup>12</sup>

### FY 2015 Budget Request and Performance Plan

CNCS is requesting \$70 million for the SIF, equal to the FY 2014 enacted level. Of this request, \$62 million will fund new and continuation grants.

This includes up to \$14 million for Pay for Success projects. Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after they generate results. In order to ensure that Pay for Success applicants have the time they need to put together robust applications, CNCS is requesting that this portion of SIF funds remain available through September 30th, 2016. An additional \$4 million will fund grantee access to administrative data for high-quality, rigorous evaluations. Up to five percent (\$3.5 million) of SIF grant funds will be set aside to support research, technical assistance, and knowledge-related activities stipulated in the SAA and essential to the ability of SIF to deliver expected value. Another (up to) 1 percent (\$700,000) will fund CNCS's grant review process.

Beginning in 2014, CNCS is shifting to a policy that provides multiple years of SIF funding at the time of initial award. This approach will provide grantees with greater stability in their budgeting, ease administrative burden, and stabilize the amount of funding that is available for new awards each year. In addition, for any FY 2015 SIF grant dollars that SIF grantees are unable to use by the end of their grant period, CNCS is requesting the authority to re-capture those funds and re-obligate them to further the objectives of the SIF. This flexibility will assure that SIF is able to maximize these resources and use them for the purpose for which they were intended.

This budget request maintains FY 2014 funding levels, which represented a significant increase from previous years. The continuation of this increased level of funding is vital as the SIF reaches maturity and seeks to expand its reach to meet and exceed its founding goals.

### A Refreshed and Renewed Grantmaking Strategy

In FY 2015, the SIF will take advantage of two key milestones to deepen impact and expand reach. First, given the necessary timeline for intermediaries to run competitions and for sub-grantees to implement programs, in FY 2015 SIF will have significant data on grantee results and overall program operations. Second, because the SIF statute mandates that no grant period can be longer than five years, the original cohort of intermediary grantees will receive their final year of funding in FY 2014.

CNCS will leverage these milestones to showcase best practices and lessons learned to stakeholders, partners, and observers in an effort to educate, inspire and seed replication of promising practices. FY 2015 provides an opportunity to maximize SIF's benefit to the social sector by focusing on the areas described below.

<sup>11</sup> Note that studies targeting a moderate level of evidence include those that plan to target the moderate level of evidence in a two-step process. Studies that target a strong level of evidence include three interventions that came in with multiple, well-designed randomized control trial/quasi-experimental design that are conducting non-experimental studies of intervention implementation and outcomes.

<sup>12</sup> [http://www.nationalservice.gov/sites/default/files/documents/sif\\_investment\\_report2013\\_0.pdf](http://www.nationalservice.gov/sites/default/files/documents/sif_investment_report2013_0.pdf).



In FY 2015 SIF will build on five years of funding and operational experience to deploy a refreshed grantmaking strategy to:

**Address Urgent Challenges and Build Evidence in Strategic Areas.** The SIF proposes to explore methods of identifying and funding applicants and interventions that are not only enhancing or expanding their own model, but are also building evidence of effective interventions in areas where there is a lack of evidence about what works to address urgent challenges facing the nation. CNCS will determine these urgent challenges through a strategic, evidence-based, collaborative process in partnership with peer federal agencies. CNCS expects the issue area(s) that rise to the top will be those where there is significant interest from potential funders and a significant gap in the evidence about what works to meet the need.

Through this process CNCS will also work with peer federal agencies to determine how interventions that are proven to be effective can transition to improve the effectiveness of existing, ongoing federal programs. SIF will continue to prioritize funding interventions that are not currently receiving funding from other federal sources. SIF will also expand efforts to identify gaps in federal funding of social interventions and create stronger connections to federal agencies and private sector partners that can benefit from and help grow SIF tested solutions. SIF has the potential to catalyze greater effectiveness in communities it funds, but will also produce data and lessons that will enrich CNCS as a whole, and stakeholders across the national service community.

**Expand Access to Capital through Pay For Success.** In FY 2015, the SIF will use up to 20 percent of grant funds to invest in Pay for Success projects. CNCS proposes to make the funds requested for the Pay for Success initiative available until the end of FY 2016 to provide CNCS with sufficient time to develop an effective mechanism for attracting high quality projects, ensure that Pay for Success applicants have the time they need to put together robust applications, assess their likelihood of success, and distribute funds during the start-up of this initiative. The Budget also continues language to allow for a longer period of expenditure for these projects, which is necessary in a model where government funds are not paid out up front when services are provided, but rather later on based on their success in achieving outcomes as measured through a rigorous evaluation.

**Showcase success and lessons learned from the SIF model and its diverse portfolio of grantees.** The Social Innovation Fund is committed to improving the effectiveness of nonprofits, grantmakers, and government agencies by rigorously documenting and sharing best practices and lessons learned. The lessons shared will encompass the progress and challenges of SIF programs, both in execution and in scaling, as well as recommendations for the social sector on how to integrate

innovation, evidence, and scale into their programs. In FY 2015, the SIF will expand its knowledge-sharing efforts by hosting a summit on community innovation and evidence-based approaches, jointly developing the CNCS “What Works” Research Clearinghouse, and releasing comprehensive research and evaluation results and best practice guides to advance SIF priorities and strengthen the field.

**Start a Central Administrative Data Access Facilitator Pilot.**

CNCS requests \$4 million to fully fund a five-year pilot to facilitate SIF grantee’s and subgrantee’s access to high-quality administrative data. This data facilitation hub will serve as the conduit that aids all subgrantees in accessing data available across state and federal sources, which is a key aspect of evidence-based grantmaking but currently fraught with challenges.

These challenges include disparate standards for accessing each source of data, negotiating data access agreements, learning which data sources are most appropriate for different purposes, and formatting files in such a way that they can be matched against the administrative data sources. This initiative has the potential to reduce evaluation costs while simultaneously improving evaluation quality. It will also enhance CNCS’s ability to assist subgrantees in reaching a moderate or strong level of evidence. If the proof of concept is successful, it could be replicated by other interested parties, and could serve as a model for reducing the cost of high-quality evaluations for nonprofit organizations.

SIF’s FY 2015 grantmaking strategy will ensure SIF is able to meet its goals and intended outcomes, and specifically lead to:

- Increased cross-sector investment in replicating and expanding proven social solutions
- A more diverse portfolio
- A robust network of social innovation funds across sectors and geographies
- A smarter field with fresh data and results and an increased awareness of the need for evidence-based approaches and comprehensive evaluation
- A stronger national innovation infrastructure and burgeoning social innovation and evidence-based marketplace
- Increased capacity and sustainability of grantees resulting from partnerships with other CNCS programs and stakeholders.

## **Volunteer Generation Fund FY 2015 Budget Request Summary**

CNCS requests \$19.0 million for the Volunteer Generation Fund (VGF), an increase of \$15.2 million above the FY 2014 enacted level. This Budget will strengthen volunteer management practices across the country and

provide for the integration of the most competitive RSVP projects into the VGF. The incorporation of RSVP grantees into the VGF will enhance CNCS's ability to effectively support volunteer opportunities for older Americans in communities across the country.

RSVP's focus on placing volunteers in high quality assignments that meet community needs mirrors the VGF's goal of strengthening the country's volunteer infrastructure by recruiting, supporting, and retaining volunteers. Consolidating these two programs under an expanded VGF will more effectively build the nation's volunteering infrastructure while engaging older Americans in meeting unmet community needs. Under this Budget, VGF grants will continue to provide funding to increase the number of people who volunteer in meaningful roles that address the highest priority local and national challenges. In addition, this Budget ensures that federal funds achieve the greatest impact by funding the volunteer connector organizations that use best practices to provide critical services where they are needed most.

### Program Summary

Volunteers provide enormous social and economic benefit to our communities and the nation. The 2013 Volunteering and Civic Life in America report from CNCS found that 64.5 million adults volunteered through an organization in 2012, providing nearly 7.9 billion hours of service. The estimated value of this volunteer service is nearly \$175 billion, based on the Independent Sector's estimate of the dollar value of volunteer time. Whether tutoring at-risk students or providing job training to veterans or responding to natural disasters, volunteers have a powerful impact on critical challenges facing our nation. Volunteering also provides important benefits to those who serve—helping them develop and maintain skills, expand professional networks, stay connected to their community, and experience physical and mental health benefits.

A growing body of research shows an association between volunteering and mental and physical health benefits, particularly for older Americans. The CNCS report *Health Benefits of Volunteering: A Review of Recent Research* documents major findings from more than 30 rigorous longitudinal studies that reviewed the relationship between health and volunteering. The studies, which were controlled for other factors, found that volunteers have greater longevity, higher functional ability, lower rates of depression, and less incidence of heart disease

In June 2013, CNCS released research that provides a compelling empirical case establishing an association between volunteering and employment. The study, "Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work?" finds that unemployed individuals who volunteer over the next year have

27 percent higher odds of being employed at the end of the year than non-volunteers. This association between volunteering and employment remains consistent across each year of the 10-year study period and varying unemployment rates, suggesting that volunteering may provide an advantage regardless of economic conditions. Importantly, the relationship was strongest among individuals without a high school diploma (51 percent increase in odds) and individuals who live in rural areas (55 percent increase in odds).

The VGF, a program created by the Serve America Act, authorized CNCS to invest in America's voluntary sector to increase the impact of volunteers addressing important needs in communities. The program builds on a bipartisan history of supporting investments in volunteer connector organizations that began with President George H. W. Bush and has continued through successive Administrations of both parties.

The VGF supports efforts that expand the capacity of volunteer connector organizations to recruit, manage, support, and retain individuals to serve in high quality volunteer assignments. The Serve America Act authorized two funding streams: competitive grants to nonprofit organizations and State Service Commissions, and formula-based allocations to State Service Commissions. In its first four years, VGF funds were used by State Service Commissions to identify effective approaches to expand volunteering, strengthen the capacity of volunteer connector organizations to recruit and retain volunteers, and develop strategies to effectively use volunteers to solve problems.

There is strong potential for organizations to increase their community impact by recruiting skilled volunteers, including retiring Baby Boomers and other seniors. Baby Boomers—the generation of 77 million Americans born between 1946 and 1964—represent a vast talent pool. The volunteer potential of Baby Boomers is vital to the nonprofit world, not just because of the generation's size but also because of Boomers' relatively high education levels, skills, and health. Boomers are entering their later years with a broad range of skills, talents, and experience that can be harnessed to help nonprofits increase their capacity, operate more efficiently, and have a bigger impact on community problems. As such, the integration of RSVP into the VGF helps advance the goal of engaging more Baby Boomers and other seniors into high impact volunteer work while providing a talent source for community organizations and simultaneously building the country's volunteer infrastructure.

### FY 2013 Accomplishments and Program Impact *Volunteer Generation Fund*

The Volunteer Generation Fund has shown promising early results. Additional investments will build on this early success to stimulate

greater innovation in the voluntary sector, help nonprofits attract and retain skilled volunteers, create a sustainable infrastructure of volunteer connector organizations, and build the capacity of the voluntary sector to more effectively use volunteers, including older Americans, to address critical community needs.

In FY 2013, CNCS awarded \$3.8 million in VGF grants to 18 State Service Commissions to support volunteer connector organizations, train nonprofits in volunteer management, and increase the number of new and continuing volunteers in their states. State Service Commissions provided direct support to numerous nonprofits and volunteer connector organizations in urban and rural communities in their states, and reported on performance measures related to volunteer recruitment and management.

FY 2013 VGF grant performance highlights include:

- Creation and expansion of volunteer centers in underserved communities.
- Launch and expansion of skill-based volunteer programs.
- Improved systems and training for coordinating disaster and emergency volunteers to meet immediate and long-term needs.
- Development of a research-based volunteer management curriculum for nonprofit organizations.
- Training and deployment of volunteer leaders to coordinate and manage community service projects.
- Convening of networks to share and disseminate best practices.
- Training and technical assistance to enhance nonprofit organizational capacity to manage and engage volunteers in meaningful service.

Following are several examples of State Service Commission VGF accomplishments:

**Michigan Community Service Commission:** Using their VGF grant, the Michigan Community Service Commission made subgrants to seven volunteer connector organizations across the state to increase the number of volunteers addressing health and public safety issues in local communities. One subgrant went to the Allegan County United Way to support the creation of a Volunteer Medical Corps to provide free quality healthcare to uninsured and underinsured county residents. The Volunteer Medical Corps holds day-long Free Health Care Clinics providing medical, dental, and mental health services to eligible children and adults. Volunteer physicians, nurse practitioners, registered nurses, medical assistants, dentists, dental hygienists, mental health providers, as well as non-medical staff provide pro bono services at the clinics. In the first year, the Allegan County United Way recruited a total of 243 new volunteers,

59 of whom were highly skilled. Seventy patients were seen in their first two-day clinics including children with strep throat, an undiagnosed diabetic mother, and a father with pneumonia. In addition, a collaborative of 16 partners has been formed that now accesses medical supplies and pharmaceuticals. As a result of this increased volunteer activity and effectiveness, the Allegan County Volunteer Medical Corps and community collaborative are creating systemic change to address health care challenges in this rural county.

**Washington Commission for National and Community Service:** In 2012-13, the Washington Commission for National and Community Service issued VGF mini-grants to fund a range of projects that place Volunteer Centers of Washington in the role of key mobilizers, collaborators, and professionals in the field of volunteer management. Many aspects of the projects capitalize on the increased capacity of volunteer centers, with strategies ranging from engaging volunteer leaders, opportunities for veterans and active duty military volunteers, training for local agencies to better manage volunteers, and mobilizing skilled volunteers to meet the most pressing community needs. The VGF has not only strengthened the infrastructure of volunteer centers, but also the individual skills and practice in the field thereby elevating the state's volunteer network. Statewide, the VGF helped leverage 10,141 volunteers serving more than 258,000 hours.

**Kansas Volunteer Commission:** In 2013, the Kansas Volunteer Commission used the VGF to strengthen the volunteer infrastructure in the state of Kansas. A total of \$188,059 was granted to 16 volunteer connector organizations, including two Kansas RSVP projects, to help expand their efforts in recruiting, managing, and supporting Kansans who serve in high quality volunteer roles. To maximize the impact in participating communities, this investment leveraged more than \$200,000 in local resources. In addition to financial support, the Kansas Volunteer Commission delivered 11 volunteer management trainings to more than 480 individuals throughout Kansas. Topics included implementing a volunteer engagement initiative, effective tactics for volunteer recruitment, principles of supervising volunteers, and keeping volunteers engaged over time.

**Maryland Governor's Commission on Service and Volunteerism:** As a VGF grantee of the Maryland Governor's Commission on Service and Volunteerism, Business Volunteers developed "Service Ambassadors" with three goals: create improvements in the Baltimore region by connecting individuals and nonprofits to programs and services, spur volunteer participation and leadership, and develop an engaged volunteer corps that boosts nonprofit capacity. Over the past three years, Business Volunteers delivered training, mentoring, and support to equip volunteers with tools to

maximize their impact. In addition to engaging 242 Service Ambassadors, Business Volunteers leveraged 2,256 new volunteers in 228 volunteer opportunities, and developed 620 partnerships with organizations. Business Volunteers also coordinated 465 team volunteer projects and helped more than 100 nonprofits improve their facilities, clean green spaces and waterways, and deliver services to the community.

## RSVP

In FY 2013, RSVP volunteers delivered an estimated 39.3 million hours of service in their communities.<sup>35</sup> These hours were delivered by more than 274,500 volunteers who served in more than 38,000 community organizations nationwide to deliver a wide range of services.

Working through such networks as Area Agencies on Aging, city and county governments, Volunteer Centers, local United Way organizations, social services agencies, faith-based organizations, and many others, RSVP volunteers:

- Served 461,000 veterans in activities such as transportation and employment service referrals.
- Mentored more than 87,000 children.
- Provided independent living services to 610,000 adults, primarily frail seniors.
- Provided respite services to nearly 15,000 family or informal caregivers.
- Engaged 21,600 veterans who served as RSVP volunteers.

## RSVP in Action

Below are examples of RSVP Program activities in FY 2013. With the changes proposed under this Budget, RSVP grantees transitioned into the VGF would continue meet a range of community needs in FY 2015.

**Disaster Recovery:** In FY 2013, nearly 10,000 RSVP volunteers engaged in disaster response activities. These include recovery efforts following the fertilizer plant explosion in the town of West, Texas; flooding in Springfield, MO; wildfires in Colorado; as well as long-term response to Hurricane Sandy and the EF5 tornado that struck Moore, OK. Among other activities, RSVP volunteers:

- Served as the lead administrator for a community-based long term volunteer reception center to manage and coordinate community volunteers.
- Tutored and mentored children impacted by the disasters.
- Rebuilt and restored damaged homes.
- Coordinated donations and resources.

- Offered respite and companionship services to frail seniors and other vulnerable individuals in the communities.
- Conducted disaster training and coordinated outreach.

**Economic Security in New York:** The RSVP Financial Coaching Corps Program at the Community Service Society of New York engages RSVP volunteers to provide one-on-one financial coaching to low-wage earning clients to build pathways to economic security. In 2012, the program placed 27 volunteer coaches at 23 partner sites, helping 701 clients, most of whom were experiencing extensive debt and credit problems. RSVP volunteer coaches assisted clients by reviewing and helping to correct credit reports, contacting debt collectors, and challenging court judgments. Of the clients that were helped by RSVP volunteers: 71 percent were unemployed; 78 percent earned \$10,000 or less; 86 percent were Black or Latino; and 65 percent lived in public or transitional housing. Outcomes for these clients included: 50 percent were helped with credit repairs; 28 percent were helped with budgeting and money management issues; 20 percent were helped with banking issues; 6 percent were helped with public benefits eligibility; and 65 percent were helped with other credit and debt issues.

## Serving Veterans and Military Families

Across the country, RSVP volunteers are engaged in numerous activities to support veterans and military families, ranging from driving veterans to medical appointments to connecting them to resources that help transition to civilian life. In western Arkansas, many veterans do not have access to properly trained tax preparation professionals. The funding received by the RSVP program sponsored by Western Arkansas Counseling and Guidance Center helped to recruit an additional 40 RSVP volunteers, including 12 military veterans, who supported 31 active military families, 376 veteran families, and 206 spouses of veterans. Some of the RSVP volunteers were specially trained and provided free-of-charge tax preparation services that had an IRS estimated value of \$76,625. Other RSVP volunteers served approximately 225 veterans providing Medicare assistance for the veterans and their spouses. This included conducting education sessions for new Medicare beneficiaries; assistance during the Medicare open enrollment period for Medicare Parts C and D; and help with filing applications for federal low income subsidy and the Arkansas Medicare Savings Program for veterans and/or spouses with modest incomes.

## FY 2014 Competition

The FY 2014 RSVP competition is underway, with awards scheduled for the third and fourth quarters of FY 2014. CNCS estimates approximately \$13.5

<sup>35</sup> Data provided were reported as actual and final for the period July 1, 2012 through June 30, 2013.

million will be awarded to an estimated 175 applicants in more than 40 states to harness the skills and experience of RSVP volunteers.

### **RSVP and Performance Measures**

Since FY 2013, RSVP grantees that are competitively awarded have been required to implement standardized CNCS agency-wide performance measures. Adoption of the CNCS agency-wide performance measures has focused the RSVP grantees on increasing community impact. As of FY 2014, 60 percent of all RSVP projects have implemented the new performance measures. The majority of the new RSVP standard performance measures reflect CNCS agency-wide priorities and supporting measures, augmented by a number of program specific measures. CNCS will require all grantees to adopt subsets of the CNCS's priority performance measures to track and report their effectiveness and impact. Starting in FY 2015, RSVP projects transitioned to the Volunteer Generation Fund will continue to report on performance using CNCS agency-wide and supporting measures.

### **FY 2015 Budget Request and Performance Plan**

CNCS requests \$19.0 million for the Volunteer Generation Fund, an increase of \$15.2 million above the FY 2014 enacted level. This funding will strengthen volunteer management practices across the country and provide for the integration of the most competitive RSVP projects into the Volunteer Generation Fund. CNCS will utilize \$3.8 million to support Volunteer Generation Fund competitive grants to State Commissions to support volunteer recruitment and retention, and the remaining \$15.2 million will be used to support the most competitive RSVP projects transitioning to the VGF.

### **VGF Grants to State Commissions**

In implementing the \$3.8 million in Volunteer Generation Fund competitive grants to State Commissions, CNCS will focus investments on volunteer management practices that increase both volunteer recruitment and retention. Retention is key to ensuring new volunteers are productively engaged and to bring stability to nonprofit operations, allowing organizations to focus on driving greater impact. Effective strategies to retain volunteers include components for skill building and skill matching. Skill building refers to practices that ensure volunteers can learn new skills that expand opportunities for employment, especially among populations such as the unemployed, veterans, and disadvantaged youth. Skill matching refers to matching volunteers with opportunities complementary to their skills in order to make the best use of their time and talents. VGF grants will also seek to strengthen volunteer recruitment and retention activities geared towards skilled volunteers, including older volunteers. The integration of RSVP into the VGF program will advance that goal.

### **RSVP Integration**

For four decades, RSVP has tapped the skills and experience of older Americans to meet a wide range of community needs. Under this Budget request, RSVP will continue to engage older Americans in high quality volunteer assignments as part of the Volunteer Generation Fund.

The integration of RSVP into the VGF will enhance competitiveness and increase efficiency. The Budget request would transition the most competitive RSVP projects from the FY 2013, FY 2014, and upcoming FY 2015 competition into the VGF. In 2015, the transitioned grantees would conduct activities similar to their current operations, engaging 55-plus Americans in high quality volunteer assignments that meet critical local needs. RSVP projects transitioned to VGF would continue to report on performance using CNCS agency-wide and supporting measures.

While CNCS has successfully implemented competition in RSVP, the experience has demonstrated the need for more flexibility in RSVP's competition. The integration of RSVP into VGF will allow for more free and open competition in future years while continuing to emphasize quality and outcomes and preserve rural investments. As competition is a powerful tool to spur innovation and ensure accountability, the enhanced competition of VGF will better enable CNCS to support organizations based on their community impact. Competition will also help ensure RSVP volunteers engage in the meaningful service experience they desire, strengthening volunteer recruitment and retention.

A promising strategy in the volunteer field is the growing trend towards skilled volunteering and pro bono service. These programs give nonprofits access to the professional skills they need to increase their capacity, operate more efficiently, and have a bigger impact on community problems. By transitioning RSVP into the VGF, RSVP programs will be positioned to share effective practices in recruitment and retention of skilled 55-plus volunteers with the broader volunteer community through training and dissemination practices supported by the VGF. Similarly, effective volunteer management practices by VGF grantees will be shared with RSVP projects, enhancing overall impact.

In addition to increased competition and a better-integrated volunteer infrastructure, incorporating RSVP into VGF will also streamline operations by consolidating programs and improving the clarity and consistency of grant administration for volunteering organizations across the country. With VGF as a unified program infrastructure, volunteer connector organizations will benefit from the creation of a single grant competition.

For decades, RSVP projects across the country have met critical national and local needs while increasing civic engagement and the health and well-being of older Americans. With the immense volunteer potential of



America's 55-plus population, RSVP will continue to play that critical role as part of an expanded Volunteer Generation Fund. By focusing on recruitment and retention, investing in organizations using best practices for skill building and skill matching, and continuing to engage older Americans in high impact service through RSVP, CNCS will use the Volunteer Generation Fund to strengthen volunteer management practices in nonprofits across the country, helping them broaden their volunteer base and increase their impact on community challenges.

## Innovation, Demonstration, and Call to Service FY 2015 Budget Request Summary

CNCS requests \$3.1 million, equal to the FY 2014 enacted level, to fund priority activities of the Call to Service initiative to engage more Americans in meeting pressing needs in their communities and to support innovative national service programs.

### Program Summary

In addition to the Social Innovation Fund and the Volunteer Generation Fund, Subtitle H also supports innovative Call to Service initiatives to increase the impact of national service and volunteerism including Days of Service, partnerships, recognition activities, and United We Serve. To ensure that the best service practices are shared and scaled, these funds also support conferences and convenings where voluntary sector thought leaders and practitioners meet to advance effective service approaches.

### FY 2013 Accomplishments

#### *Call to Service*

In FY 2013, Call to Service activities including national days of service, partnerships, and convenings that engaged hundreds of thousands of Americans in service, expanding to new communities, demonstrating impact, and recognizing the efforts of those who serve.

The 2013 **Martin Luther King, Jr. National Day of Service** was an especially significant moment for national service, as the nation's largest day of service coincided with the 57th Presidential Inauguration. Americans came together in all 50 states to deliver meals, refurbish schools and community centers, collect food and clothing, promote nonviolence, support veterans and military families, and more.

Six 2013 Martin Luther King, Jr. National Day of Service grantees mobilized nearly 400,000 volunteers to participate in service projects around the country. These grantees reported their impact within CNCS's focus areas. More than 60,000 people received disaster services support, more than 12,000 people received financial literacy services, and almost 10,000 veterans and members of their families were engaged in service. Grantees also reported collecting or serving more than 287,000 pounds of food for needy families. The digital presence of the Martin Luther King, Jr. National

Day of Service Day also increased in FY 2013, as the website experienced a five-fold increase in traffic, with 263,143 visitors, compared to 54,361 the previous year.

In Hurricane Sandy-affected New Jersey, 500 HopeWorldwide volunteers conducted door-to-door needs assessments for work referrals to organizations addressing recovery. They learned that at least 500 households (in habitable homes) were still without power more than two months after the storm. In New Orleans, CNCS grantee HandsOn organized 250 local volunteers and partnered with another CNCS grantee, City Year, to improve a neighborhood school. Together, they created 30 school garden benches, planted 80 trees on school grounds, and installed four school garden sheds. Working with the local Neighborhood Association, they also cleared five empty lots of debris and abandoned fencing.

To encourage service throughout the year, President Obama also established a National Day of Service in 2013 that inspired more than 150,000 Americans to pledge to serve a total of 1.3 million hours. CNCS continues to engage these volunteers by working with other federal agencies and nonprofit partners to provide monthly opportunities to make good on their pledges.

In 2013, hundreds of thousands of Americans also participated in the **September 11th National Day of Service and Remembrance**, paying tribute to and honoring the victims and heroes of that day. The projects associated with the National Day of Service and Remembrance included building affordable housing for veterans and military families, educating citizens on disaster preparedness, and organizing food drives.

In New York, CNCS grantees MyGoodDeed and The Mission Continues organized more than 500 volunteers to paint and landscape areas around the New York City Fire Department and EMS Training Academies. In Ohio, fifty veterans and military service members joined Habitat MidOhio's AmeriCorps members to help build six homes in Columbus. In Paramus, NJ, more than 300 volunteers participated in Operation Goody Bag's Night of Remembrance and Hope, assembling care packages for troops serving in the armed forces that included handwritten notes and drawings donated by schoolchildren from all over the country.

Through **National Mentoring Month**, CNCS and its partners raised awareness about the positive impact high-quality mentoring relationships can have on young people's academic achievement, self-esteem, social skills, and career development. The **National Mentoring Summit** brought together 500 nonprofit, business, and government leaders to enhance the quality and impact of the mentoring programs, chart the mentoring field's future, and focus the power of mentoring on measurable outcomes.



The fourth annual summer **Let's Read. Let's Move.** initiative promoted children's physical activity and summer reading loss prevention. Highlights of this year's initiative included a launch event with Washington DC Public Schools and the Junior League of Washington. National service members and staff joined 50 second-grade students at Garfield Elementary School and a professional athlete with the National Football League. The event marked the first of a 15,000-book donation by the Junior League of Washington to the D.C. Public School system.

Working with the Department of Education, CNCS recognized 690 schools for exemplary community service in the 2013 **President's Higher Education Community Service Honor Roll**. Of these designees, five institutions received the Presidential Award, the highest honor. One of the recipients was Gettysburg College, where 72 percent of students engage in community service. With one in every four families dealing with food insecurity and 70 percent of the community living in poverty, Gettysburg students have distributed more than 12,000 pounds of food, and have provided afterschool tutoring and mentoring for young learners in the community and for migrant farm workers and their children.

In FY 2013, CNCS also launched a new and improved website, [NationalService.gov](http://NationalService.gov) that united all of CNCS's programs under one online identity. This new site operates on a content management system used by several federal agencies and private sector firms. This reconfigured and streamlined online presence enables CNCS to better analyze the site's statistics and enhance the page to ensure visitors get the information they need, from applying for a grant to finding a volunteer opportunity in their community.

Another example of the cost-effective use of technology includes CNCS's use of a centralized email communication system, GovDelivery. The system unified the multiple contact lists of the 500,000 Americans who have signed up to receive information from CNCS and enables timely delivery of information to grantees, project sponsors, and other key audiences. This centralization allows for coordinated communication and avoids duplicative messages, thus increasing the efficiency with which CNCS communicates with its stakeholders.

### *Support for Innovative Service and Other Assistance*

In FY 2013, CNCS made great strides in beginning to measure the value of training programs and understand grantee training needs. For example, CNCS launched an important effort to collect knowledge gains on grantee training related to performance measures, financial and grants management, and program compliance for AmeriCorps and Senior Corps. Pre- and post-test questions were developed to survey training knowledge gains. The surveys were piloted at the Regional Training and Technical

Assistance Conferences and at the AmeriCorps Symposium. The pilot data will be available in FY 2014.

As in past years, CNCS continued to provide training to its Senior Corps network through a Virtual Conference in FY 2013. More than 1,900 unique registrants focused on impact and performance measures. This conference supports applicants for the upcoming Senior Corps competitions and trains Senior Corps program staff on performance measures. A conference pre- and post-test indicated 86 percent of respondents agreed or strongly agreed that they gained new knowledge and skills as a result of the conference. In addition, 95 percent of attendees indicated that they would use the information gathered at the conference.

Also during FY 2013, CNCS introduced communities of practice and related forums addressing disaster services and the Senior Corps and AmeriCorps communities. The design of these interactive groups was adopted from the very successful veterans and military families (VMF) community of practice.

Subtitle H Funds investment in the VMF Knowledge Network and Community Forum created a body of knowledge and useful practitioner materials for the national service network where none existed before. More than 2,000 individual practitioners participate and use more than 200 library resources, 30 recorded webinars, and 87 discussion topics. In FY 2013, the VMF community forum hosted monthly conference calls, 12 webinars, and monitored and responded to over 300 posted comments. This investment in communities of practice is an essential support CNCS provides to grantees and projects, and is the basis for the CNCS's training and technical assistance for impact, compliance, and program requirements.

### **FY 2015 Budget Request and Performance Plan**

CNCS requests \$3.1 million, equal to the FY 2014 enacted level, to fund priority activities of the Call to Service initiative to engage more Americans in meeting pressing needs in their communities and to support innovative national service programs.

CNCS offers unique value by applying resources to support and expand effective social solutions. These solutions increase support for veterans and military families, including wounded warriors, communities affected by disasters, and the most persistently failing schools in our country. CNCS uses Subtitle H funds to assist nonprofits in applying national service and volunteerism as a solution to pressing community challenges.

### *Call to Service*

The President's Task Force on Expanding National Service creates opportunities to engage even more Americans in results-driven service. This work will expand economic and educational opportunities for those

who serve, enhance Federal agencies' capacity to achieve their missions, more efficiently use tax dollars, and build the pipeline of Americans ready to enter public service. This is also an opportunity for CNCS to advance digital innovation, engage the public, and increase awareness of civic engagement the President has consistently focused on throughout his Administration.

In FY 2015, CNCS will lead the nation's two principal Days of Service: the Martin Luther King, Jr. Day of Service and the September 11th National Day of Service and Remembrance. Consistent with previous years, CNCS will align these Days of Service with CNCS's strategic priorities including economic opportunity, education, and veterans and military families.

CNCS is building on digital innovation to elevate the importance of service consistent with the President's Call to Service. The digital enhancements are consistent with the President's Task Force on Expanding National Service because they would provide new touch points for the Days of Service and other examples of civic engagement with the ultimate goal of engaging more Americans in volunteering.

CNCS will continue exploration of a mobile application and other new engagement tools for Serve.gov, the online home for The President's Call to Service, to help Americans track their volunteering hours and/or share their volunteering experiences. This new technology would be especially useful in communicating with the 130,000 Americans who pledged to volunteer in their communities as part of the 2013 National Day of Service. CNCS will also continue to use the Challenge.gov website to sponsor contests and challenges to support agency initiatives. Furthermore, CNCS's investment in a more robust online platform and other tools will make it easier for Americans to find local volunteer opportunities.

#### *Support for Innovative Service and Other Assistance*

These funds will focus on supporting national service expansion by convening community and federal partners in planning and dialogue, assessing needs, and providing resources to support service at the

center of solving community problems. CNCS will continue to support the AmeriCorps Grantee Symposium and the Virtual Conference, expanding reach to include new audiences, reaching over 2,400 grantees and projects with critical training on core competencies. New content will be developed to reflect new requirements as well as best practices in program and financial management. Webinar and e-course series are a centerpiece for ongoing grantee and project support. Materials will also be developed to support the expansion of national service and its related programs.

In FY 2015, CNCS will continue to build capacity of the field to respond to disasters. Two trainings are planned at FEMA's Emergency Management Institute in Emmitsburg, MD. The training for State Commission staff is part two of a training series that started in 2013. Content will focus on effective engagement and management of spontaneous volunteers in times of disaster. The training for grantee Disaster Response Teams is a new training focused on best practices, standard operating procedures in times of disaster, and program development.

Subtitle H funding level will support current hosting and maintenance of the training infrastructure and content known as the Knowledge Network and the Online Learning Center. By FY 2015, expansion of national service and new partnerships will require additional capacity for the Knowledge Network. These funds will support the content, capacity, and interactive elements needed for expanded partnerships and for inclusion of people with disabilities.

In FY 2015, CNCS will again support competitive grants for Regional Training Conferences. CNCS will also continue to support at least six Communities of Practice, a cost-effective approach which engages social media and marketing approaches to reach, interact, and deliver content to stakeholders.

By FY 2015, all CNCS sponsored virtual and in person training events will include a knowledge gains assessment. Funds will be used to implement the recommendations that resulted from the pilot assessments in FY 2013.

## BUDGET ACTIVITY 8:

# Evaluation

(National and Community Service Act of 1990, Title I, section 179)

## FY 2015 Budget Request Summary

For FY 2015, CNCS requests \$5 million, equal to the FY 2014 enacted level, for research and evaluation activities. This funding level will allow the agency to make important advances in the development and use of evidence in its programs. The CNCS Office of Research and Evaluation will implement studies to increase the evidence and knowledge base for its national service programs, including those programs launched in coordination with the President's Task Force on Expanding National Service. These efforts will allow CNCS to promote a culture of evaluation and evidence within the agency and among grantees by facilitating evidence-based and evidence-informed grantmaking, and by providing relevant technical assistance.

Working with other agencies across the federal government, CNCS is exploring ways to strengthen data capacity and conduct rigorous evaluations to understand the impacts of important CNCS and cross-sector initiatives. As part of this effort CNCS will examine ways to utilize reliable administrative data sources at the federal, state, and local level for measuring common outcomes across multiple sites. This approach can enhance the quality of the evaluations while minimizing their costs.

## Program Summary

The mission of the CNCS Office of Research and Evaluation is to:

- **Build the evidence base for CNCS national service programs.** CNCS will identify, generate, and disseminate evidence of the impact of national service and social innovation in the six priority areas defined in the Serve America Act.
- **Facilitate the use of evidence and evaluation within CNCS and among its grantees.** The Office of Research and Evaluation will work with its CNCS colleagues to use high-quality performance and evaluation data in budget, management, and policy decisions.

To achieve this mission, the Office of Research and Evaluation focuses on the following priorities:

- Conducting research and evaluation on CNCS national service programs.
- Supporting CNCS and its partners (State Commissions, grantees, and sponsor organizations) through evaluation capacity-building activities and resources.
- Facilitating evidence-based and evidence-informed grantmaking.

Guiding principles include:

- Maintain a primary focus on documenting the impact of CNCS national service programs.
- Build on the existing knowledge base and best practices of CNCS and its programs, grantees, and partners.
- Establish and sustain effective working relationships with other CNCS programs and agency partners within the national service network.
- Employ a Research-to-Practice model that uses evaluation and performance data for continuous improvement and learning.
- Disseminate lessons broadly so that partners and the general public may benefit.

The Office of Research and Evaluation helps ensure that CNCS is aligned with the President's Management Agenda, which emphasizes the importance of using evidence and rigorous evaluation in budget, management, and policy decisions.

## FY 2013 Accomplishments and Program Results

CNCS renewed its investment in a high-quality research and evaluation program in FY 2013. CNCS established an independent Office of Research and Evaluation and allocated the necessary resources to ensure success. For the first time in over three years, the Office of Research and Evaluation became fully staffed and all of its staff members have advanced degrees in relevant disciplines. By creating a clear mission and corresponding priorities (above), the Office of Research and Evaluation created the opportunity for numerous accomplishments in FY 2013, several of which are highlighted below.

### Research and Evaluation Projects

Two signature studies that have advanced the evidence and knowledge base for national service and volunteering are described below. In addition, research and evaluation projects that were initiated in FY 2013 and will be implemented in FY 2014 are highlighted and have equal potential for strengthening the evidence base for national service and social innovation programs.

**Impact Evaluation of the Minnesota Reading Corps K-3 Program.** This randomized controlled trial impact evaluation was completed in FY 2013. Minnesota Reading Corps is the largest AmeriCorps State program in the country. The goal of the Minnesota Reading Corps is to ensure that students become successful readers and meet reading proficiency targets by the end of the third grade. To meet this goal, the Minnesota Reading Corps program, and its host organization, ServeMinnesota Action Network, recruit, train, place, and monitor AmeriCorps members to implement research-based literacy enrichment activities and interventions for at-risk Kindergarten through third grade (K-3) students and preschool children.

TABLE 16. Evaluation Budget Summary (*dollars in thousands*)

| Budget Account                | FY13 Operating Level | FY14 Enacted Level | FY15 President's Budget | Increase/Decrease (2014-2015) |
|-------------------------------|----------------------|--------------------|-------------------------|-------------------------------|
| Evaluation                    | \$2,838              | \$5,000            | \$5,000                 | \$0                           |
| <b>Total Budget Authority</b> | <b>\$2,838</b>       | <b>\$5,000</b>     | <b>\$5,000</b>          | <b>\$0</b>                    |

CNCS sponsored a randomized controlled trial impact evaluation of over 1,300 K-3 students at 23 participating schools that were determined to be eligible for the Minnesota Reading Corps program during the 2012-2013 school year. The goal of the impact evaluation was to determine both the short- and long-term effects of the program on elementary students' literacy outcomes. The study found:

- Kindergarten, first, and third grade students who received tutoring by Minnesota Reading Corps AmeriCorps members achieved significantly higher literacy assessment scores than students who did not.
- Minnesota Reading Corps tutoring resulted in statistically significant impacts across multiple racial groups and despite important risk factors, including Dual Language Learner status and Free and Reduced Price Lunch eligibility, in kindergarten and first grade.
- The Minnesota Reading Corps model is replicable in multiple school settings using AmeriCorps members with varied backgrounds.

**Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work?** This research study was initiated and completed in FY 2013. While researchers have studied numerous strategies for unemployed persons to increase their chances of finding employment through activities such as acquiring additional training or education, there was little empirical literature on the extent to which volunteering can serve to maximize one's chances of finding employment. Using data from the U.S. Census Bureau's 2002-2012 Current Population Survey September Volunteer Supplement, CNCS's groundbreaking report on Volunteering as a Pathway to Employment filled this critical gap by using statistical techniques to test the hypothesis that volunteering is associated with an increased likelihood of finding employment for individuals out of work.

After controlling for demographic variables, CNCS found that volunteering was associated with 27 percent higher odds of employment. The association between volunteering and employment had the strongest effect on individuals without a high school diploma or equivalent (51 percent increase in odds) and individuals who live in rural areas (55 percent increase in odds). The study also found that the relationship

between volunteering and employment is stable across gender, race and ethnic categories, age, time, Metropolitan Statistical Area, and unemployment rate. This study provides an important proof point for the effect that volunteering can have on improving an individual's employment prospects.

**New Projects.** In FY 2013 the Office of Research and Evaluation successfully competed and awarded contracts to third party researchers to: (1) conduct a national assessment of the Social Innovation Fund initiative; (2) conduct an evaluability assessment for the School Turnaround AmeriCorps initiative; and (3) conduct a non-response bias study for the AmeriCorps Member Exit Survey data collected by CNCS. These projects will be implemented in FY 2014.

### Grantee Support

Providing CNCS grantees with evaluation capacity-building resources is essential for increasing the use of evidence and evaluation. CNCS provided this support through the Office of Research and Evaluation staff and partnerships with qualified contractors.

### AmeriCorps Grantee Evaluation Training and Technical Assistance.

The Office of Research and Evaluation worked closely with AmeriCorps State and National and its grantees to build their evaluation capacity. In partnership with a contractor, the Office supported the review of CNCS evaluation resources and assisted in the review of evaluation reports and plans submitted as part of the FY 2013 AmeriCorps State and National Grant Competition. The Office of Research and Evaluation also developed and delivered two webinars, planned various workshops for the Annual AmeriCorps Grantee Symposium, and created an evaluation technical assistance strategy for FY 2014.

In addition, as part of efforts to assist grantees in fulfilling grant requirements for program evaluation, AmeriCorps State and National explored the feasibility of using an evaluation strategy that relies on grantees and/or sub-grantees pooling evaluation resources. The evaluation efforts of individual grantees and sub-grantees are often limited by the amount of funding available to support this work. By

identifying those with common priority focus areas, AmeriCorps State and National will help develop shared research designs and identify potential research entities that could conduct credible assessments for those who elect to participate in the pilot effort. This collaborative effort has the benefit of consolidating research funding, building a credible research design, and developing conclusions based on a representative number of observations in various programs.

### **Social Innovation Fund Grantee (and Sub-Grantee) Evaluation**

**Technical Assistance.** The central purpose of this project is to review, monitor, and assess local evaluations conducted by SIF grantees and their sub-grantees to ensure that sound and rigorous evaluations are designed and conducted in a way that helps the organizations demonstrate a stronger level of evidence.

To ensure that the grantees and sub-grantees and their respective evaluation partners develop robust evaluation plans to meet the expectations of the Social Innovation Fund, CNCS has developed a guiding document for plan development and documentation. Plans are required to go through a review and approval process by CNCS as part of the SIF grant requirements. The guidance requires that each evaluation plan include a description of the program, prior research conducted on the intervention, contribution of the proposed evaluation to the existing body of evidence, target level of evidence, evaluation approach and measures, evaluation timeline, budget, and deliverables. Furthermore, the guidance outlines how the plan should address data collection methodology, analysis and reporting plans, and the targeted level of evidence for the intervention.

### **Program Support**

The activities highlighted here illustrate how the Office of Research and Evaluation worked with CNCS program offices to use evidence as a lever of change in grantmaking processes.

### **Reliability and Validity of the Senior Corps 2013 RSVP Grant**

**Application Review Process.** The Office of Research and Evaluation conducted a measurement study validating the 2013 Senior Corps RSVP grant application review process and confirmed that the review accurately and reliably measured applicant quality. This validation provided evidence of the objectivity and accuracy of the application review process. The study provided support for preparing for competition in the Senior Companion Program and the Foster Grandparent Program and should assist CNCS during the transition of these programs into AmeriCorps beginning in FY 2015.

### **Adding Evidence Review Criteria to the AmeriCorps State and National FY 2014 Notice of Funding Opportunity (NOFO).**

The Office of Research

and Evaluation worked closely with the program to integrate evidence in the review criteria for the AmeriCorps State and National FY 2014 Notice of Funding Opportunity. Levels of evidence similar to those used for the Social Innovation Fund initiative were incorporated and will be used to assess the evidence base of the programs run by organizations seeking CNCS support. In addition, the Office of Research and Evaluation supported outreach efforts to the various evaluator communities for the external review panels used during grant application review process.

**President's Task Force on National Service.** The Office of Research and Evaluation supported various partnership development discussions by drafting program theories of change and corresponding evaluation designs. Specifically, staff drafted theories of change/logic models and evaluation options for the School Turnaround AmeriCorps partnership, the 21st Century Conservation Service Corps partnership, and the VetSuccess AmeriCorps partnership.

### **FY 2015 Budget Request and Performance**

For FY 2015, CNCS requests \$5 million, equal to the FY 2014 enacted level, for evaluation and research activities. This budget request would allow CNCS to continue a number of critical evaluation projects in FY 2015, initiate new research and evaluation studies informed by an agency-wide learning agenda developed in FY 2014, continue to build evaluation capacity among its grantees, and increase the agency's ability to collect quality program data with the potential for use in low-cost experiments.

### **Research and Evaluation Projects**

**Social Innovation Fund (SIF) National Assessment.** The National Assessment of the Social Innovation Fund, a three-year assessment initiated in FY 2014, is designed to examine how participation in SIF has affected the policies and practices of intermediaries, federal funders, and others in the grantmaking and nonprofit world. It will help CNCS and other interested stakeholders assess change over the initiative's five-year lifecycle and answer key questions that flow out of the initiative's theory of change. The National Assessment relies on quantitative and qualitative methods with a core quasi-experimental design. Methods include:

- Review of databases and documents on the SIF and the work of the intermediaries.
- A quasi-experimental evaluation design that uses longitudinal surveys of intermediaries and a comparison group of other grant makers to examine differences in experiences and outcomes between SIF intermediaries and other grant makers.
- In-depth interviews and focus groups throughout the assessment, including:
  - Early conversations with stakeholders to inform the assessment approach.



- Interviews with SIF stakeholders to obtain their perspectives on how the SIF has influenced the work of the intermediaries. Stakeholders to be interviewed include intermediary board chairs; other funders of the intermediaries; policy makers; evaluation partners; experts in the field; and SIF sub-grantees and other organizations funded by the intermediary but not participating in SIF.
- Case studies to explore topics or themes in more depth.

#### **National Evaluation of School Turnaround AmeriCorps Initiative.**

CNCS and the Department of Education (ED) partnered to create School Turnaround AmeriCorps in FY 2013. This collaboration was designed to increase educational attainment, high school graduation, and college readiness for students in our nation's persistently lowest-achieving schools. Informed by the FY 2014 planning and design year, the national evaluation of the School Turnaround AmeriCorps initiative is scheduled to begin in FY 2015. The national evaluation of the School Turnaround AmeriCorps initiative is guided by this question: what is the value-add of AmeriCorps above and beyond the school turnaround resources already invested in these schools? The evaluation will use the most rigorous design possible to assess this key research question. The national evaluation will build the knowledge base associated with this initiative. Results of the evaluation will be used to strengthen programming and document the implementation and outcomes of School Turnaround AmeriCorps and the contributions of AmeriCorps members.

#### **Grantee Support**

**Evaluation Capacity Building.** The Office of Research and Evaluation will continue supporting the use of evidence and evaluation among CNCS grantees through the provision of training and technical assistance. Building on progress achieved in FY 2014, the Office will continue to examine the use of evaluation bundling as a strategy to offer access to experiential and potentially financial evaluation support from CNCS in ways that traditional technical assistance strategies and single program evaluations do not provide.

**National Service Repository.** The requested level of funding also includes resources to support a new online repository for all national service research and evaluation studies. This online repository, or clearinghouse, will build on existing structures at the Departments of Education, Labor, and Health and Human Services. CNCS proposes a phased approach to the design and launch of its repository with FY 2015 representing a pilot phase to follow the FY 2014 planning phase and that would precede a public release. A resource such as this will provide easier grantee access to research-based programs and practices.

#### **Program Support**

The Office of Research and Evaluation will continue to support programs in their efforts to use high-quality data in budget, management, and policy decisions.

**Improving Administrative Data Quality.** The Office of Research and Evaluation will work with programs to improve the quality of CNCS administrative data. Office staff will work with programs and the Office of Management and Budget to revise agency information collection processes (e.g., member entrance and application forms, member exit survey). Improvements in data processes will increase the agency's ability to provide all Americans with the opportunity to serve as well as link national service member characteristics to outcomes.

### **BUDGET ACTIVITY 9:**

## **Subtitle J, Training, and Technical Assistance**

(National and Community Service Act of 1990, Title I, Section 1980 and Subtitle J)

### **FY 2015 Budget Request Summary**

In FY 2015, CNCS requests \$1 million, an increase of \$1 million above the FY 2014 enacted level. This requested amount is for activities authorized under Subtitle J, including training and technical assistance in support of the agency's strategic plan, AmeriCorps expansion, and the transition of Foster Grandparent Program and Senior Companion Program grantees into AmeriCorps and of RSVP grantees into the Volunteer Generation Fund.

### **Program Summary**

Through Subtitle J, the National and Community Service Act authorizes CNCS to provide training and technical assistance to improve the programmatic quality of current and potential national service programs and projects.<sup>14</sup> CNCS's current training and technical assistance strategy focuses on: 1) the development and availability of materials and interactive resources through technology; 2) data analysis of knowledge gains and performance measures for performance management purposes; and 3) creating more inclusive environments so that individuals of all abilities can serve. For FY 2015 and beyond, CNCS is supporting technology that ensures CNCS partners have access to the knowledge to be successful in core competencies. Subtitle J funds also support the hosting and maintenance of the training and technical assistance website and the online learning

<sup>14</sup> The NCSA (1990), as amended by the SAA (2009), authorizes CNCS to use up to 2.5 percent of its program appropriations to fund training and technical assistance activities.



center. These platforms house core curriculum, tools, and materials, and enable the tracking of gains in participant knowledge.

## **FY 2013 Accomplishments and Program Impact**

CNCS surveyed the effectiveness of compliance, impact, and management accountability training for the first time in FY 2013. Knowledge gains were measured in pre- and post-tests, at the Regional Training Conferences, and the AmeriCorps Grantee Symposium. CNCS identified training outcomes and competencies in the core content areas of implementing performance measures and complying with program, fiscal, and grant requirements.

## **Online Infrastructure**

Thousands of CNCS-sponsored organizations across multiple programs are supported by training and technical assistance funds. The agency's capacity to provide technical assistance relies on its online infrastructure. Training content will focus on implementing CNCS performance measures and financial and grant compliance requirements. CNCS delivered more training online in FY 2013 than in the previous year, anchored by the annual Senior Corps virtual conference.<sup>15</sup>

Based on FY 2013 reports, CNCS training and technical assistance websites hosted over one million unique visitors, delivered 246 webinars to 20,899 participants, provided 200 e-courses and webinars completed by 15,000 participants, and supported the downloading of 100,000 resource documents. These analytics demonstrate the growing demand for online resources, with numbers in all categories increasing since 2012.

In FY 2013, CNCS transitioned the Knowledge Network to internal management and planned for the transition of the online learning center. Careful analysis of user data led to CNCS eliminating underused features, outdated material, and underutilized functionality. This helped CNCS realize significant cost savings that will benefit the agency in subsequent years.

## **Regional Training Conferences**

In FY 2013, CNCS began shifting responsibility for hosting training events from CNCS to its grantees through a competitive grant process. This proved to be cost effective and popular with grantees. Five grantees were awarded \$50,000 each, and generated nearly \$121,000 in match funding.

The grantee community was enthusiastic about the new model. There were three times as many applicants as grants available. Participation rates were high among the target audience of AmeriCorps and Senior Corps grantees. Twelve hundred people participated in the conferences.

Sessions focused on core competencies utilizing CNCS available materials and resources, including performance measures, and fiscal, program, and grants compliance.

## **FY 2015 Budget Request and Performance Plan**

In FY 2015, CNCS requests \$1 million, an increase of \$1 million above the FY 2014 enacted level. This requested amount is for activities authorized under Subtitle J, including training and technical assistance in support of the agency's strategic plan, AmeriCorps expansion, and the transition of Senior Corps grantees to other CNCS programs.

## **AmeriCorps Foster Grandparent Program and AmeriCorps Senior Companion Program Transition**

To support the transition of the Foster Grandparent Program and the Senior Companion Program models into AmeriCorps programs, CNCS will provide significant training and technical assistance to current project sponsors. The support will be provided in two primary areas: operating an AmeriCorps program and preparing for competition.

While Foster Grandparent Program and Senior Companion Program sponsors operate CNCS programs, the regulations, requirements, and operations of AmeriCorps differ from their current practice. This training will ensure that existing Foster Grandparent Program and Senior Companion Program grantees understand the AmeriCorps requirements, including operating principles, structure, reporting, fiscal requirements, timekeeping, member benefits, branding, performance measures, and other subjects. New materials will be developed to support project sponsors in communicating with participants about new requirements and changes in benefits, including the living allowance and Segal AmeriCorps Education Award.

In addition, CNCS will prepare AmeriCorps Foster Grandparent Program and AmeriCorps Senior Companion Program grantees to compete as AmeriCorps programs following the transition year in FY 2015. This training, similar to other pre-application trainings conducted by CNCS, would cover a range of subjects related to competing for AmeriCorps grants, including the application process, grant categories, understanding the Notices of Funding Opportunity and Application Instructions, use of eGrants, performance measures, and other topics.

Mechanisms for training could include regional conferences and distance training, such as virtual meetings, online tutorials, and webinars. CNCS will utilize the existing Knowledge Network and the Online Learning Center to share training resources. CNCS previously convened two successful

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<sup>15</sup> CNCS offered 21% more online courses than the previous year (46 vs. 38) and enrolled 27% more individuals in these courses (14,931 vs. 11,767).

TABLE 17. Training and Technical Assistance Budget Summary (*dollars in thousands*)

| Budget Account                    | FY13 Enacted Level | FY14 Enacted Level | FY15 President's Budget | Increase/Decrease (2014-2015) |
|-----------------------------------|--------------------|--------------------|-------------------------|-------------------------------|
| Training and Technical Assistance | \$1,892            | \$0                | \$1,000                 | \$1,000                       |
| <b>Total Budget Authority</b>     | <b>\$1,892</b>     | <b>\$0</b>         | <b>\$1,000</b>          | <b>\$1,000</b>                |

Senior Corps Virtual Conferences, demonstrating a proven track record in this type of training and technical assistance delivery.

### RSVP Program Transition

Funding will also support training and technical assistance for RSVP projects transitioning to the Volunteer Generation Fund. The training activities will focus on operating under the VGF program, including reporting, fiscal requirements, performance measures, and other subjects. Assistance will facilitate the sharing of knowledge and effective practices for volunteer recruitment and retention, particularly for older Americans and skilled volunteers. In addition, training will be provided to prepare RSVP projects for competition under VGF. Training methods and vehicles will include in person gatherings or conferences, conference calls, webinars, or other virtual training opportunities.

### BUDGET ACTIVITY 10:

## National Service Trust

(National and Community Service Act of 1990, Title 1, Subtitle D)

### FY 2015 Budget Request Summary

For FY 2015, CNCS requests \$253.885 million for the National Service Trust, an increase of \$46.517 million above the FY 2014 enacted level. The budget request will support approximately 114,000 new member enrollments in the National Service Trust.

### Program Summary

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 to provide funds for Segal AmeriCorps Education Awards for eligible AmeriCorps members, including those in AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC, who successfully complete their terms of service. In FY 2015, the Trust will also fund a new type of Segal AmeriCorps

Education Award for AmeriCorps Foster Grandparent Program and AmeriCorps Senior Companion Program members. Funding for the Trust comes from appropriations, interest earned, and proceeds from the sale or redemption of Trust investments. The Segal AmeriCorps Education Awards can be used to:

- Repay qualified student loans.
- Pay education expenses at a qualified institution of higher education (or GI-Bill institution for eligible members).
- Repay eligible interest expenses.

By statute, the value of the education award is linked to the maximum level for Pell Grants each year. For FY 2015, the estimated value of the education award for a full-time member who completes his or her term of service is \$5,785. In FY 2015, the Budget proposes that AmeriCorps Foster Grandparent Program and AmeriCorps Senior Companion Program members will earn a new type of Segal AmeriCorps Education Award, which may be used by the member, qualified family members, or (in the case of AmeriCorps Foster Grandparents) by the children they are serving through the program. In addition to the permitted uses above, the Budget proposes that this special award may also be used to pay for educational and enrichment programming such as afterschool programs or summer camps.

### FY 2013 Accomplishments and Program Impact

**Segal AmeriCorps Education Award:** Between CNCS's inception in FY 1993 and September 2013, AmeriCorps members have earned more than \$2.65 billion in education awards and used over \$1.85 billion of that \$2.65 billion to fund their education and repay student loans. In addition, CNCS made \$70.26 million in interest forbearance payments, covering the interest costs of outstanding student loans for AmeriCorps members during their terms of service. Approximately \$271.06 million in earned education awards have expired without being used as of September 30, 2013. The Trust obligation formula has been adjusted to reflect the rate of these expired awards.

In FY 2009, CNCS received an additional \$40 million to fund education awards for AmeriCorps members, supported by the Recovery Act. As of September 30, 2010, CNCS obligated \$34.6 million, which will be paid as members use their awards, with \$3.5 million set aside in the National Service Trust Reserve.

### FY 2015 Budget Request and Performance Plan

For FY 2015, CNCS requests \$253.885 million for the National Service Trust. The Budget request will support approximately 114,000 new AmeriCorps member enrollments in the Trust, in line with the following principles:

- An estimated average Trust cost per member service year (MSY) of \$3,879.
- Full-time members comprise approximately 43 percent of the portfolio.
- No increase to the National Service Trust Reserve. (As established by the Strengthen AmeriCorps Program Act, a portion of the funds in the Trust are held in reserve and are for use only in the event that the estimates used to calculate obligations differ from actual results. The reserve currently totals \$46.7 million for the General Fund and \$3.5 million for the Recovery Act Fund. To date, no reserve funds have been used. CNCS will continue to monitor the factors used to estimate Trust funding and make adjustments in the future if necessary.)

### Calculation of Trust Budgetary Needs

CNCS used the following assumptions to calculate the Trust budget request for FY 2015:

**Member Service Years.** This request will provide full and partial Segal AmeriCorps Education Awards for approximately 114,000 members. AmeriCorps State and National, VISTA, and NCCC will serve approximately 57,959 MSYs. Approximately 30,000 AmeriCorps Foster Grandparent Program and Senior Companion Program members will serve in a one-quarter time MSY capacity. An additional 1,120 VISTA members are projected to choose a cash stipend in lieu of an education award, and therefore do not affect funding needs in the Trust.

**Enrollment Rate.** Consistent with the Strengthen AmeriCorps Program Act legislative history, the calculation of Trust funding assumes that all members will be enrolled in the Trust, allowing for refillable slots. Over the past five years, enrollment rates have averaged about 98 percent of available slots.

**Earning Rate.** Based on the Strengthen AmeriCorps Program Act legislation, the FY 2015 calculation assumes that about 84 percent of members enrolled in the Trust will complete their service and earn an award, which is consistent with the Trust model. This typically ranges from 77 to 86 percent depending on term type.

**Full Value of the Award.** This calculation assumes that members earning an award will earn the full value based on their earning category (e.g., full-time, part-time, and reduced part-time). Historically, CNCS has found that about four percent of members exit programs early and receive a slightly reduced award.

**Usage Rate.** Based on Trust model projections, for FY 2015, CNCS is projecting 88 percent of the awards earned will be used, which includes a factor of 100 percent for members over age 55. Under the Serve America Act, education awards earned by members over age 55 can be transferred to an eligible beneficiary. CNCS is projecting that all transferable awards eventually will be used.

**Net Present Value.** Two years can elapse between the time that CNCS receives an appropriation for the Trust, a grant is awarded, and a member is enrolled and completes his or her service term. In addition, members have seven years from the completion of their service to use their award. Consequently, over nine years can elapse between the initial appropriation to the Trust and when an education award is used. Members who perform multiple terms of service, or are unavoidably prevented from using their education award can also receive an extension of the time the education award can be used. CNCS takes this time frame into account by discounting the education award to its net present value. The discount factors used in the calculation are based on historical usage patterns, Office of Management and Budget projected interest rates, and the weighted average maturity of CNCS's Trust portfolio.

TABLE 18. National Service Trust Budget Summary (dollars in thousands)

| Budget Account                | FY13 Enacted Level | FY14 Enacted Level | FY15 President's Budget | Increase/Decrease (2014-2015) |
|-------------------------------|--------------------|--------------------|-------------------------|-------------------------------|
| National Service Trust        | \$200,719          | \$207,368          | \$253,885               | \$46,517                      |
| <b>Total Budget Authority</b> | <b>\$200,719</b>   | <b>\$207,368</b>   | <b>\$253,885</b>        | <b>\$46,517</b>               |

**Reserve Account.** This request does not include additional funding for the National Service Trust Reserve, which currently stands at \$50.2 million and is adequate to cover unanticipated costs.

## BUDGET ACTIVITY 11:

# Salaries and Expenses

(National and Community Service Act of 1990, Section 501(a)(5); Domestic Volunteer Service Act of 1973, Section 504(a))

## FY 2015 Budget Request Summary

For FY 2015, CNCS requests \$87.257 million to support Salaries and Expenses, an increase of \$6.5 million above the FY 2014 enacted level. This request supports national service growth and work aligned with the President's Task Force on Expanding National Service. Funds support Information Technology (IT) operations, IT modernization, and staffing levels needed to ensure efficient agency operations and program delivery. This request includes a one percent pay raise and funding to support infrastructure enhancements.

## Program Summary

CNCS's Salaries and Expenses (S&E) budget activity provides resources for the administration of all CNCS programs. Administrative activities include program development; grant award oversight and monitoring; grants and contract management; financial management; budget formulation, execution, and oversight; development of regulations and policy; and IT system development and support.

## FY 2013 Management Performance and Accomplishments

In FY 2013, CNCS undertook and accomplished a number of critical initiatives across the agency to improve operations, performance, and accountability. Within the last year, CNCS completed the following management initiatives:

### Accountability

CNCS continued to foster a culture of integrity, accountability, and transparency by fortifying its internal controls, oversight, and monitoring. In this spirit of continual improvement, and consistent with the CNCS strategic plan, CNCS established a new Office of Accountability and Oversight and implemented an Integrity Framework, a set of disciplined practices to help ensure CNCS's organizational effectiveness, cohesion, and longevity. Under this framework all CNCS staff members are called upon to act with integrity, in accordance with high ethical

and professional standards, and to continually assess and improve daily business practices. To support this proposition, CNCS updated all management team work plans to include an enhanced integrity performance standard.

## Accounting and Financial Management Services

As an initiative to increase efficiency through automation, CNCS adopted a government standard for streamlining invoice processing management. CNCS implemented the Department of the Treasury's Invoice Processing Platform (IPP) in FY 2013. The impetus for implementing IPP was to achieve greater stability in CNCS's vendor payments process by moving away from a paper-based system. IPP is a secure, Web-based system that allows CNCS to more efficiently manage invoicing from purchase order through payment notification by enforcing proper workflow in validating, approving, and paying invoices.

## Human Capital

In FY 2013, as part of an effort to reduce paper and improve service to employees, CNCS, in conjunction with the Office of Personnel Management (OPM), implemented an electronic official personnel folder system. This E-Government initiative provides employees with easier and faster access to their Official Personnel Folder, the file containing the employment history of civilian federal government employees. This transition reduces costs associated with storage, maintenance, and retrieval of records and maintains compliance with OPM and federally-mandated employee record management regulations.

The BEST Initiative (Build Employee Satisfaction Together) began in FY 2013 at CNCS to facilitate the agency's ability to leverage diversity and foster inclusion to increase employee engagement and productivity. Led by the Office of Civil Rights and Inclusiveness, the first phase of the initiative began in March and concluded in June. The initiative introduced senior leaders and managers to The New IQ (the 20 behaviors identified by OPM that lead to an inclusive environment). Leaders participated in focused discussions dedicated to utilizing the Employee Viewpoint Survey data as a tool and received guidance for effectively utilizing The New IQ to strengthen their programs and units.

## Information Technology

CNCS's recent IT investments have focused on fortifying management operations and sustaining a capable, responsive, and accountable organization, consistent with the CNCS strategic plan. These investments have resulted in a core set of IT services to support mission needs and robust IT policy, process, and tools to enable secure and effective IT management. In a climate of limited resources and rapidly changing agency mission needs, the Office of Information Technology renewed

**TABLE 19. Salaries and Expenses Budget Summary (dollars in thousands)**

| Object Class  | FY13<br>Enacted Level | FY14<br>Enacted Level | FY14 to FY15<br>Adjustments | FY15 Request    |
|---|-----------------------|-----------------------|-----------------------------|-----------------|
| 11.1 - Full-time permanent                          | \$38,170              | \$39,650              | \$291                       | \$39,941        |
| 11.3 - Other than full-time permanent               | 1,050                 | 1,300                 | -220                        | 1,080           |
| 11.5 - Other personnel compensation                 | 520                   | 650                   | -115                        | 535             |
| <b>Total personnel compensation</b>                 | <b>\$39,740</b>       | <b>\$41,600</b>       | <b>-44</b>                  | <b>\$41,556</b> |
| 12.1 - Civilian personnel benefits                  | 12,560                | 12,200                | 0                           | 12,200          |
| 21.0 - Travel and transportation of persons         | 1,299                 | 1,100                 | 199                         | 1,299           |
| 23.1 - Rental payments to GSA                       | 7,501                 | 7,500                 | 1                           | 7,501           |
| 23.3 - Communications, utilities, and misc. charges | 1,700                 | 1,500                 | 200                         | 1,700           |
| 25.2 - Other Services*                              | 15,355                | 16,237                | 6,309                       | 22,546          |
| 26.0 - Supplies and Materials                       | 355                   | 600                   | -145                        | 455             |
| <b>Total, Salary and Expenses</b>                   | <b>\$78,510</b>       | <b>\$80,737</b>       | <b>\$6,520</b>              | <b>\$87,257</b> |
| <b>Full Time Equivalent</b>                         | <b>460</b>            | <b>460</b>            |                             | <b>460</b>      |

\*The IT investment for FY 2015 is \$18 million. This funding represents the S&E portion of CNCS IT costs. It does not reflect the IT costs covered by program funds.

emphasis on core functions of protecting systems and data; expanding IT capabilities and modernizing systems to meet evolving business needs; maximizing return on IT investment; and effectively managing agency information resources. Below are a few FY 2013 IT accomplishments:

### Support Evolving Agency Mission Requirements

- Completed Phase 2 implementation of the Performance Measures module enabling AmeriCorps VISTA, NCCC, and SIF programs to establish performance measures and targets and enhance reporting of performance measures at program levels. With this work completed, grantees can report performance information in the agency's primary grants management system, eGrants, thereby strengthening accountability and enabling CNCS programs to demonstrate the impact of service in communities.
- Completed the CNCS IT Modernization Roadmap to increase staff efficiency and to improve grant and member management data quality, timeliness, and accessibility. The plan, which serves as an IT investment guide, includes a number of initiatives that will deliver system enhancements and new capabilities through a series of projects of not more than 180 days duration, designed to provide tangible benefits aligned with CNCS goals and objectives.
- Initiated an eSPAN system enhancement project to automate/streamline AmeriCorps VISTA Cost Share collection processes.

### Maximize Return on Agency IT Investment

- Began acquisition planning for the re-competition of the CNCS's Managed Data Center contract to reduce IT infrastructure operating costs while minimizing the impacts on IT service delivery.
- Continued to refine IT management and governance processes by increasing coordination between the Executive Review Board and lower-level system change control boards. These updates ensure IT investments are aligned with business strategy and are well-coordinated across the agency.

### Manage Agency Information Resources

- Continued data warehouse enhancements adding new, more localized (e.g., city, county, Congressional district) data sets to State Profiles reports used by agency stakeholders to help them assess CNCS service footprint and impact. This new functionality expands staff access to data and self-service analytical tools. These improvements implement the basic IT analytical services that will be expanded with future IT modernization projects.
- Completed the migration to an agency-wide web content management platform resulting in web-site consolidation and operational efficiencies. Also, initiated a project to migrate CNCS training and technical assistance web based resources to the new platform.



## FY 2015 Budget Request and Performance Plan

For FY 2015, CNCS requests \$87.257 million to support Salaries and Expenses, an increase of \$6.5 million above the FY 2014 enacted level. This request supports national service growth and work aligned with the President's Task Force on Expanding National Service. Funds support IT operations, IT modernization, and staffing levels needed to ensure efficient agency operations and program delivery. This request includes a one percent pay raise and funding to support infrastructure enhancements.

## Information Technology

The FY 2015 IT budget request will fund the continued operations and maintenance of existing IT services (\$12.9M) and several new high-priority IT modernization projects (\$5.1M). This request will enable IT to increase service levels and complete several transformative IT modernization initiatives that will enable CNCS to make evidence/evaluation based decisions and deliver more efficient IT services.

Continued IT operations and maintenance funding will enable CNCS to sustain on-going IT assets and services including IT infrastructure (e.g., Network, Telecommunications, Data Center, End User Support); enterprise applications (e.g., eSPAN/eGrants/My AmeriCorps Portal, Data Warehouse, Financial Management System); web site hosting and support; National Service Hotline services; and subscriptions to government-wide IT shared services/E-Government initiatives (e.g., eRulemaking, eTravel).

Additionally, this request will fund the transition of CNCS's Managed Data Center Services contract to a new service provider. In early FY 2015, CNCS will incur costs associated with closing out the existing contract and transitioning the operations and maintenances of hardware, software, and network to the new contractor. CNCS expects that the new Managed Data Center Services contract will deliver new foundational IT capability and result in 10 percent data center cost savings from FY 2013 levels.

This request will also fund the highest priority work in CNCS's three-year IT Modernization Plan, which will transform business operations through improved access to data to support decision making and streamlined system work flows that are aligned with core business processes. Projects will ultimately deliver a modern, more flexible IT platform that supports business agility and enables information sharing, collaboration, and stakeholder engagement. Modernization initiatives that will be funded with this request include:

- **Grants Application and Review Process (GARP) Automation** – IT support for GARP has historically been challenging due to short lead times for providing support, limited technical capability to support virtual reviews, and a varied and changing GARP Process. GARP is both central to the agency's primary grantmaking mission and a

key capacity factor in supporting the partnerships created through the President's Task Force on Expanding National Service. Following agency streamlining of the GARP process, this request will fund projects that will automate the new streamlined process as much as possible and implement new IT services and capability.

- **Improved Analytical Support** – This initiative includes a series of projects that will enable staff to have self-service access to data and reports from across CNCS programs to support evidence-based policies and decision making. New data management and analytical services will enhance stakeholder communication and information sharing, and enable CNCS to more effectively manage agency data. This project will add a new organizational layer to CNCS's Data Warehouse to simplify how users can access agency data directly. This will result in timely, accurate, and consistent data outputs for reports, program decision making, oversight, and agency outreach. This project will also apply new data edits and validations to ensure that data is accurate and contributes to high-quality agency data products as well as developing new dashboards and reports to improve overall business intelligence.
- **Streamline Member Management Systems** – Funds will be used to streamline member management process and move supporting IT services to a common, modern IT platform. Projects will improve data quality, mitigate risks and inefficiencies associated with current member management processes, and offer members and sponsors access to 21st Century E-Government services.

## Staffing

CNCS requests \$53.8 million to support 460 Full Time Equivalent (FTE). The request includes a one percent pay raise.

## Accountability

CNCS requests a funding level of \$250,000 for contract support for assessments required under the Improper Payments Enforcement and Recovery Act (IPERA) and other Integrity Framework activities. All federal agencies are required under IPERA and its implementing guidance to assess whether their programs are susceptible to significant levels of improper payments. Under these requirements, each CNCS program must be assessed at least once every three years.

## CNCS Research Clearinghouse

CNCS requests \$1.85 million to initiate a "what works" clearinghouse repository that will provide wider access to the agency's research and evaluation reports. CNCS will make accessible the empirical findings associated with AmeriCorps, SIF, and any other CNCS sponsored work. This repository will be pursued in close coordination with the Departments



of Labor, Health and Human Services, and Education to leverage the knowledge and infrastructures of those agencies.

## Disability Inclusion Grants

### FY 2015 Performance Plan

In FY 2015, CNCS plans to use two percent of the accounts required by statute (AmeriCorps State and National, AmeriCorps National Civilian Community Corps, Innovation, and National Service Trust—C, D, E, and H) to support people with disabilities serving in CNCS programs. Pursuant to the Serve America Act, the primary objective of CNCS disability inclusion strategy is to enroll and support members with disabilities serving in CNCS programs.

This work focuses on increasing the number of members with disabilities as well as tracking and supporting these members throughout their service. In order to recruit and retain people with disabilities in national service programs, CNCS grantees and project staff need specific knowledge and skills to be able to articulate the benefits of service, design appropriate service experiences, provide reasonable accommodations, and create an environment of inclusion and support.

### Program Summary

Disability inclusion is a priority for CNCS. Pursuant to its authorizing legislation, CNCS seeks to expand opportunities for the meaningful and successful inclusion of people with disabilities in national service. CNCS disability inclusion strategy is consistent with the CNCS strategic plan.

CNCS disability inclusion work mitigates the real and perceived barriers to full inclusion of people with disabilities in national service programs. In addition, this work helps national service participants to:

- Engage in a high-quality service experience.
- Find meaning in their service experience that leads to continued service in their communities.
- Discover professional, educational, or civic opportunities through their service experience.
- Gain health benefits associated with service, particularly for veterans and participants over the age of 55.

### FY 2013 Accomplishments and Program Impact

In FY 2013, to support the goal of inclusion of people with disabilities in service, CNCS:

- Partnered with disability organizations and agencies at national, state and local levels to leverage expertise and networks around recruitment.

For example, through a grant to the University of Massachusetts, CNCS worked with Vocational Rehabilitation counselors across the country to identify barriers to participation for people with disabilities and solicit participation through recruitment efforts.

- Provided training and technical assistance, resources, and materials on inclusive practices to program and project managers to build knowledge and skills and successfully engage people with disabilities in national service. In addition, CNCS supported a fully accessible website focused on disability inclusion: [www.serviceandinclusion.org](http://www.serviceandinclusion.org).
- Entered into a data sharing agreement with the Social Security Administration (SSA) to match AmeriCorps member data from 2008-2011 with records from the Social Security Administration's databases. For the purposes of this research, "disabled" means individuals receiving Social Security Disability Insurance (SSDI) or Supplemental Security Income for their own disability (individuals can receive SSDI on behalf of their disabled parents). The data generated by this partnership allows CNCS to understand more clearly where members receiving SSA benefits are serving across the three AmeriCorps programs. It may also lead to the identification of correlations between AmeriCorps members receiving SSA disability benefits and certain demographic characteristics (age, gender, race/ethnicity) as compared to their prevalence in the U.S. population. This data will assist CNCS in outreach, recruitment and, retention efforts among service members with disabilities.
- Hired a Disability and Inclusion Advisor to promote a national agenda for engaging people with disabilities, in its programs and with other federal partners, as well as private nonprofits that engage constituent groups with disabilities.
- Offered strategic engagement slots to AmeriCorps State and National organizations interested in expanding their program through strategic outreach and enrollment of people with disabilities. Specifically, grantees were given the opportunity to request additional positions to be filled by AmeriCorps members with disabilities. Applicants described their intent to recruit, engage, and retain additional members with disabilities and provided a detailed outreach plan for how these members will be recruited and supported. As a result, in the FY 2013 combined competition, 13 programs were awarded \$1,193,604 in additional funds to engage members with disabilities.

### FY 2015 Performance Plan

In FY 2015, CNCS plans to use two percent of the accounts required by statute (AmeriCorps State and National, AmeriCorps National Civilian

Community Corps, Innovation and National Service Trust) to support people with disabilities serving in CNCS programs. Pursuant to the Serve America Act, the primary objective of CNCS's disability inclusion strategy is to enroll and support members with disabilities serving in CNCS programs. This work focuses on increasing the number of members with disabilities as well as tracking and supporting these members throughout their service. In order to recruit and retain people with disabilities in national service programs, CNCS grantees and project staff need specific knowledge and skills to be able to articulate the benefits of service, design appropriate service experiences, provide reasonable accommodations, and create an environment of inclusion and support.

As part of this overall inclusion strategy, CNCS is working on ways to improve the way it tracks the participation rates of people with disabilities in CNCS programs. CNCS has a data sharing agreement with the Social Security Administration to identify the percentage of CNCS program participants that qualify for disability benefits. In addition, CNCS is working to incorporate the Office of Personnel Management's disability status questions into its member demographic surveys.

### **Increasing Member Levels**

CNCS proposes to increase the number of members with disabilities that serve in national service programs by reserving funds to support their participation in CNCS programs. These funds will be used to fund member slots and accommodations for new service participants with disabilities.

### **Building Partnerships**

CNCS plans to work with other federal agencies to examine strategies that can support young people with disabilities who are transitioning from school-based settings into AmeriCorps opportunities.

CNCS is working to develop recruiting partnerships with disability organizations. By focusing on the development of partnerships, CNCS will educate organizations about the opportunities that exist within AmeriCorps for their constituent groups.

### **Supporting Members and Their Service Experience**

CNCS will partner with the Department of Labor's Job Accommodation Network to assist national service programs with reasonable accommodation. By statute, people with disabilities must be provided accommodations to enable them to serve.

The Disability and Inclusion Advisor will ensure there is a clear, on-going narrative throughout CNCS written and virtual communications that articulates the potential and benefits of people with disabilities participating in national service. She will also engage in a public relations campaign among CNCS partners to promote the concept that people with disabilities can be more than recipients of service; they can be effective service members themselves.

CNCS will implement disability status questions into its routine data collections within the AmeriCorps member exit form. With this information, CNCS will be able to continually assess whether strategies to increase the number of persons with disabilities engaged in service are effective.

The Disability and Inclusion Advisor will execute a multi-faceted outreach plan to engage the national service field and the disability community in order to connect CNCS grantees with local resources to assist in the recruitment of people with disabilities.

- Use the initial data flowing from the exit form as a baseline for disability engagement.
- Look at the disability-specific data as a road-map for the partnerships and outreach that need more attention due to low levels of engagement.
- Design and share educational materials with grantees to address under-representation revealed in the exit survey.
- Maintain and add useful content to the Disability Knowledge Network, which serves as a home for five 2014 disability e-courses. The Network also offers links to other helpful resources to support CNCS grantees and serves as a virtual hub for training, frequently asked questions, resources, e-courses, and webinars.

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# OFFICE OF INSPECTOR GENERAL | PART VII

## Program Summary/Mission

To prevent and detect fraud, waste, and abuse, the Office of Inspector General (OIG), Corporation for National and Community Service, conducts audits, evaluations, and investigations of CNCS grantees, programs, and operations. OIG also recommends revisions to CNCS policies and practices, with the goal of promoting economy and efficiency.

## FY 2015 Budget Request Summary

Audits, evaluations, investigations, and analysis are the primary tools used by OIG to protect Federal taxpayer dollars invested in national service. For maximum impact, OIG targets its oversight on processes that flow across multiple agency programs, activities, and operational units, as well as on high-risk grant recipients. OIG continues to investigate conduct that threatens the integrity of Federal programs, to support criminal prosecutions, and to secure substantial recoveries.

The FY 2015 request of \$6,000,000 would allow OIG to undertake more robust oversight of a grantmaking organization with a budget of \$1 billion, which funds programs throughout the United States. This level of funding would return OIG to its FY 2008 funding level. It will also enable OIG to rebuild from the devastating 49 percent budget cut—from \$7 million to \$ 4 million—that OIG unexpectedly suffered in FY 2012 and

which carried forward through FY 2013. Given the highly labor-intensive nature of OIG's work and the need to increase investigative and audit coverage, these increased resources are necessary for OIG to meet its mission requirements. The proposed staff training budget for FY 2015, encompassing audit, investigative and support personnel, totals \$77,000, with the majority devoted to training necessary for OIG investigators and auditors to maintain their professional credentials. OIG also anticipates contributing \$15,000 to meet its statutory obligation to support the operations of the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

## Audit Section

For a grantmaking organization such as CNCS, audits and evaluations are the lifeblood of oversight. For FY 2015, the OIG Audit Section requires \$2,816,272. Of this amount, \$800,000 is required to fund the statutorily mandated Financial Statement Audit (including the audit of the National Service Trust), the Federal Information Security Management Act evaluation (FISMA), and review of CNCS's compliance with the Improper Payments and Elimination and Recovery Act (IPERA), which are performed under OIG supervision by outside contractors.

The requested Audit Section budget will also enable OIG to perform audits and evaluations of state commissions, which disburse approximately 50

TABLE 20. Office of Inspector General Budget Summary (*dollars in thousands*)

| Budget Activities                            | FY13 Enacted | FY14 Enacted | FY15 Request | Increase/Decrease (2014-2015) |
|--|--------------|--------------|--------------|-------------------------------|
| Audit  | 1,262        | 2,033        | 2,816        | 783                           |
| Investigation                                | 576          | 713          | 1,412        | 699                           |
| Support                                      | 1,558        | 1,608        | 1,153        | (455)                         |
| Information Technology                       | 338          | 574          | 527          | (47)                          |
| OIG Training                                 | 43           | 57           | 77           | 20                            |
| CIGIE  | 7            | 15           | 15           | 0                             |
| <b>Total Operations and Budget Authority</b> | <b>3,784</b> | <b>5,000</b> | <b>6,000</b> | <b>1,000</b>                  |

percent of the CNCS's AmeriCorps State and National grants, as well as audits of other high-risk grantees. Typically OIG enlists the services of Independent Public Accounting Firms for larger grantee audits and reviews, with smaller ones conducted by Audit staff. These reviews test for both financial accountability and regulatory compliance of the grantee.

OIG grantee audits have uncovered serious lapses in these areas. For example, one of the few grant audits completed in FY 2013 revealed lax financial management by Atlantic Human Resources, Inc. (AHR), a Senior Corps grantee. More than \$1.4 million in costs claimed by AHR during 2008-2011 were duplicative, unsubstantiated, or incurred improperly. These overcharges, which reflected fundamental weaknesses in financial system internal controls, represented 71 percent of the costs charged under the grant.

CNCS's own internal operations are another increasingly important OIG focus. A recent evaluation of CNCS's Fixed Amount Grant program disclosed a lack of oversight and supervision, as well as inadequate internal control systems and an absence of meaningful safeguards against waste, fraud, or mismanagement. As a result, CNCS was left with an uncollectible debt of more than \$1 million when CNCS's largest fixed amount grantee ceased operations and declared bankruptcy. To avoid further losses and reduce vulnerabilities in the Fixed Amount Grant program, OIG recommended a series of specific remedial actions, some of which have been implemented and others of which CNCS has deferred for further study.

In addition to evaluations and reviews of critical internal business processes and traditional grantee audits, other FY 2015 priorities include:

**Performance measures:** CNCS is now updating its strategic plan in accordance with the Government Performance and Results Act (GPRA), with specific information on performance initiatives to be released in FY 2014. This area has claimed significant management attention and consulting dollars from CNCS. Accordingly, OIG will begin to evaluate the effectiveness of these new performance measures.

**Internal controls and grant monitoring:** Recognizing shortcomings in these areas, CNCS created an Oversight and Accountability Office in FY 2012 and the Board of Directors instructed the CEO to implement further improvements. OIG intends to evaluate the progress of these measures and to evaluate whether grant monitoring protocols are sufficient to address the OIG's most common audit findings. Recently issued grant management requirements from OMB necessitate a more rigorous oversight process, and OIG plans on evaluating whether CNCS has met the new standards.

**Improper Payments:** Recommendations for improvement of CNCS procedures for identifying, quantifying, reducing, and recapturing improper payments will be another key initiative for FY 2015.

**Use of contractors:** CNCS has come to rely more and more on contractors to carry out many of its basic functions. In FY 2013, CNCS awarded approximately \$65 million in contracts. OIG intends to expand on an audit of Blanket Purchase Agreements (BPAs), which discovered pervasive deficiencies in contract management in the BPA environment. Given the quantity and dollar value of contracts for which CNCS is responsible, oversight and monitoring are vital for ensuring effective contracting and safeguarding taxpayer dollars.

**Social Innovation Fund:** This high-visibility initiative within CNCS's Innovation, Demonstration and Assistance programs received a substantial increase in its appropriation for FY 2014. OIG intends to resume pre-award audits focusing on new SIF grantees' ability to manage and account for Federal funds, as well as auditing one or more SIF grants.

**Information technology:** CNCS uses a customized database program to manage most of its AmeriCorps volunteers, grant awards, and programmatic actions, but much of its IT infrastructure is antiquated and no longer aligns with CNCS's business processes. CNCS has commissioned a study from MITRE Corporation to recommend how best to adapt the existing systems to current and future needs in a cost-effective manner. OIG is keenly interested in this issue, which touches on all aspects of CNCS's operations and especially on its ability to cost-effectively monitor its grant portfolio. Currently, the IT systems cannot provide data analytics or other comparisons of grants or subsets of them; the lack of this information cripples CNCS's oversight of the three-quarters of its budget devoted to grant programs. We will continue to focus on the allocation of IT resources and the quality of IT security, management, and reporting necessary to support informed decision-making by CNCS's senior leadership.

## Investigation Section

The Investigation Section requires funding of \$1,412,288. The Investigative Section reviews allegations of serious misconduct that jeopardizes the integrity of CNCS operations or programs. Investigative Section agents, all of whom are based in Washington, DC, travel as required throughout the United States to pursue leads concerning misconduct and coordinate with Federal, State, and local prosecutors. While in the field, investigators take the opportunity to conduct Fraud Awareness Briefings (FABs), outreach efforts that educate agency and grantee staff about proper grant administration, to prevent or minimize losses from fraud, as well as about whistleblower protections. The Investigative Section operates the

fraud hotline and the Whistleblower Protection hotline through which OIG receives reports of potential misconduct or fraud from CNCS and grantee employees. Investigators periodically review samples of agency employees' purchase and travel card transactions to search for potential misuse.

Our results have been measurable. During FY 2013, OIG opened 43 actions, closed 36 actions and identified more than \$1,078,316 in savings to the Federal government based on changes in grantee behavior stemming from OIG's work. The Investigative Section recovered more than \$590,842 in stolen or misused funds and identified more than \$4.5 million in potential recoveries. When warranted, investigators recommend suspensions and debarment of individuals and organizations, tracks their status, and encourages CNCS to act in timely fashion.

Resource constraints have required the Investigative Section to refer most administrative allegations to CNCS for further inquiry. Investigators continue to offer advice and recommendations in connection with these CNCS-led reviews. We expect to continue this practice in FY 2015, allowing our investigators to direct their attention to the most serious or high-risk matters. In addition, OIG investigators intend to conduct site visits at high-risk grantees to ensure that Federal program funds are being safeguarded and that members are performing service in accordance with the grant terms and conditions.

## Support Section

The OIG Support Section requires \$1,152,966 for FY 2015. These resources fund the immediate office of the Inspector General, as well as support the critical areas of physical security, human resources, budgeting, and accounting. The Support Section also houses the analytical operations section (AOS) that functions as the OIG's central data mining point and provides direct support to the Audit and Investigations Sections. Typical tasks include extracting detailed information about grantee organizations and or expenditures from CNCS's systems, conducting background research regarding grantees or affiliated individuals, reconciling CNCS grantees' drawdown of federal funds against their expenditures to assist OIG audits or for audit planning, and identifying and analyzing key Single Audit reports.

## Information Technology

For FY 2015, the Information Technology Section funding needs are \$526,833. The OIG's principal priority for this section is to better leverage technology on an enterprise-wide basis to more efficiently meet the OIG's mission. The Information Technology Section provides public transparency by means of a technology infrastructure that allows internal and external customers to access our public reports on any type of device, from anywhere in the world, any time of the day. The Information Technology Section also provides OIG staff with a rich set of tools to better manage work papers and products collaboratively, expeditiously, and accurately, aided by our virtualized network of computer servers, clients, and software.

Virtualization is one of OIG's main strategies to meet the targets of the OMB data center consolidation initiative. With the availability of additional resources, OIG is resuming transitioning its operations to a cloud-computing environment, which will increase storage, replace outdated hardware, and strengthen fault tolerance for the virtual systems.

## Strategic Goals and Performance Measures

OIG is charged with providing timely and independent information to Congress and CNCS's Chief Executive Officer regarding the effectiveness and efficiency of CNCS's 338 programs and operations. OIG's ultimate objective is to improve CNCS's ability to meet its responsibilities, including those of a fiduciary of public funds, and achieve its mission. OIG's audit and investigative plans are therefore designed to assist CNCS in achieving its strategic goals, reducing program vulnerabilities, strengthening program integrity in the delivery of benefits to program participants, and increasing the efficiency and effectiveness with which CNCS manages and exercises its stewardship of grant funds.

The OIG's Strategic Plan and Performance Measures can be found at <http://www.cncsoig.gov/latest-strategic-plan>.



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# APPENDICES | PART VIII

## APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2015 (dollars in thousands)

| Activity  | FY94 Enacted   | FY95 Enacted   | FY96 Enacted   | FY97 Enacted   | FY98 Enacted   |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Total, Operating Expenses</b>                      | <b>543,503</b> | <b>651,587</b> | <b>566,844</b> | <b>586,499</b> | <b>653,975</b> |
| National Service Trust                                | 98,751         | 115,070        | 56,000         | 59,000         | 70,000         |
| AmeriCorps State and National                         | 155,500        | 219,000        | 215,000        | 215,000        | 227,000        |
| AmeriCorps VISTA                                      | 42,724         | 47,700         | 41,235         | 41,235         | 65,235         |
| AmeriCorps NCCC                                       | 10,000         | 18,000         | 18,000         | 18,000         | 18,000         |
| AmeriCorps Foster Grandparent Program <sup>1</sup>    |                |                |                |                |                |
| AmeriCorps Senior Companion Program <sup>1</sup>      |                |                |                |                |                |
| National Senior Service Corps <sup>2</sup>            | 130,278        | 135,764        | 128,341        | 144,764        | 163,240        |
| RSVP  | 34,388         | 35,708         | 34,949         | 35,708         | 40,279         |
| Foster Grandparent Program                            | 66,117         | 67,812         | 62,237         | 77,812         | 87,593         |
| Senior Companion Program                              | 29,773         | 31,244         | 31,155         | 31,244         | 35,368         |
| Senior Demonstration Program                          | 0              | 1,000          | 0              | 0              | 0              |
| Innovation, Demonstration and Assistance <sup>3</sup> | 31,900         | 30,000         | 29,850         | 30,000         | 30,000         |
| Innovation, Demonstration and Other                   |                |                |                |                |                |
| Social Innovation Fund                                |                |                |                |                |                |
| Volunteer Generation Fund <sup>4</sup>                |                |                |                |                |                |
| <b>Non-Profit Capacity Building Fund</b>              |                |                |                |                |                |
| Evaluation  | 4,600          | 5,500          | 5,000          | 5,000          | 5,000          |
| Learn and Serve America                               | 40,000         | 46,000         | 43,000         | 43,000         | 43,000         |
| State Commissions Support Grants <sup>5</sup>         | 24,750         | 28,723         | 24,918         | 25,000         | 27,000         |
| Partnership Grants                                    | 5,000          | 5,830          | 5,500          | 5,500          | 5,500          |
| <b>Special Volunteer Programs</b>                     |                |                |                |                |                |
| Disability Placement Funds                            | 0              | 0              | 0              | 0              | 0              |
| Training and Technical Assistance <sup>6</sup>        | 0              | 0              | 0              | 0              | 0              |
| Salaries and Expense Account                          | 31,151         | 31,160         | 28,541         | 27,850         | 28,129         |
| Office of the Inspector General                       | 944            | 2,000          | 2,000          | 2,000          | 3,000          |
| <b>TOTAL, CNCS<sup>7</sup></b>                        | <b>575,598</b> | <b>684,747</b> | <b>597,385</b> | <b>616,349</b> | <b>685,104</b> |

<sup>1</sup> CNCS proposes to reorganize the Foster Grandparent Program and Senior Companion Program models into AmeriCorps in FY 2015.

<sup>2</sup> In 2015 CNCS proposes to reorganize Senior Corps by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps and integrating the most competitive RSVP grantees into the Volunteer Generation Fund.

<sup>3</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration and Assistance to the Salaries and Expense Account in FY 2007.

<sup>4</sup> Includes \$15.225 million for the most competitive RSVP grantees in 2015.

<sup>5</sup> NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

<sup>6</sup> Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

<sup>7</sup> Total budget authority may not equal sum of budget accounts due to rounding.

## APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2015 (dollars in thousands) (continued)

| Activity  | FY99 Enacted   | FY00 Enacted   | FY01 Enacted   | FY02 Enacted   | FY03 Enacted   |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Total, Operating Expenses</b>                      | <b>682,266</b> | <b>696,545</b> | <b>729,112</b> | <b>698,501</b> | <b>745,755</b> |
| National Service Trust                                | 70,000         | 70,000         | 69,846         | 0              | 99,350         |
| AmeriCorps State and National                         | 237,000        | 233,395        | 230,492        | 240,492        | 173,863        |
| AmeriCorps VISTA                                      | 73,000         | 80,574         | 83,074         | 85,255         | 93,674         |
| AmeriCorps NCCC                                       | 18,000         | 17,892         | 20,954         | 24,896         | 24,838         |
| AmeriCorps Foster Grandparent Program <sup>1</sup>    |                |                |                |                |                |
| AmeriCorps Senior Companion Program <sup>1</sup>      |                |                |                |                |                |
| National Senior Service Corps <sup>2</sup>            | 173,910        | 182,818        | 188,547        | 206,379        | 215,934        |
| RSVP  | 43,001         | 46,117         | 48,884         | 54,884         | 58,501         |
| Foster Grandparent Program                            | 93,256         | 95,988         | 98,868         | 106,700        | 110,775        |
| Senior Companion Program                              | 36,573         | 39,219         | 40,395         | 44,395         | 46,260         |
| Senior Demonstration Program                          | 1,080          | 1,494          | 400            | 400            | 398            |
| Innovation, Demonstration and Assistance <sup>3</sup> | 28,500         | 28,500         | 28,437         | 28,488         | 35,269         |
| Innovation, Demonstration and Other                   |                |                |                |                |                |
| Social Innovation Fund                                |                |                |                |                |                |
| Volunteer Generation Fund <sup>4</sup>                |                |                |                |                |                |
| <b>Non-Profit Capacity Building Fund</b>              |                |                |                |                |                |
| Evaluation  | 5,000          | 5,000          | 4,989          | 5,000          | 2,981          |
| Learn and Serve America                               | 43,000         | 43,000         | 42,905         | 43,000         | 42,721         |
| State Commissions Support Grants <sup>5</sup>         | 28,356         | 27,895         | 30,932         | 30,991         | 32,289         |
| Partnership Grants                                    | 5,500          | 7,471          | 28,936         | 29,000         | 14,901         |
| <b>Special Volunteer Programs</b>                     |                |                |                | <b>5000</b>    | <b>9935</b>    |
| Disability Placement Funds                            | 0              | 0              | 0              | 0              | 0              |
| Training and Technical Assistance <sup>6</sup>        | 0              | 0              | 0              | 0              | 0              |
| Salaries and Expense Account                          | 29,129         | 31,129         | 32,229         | 32,213         | 34,346         |
| Office of the Inspector General                       | 3,000          | 3,985          | 4,989          | 4,994          | 5,961          |
| <b>TOTAL, CNCS<sup>7</sup></b>                        | <b>714,395</b> | <b>731,659</b> | <b>766,330</b> | <b>735,708</b> | <b>786,062</b> |

<sup>1</sup> CNCS proposes to reorganize the Foster Grandparent Program and Senior Companion Program models into AmeriCorps in FY 2015.

<sup>2</sup> In 2015 CNCS proposes to reorganize Senior Corps by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps and integrating the most competitive RSVP grantees into the Volunteer Generation Fund.

<sup>3</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration and Assistance to the Salaries and Expense Account in FY 2007.

<sup>4</sup> Includes \$15.225 million for the most competitive RSVP grantees in 2015.

<sup>5</sup> NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

<sup>6</sup> Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

<sup>7</sup> Total budget authority may not equal sum of budget accounts due to rounding.

**APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2015**  
*(dollars in thousands) (continued)*

| Activity  | FY04 Enacted   | FY05 Enacted   | FY06 Enacted   | FY07 Enacted   | FY08 Enacted   |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Total, Operating Expenses</b>                      | <b>867,833</b> | <b>856,574</b> | <b>837,936</b> | <b>805,760</b> | <b>782,744</b> |
| National Service Trust                                | 129,233        | 142,848        | 138,600        | 117,720        | 122,539        |
| AmeriCorps State and National                         | 312,147        | 287,680        | 264,825        | 264,825        | 256,805        |
| AmeriCorps VISTA                                      | 93,731         | 94,240         | 95,464         | 95,468         | 93,800         |
| AmeriCorps NCCC                                       | 24,853         | 25,296         | 36,730         | 26,789         | 23,782         |
| AmeriCorps Foster Grandparent Program <sup>1</sup>    |                |                |                |                |                |
| AmeriCorps Senior Companion Program <sup>1</sup>      |                |                |                |                |                |
| National Senior Service Corps <sup>2</sup>            | 214,264        | 215,857        | 217,586        | 217,586        | 213,785        |
| RSVP  | 58,156         | 58,528         | 59,685         | 59,685         | 58,642         |
| Foster Grandparent Program                            | 110,121        | 111,424        | 110,937        | 110,937        | 108,999        |
| Senior Companion Program                              | 45,987         | 45,905         | 46,964         | 46,964         | 46,144         |
| Senior Demonstration Program                          | 0              | 0              | 0              | 0              | 0              |
| Innovation, Demonstration and Assistance <sup>3</sup> | 11,159         | 13,227         | 16,280         | 29,771         | 18,893         |
| Innovation, Demonstration and Other                   |                |                |                |                |                |
| Social Innovation Fund                                |                |                |                |                |                |
| Volunteer Generation Fund <sup>4</sup>                |                |                |                |                |                |
| <b>Non-Profit Capacity Building Fund</b>              |                |                |                |                |                |
| Evaluation  | 2,982          | 3,522          | 3,960          | 3,960          | 3,891          |
| Learn and Serve America                               | 42,746         | 42,656         | 37,125         | 37,125         | 37,459         |
| State Commissions Support Grants <sup>5</sup>         | 11,929         | 11,904         | 12,516         | 12,516         | 11,790         |
| Partnership Grants                                    | 14,913         | 14,384         | 14,850         | 0              | 0              |
| <b>Special Volunteer Programs</b>                     | <b>9876</b>    | <b>4960</b>    |                |                |                |
| Disability Placement Funds                            | 0              | 0              | 0              | 0              | 0              |
| Training and Technical Assistance <sup>6</sup>        | 0              | 0              | 0              | 0              | 0              |
| Salaries and Expense Account                          | 61,321         | 64,480         | 66,083         | 70,324         | 67,759         |
| Office of the Inspector General                       | 6,213          | 5,952          | 5,940          | 4,963          | 5,828          |
| <b>TOTAL, CNCS<sup>7</sup></b>                        | <b>935,367</b> | <b>927,006</b> | <b>909,959</b> | <b>881,047</b> | <b>856,331</b> |

<sup>1</sup> CNCS proposes to reorganize the Foster Grandparent Program and Senior Companion Program models into AmeriCorps in FY 2015.

<sup>2</sup> In 2015 CNCS proposes to reorganize Senior Corps by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps and integrating the most competitive RSVP grantees into the Volunteer Generation Fund.

<sup>3</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration and Assistance to the Salaries and Expense Account in FY 2007.

<sup>4</sup> Includes \$15.225 million for the most competitive RSVP grantees in 2015.

<sup>5</sup> NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

<sup>6</sup> Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

<sup>7</sup> Total budget authority may not equal sum of budget accounts due to rounding.

## APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2015 (dollars in thousands) (continued)

| Activity  | FY09 Enacted   | FY10 Enacted     | FY11 Enacted     | FY12 Enacted     | FY13 Enacted   |
|---|----------------|------------------|------------------|------------------|----------------|
| <b>Total, Operating Expenses</b>                      | <b>811,639</b> | <b>857,021</b>   | <b>780,809</b>   | <b>750,252</b>   | <b>711,009</b> |
| National Service Trust                                | 131,075        | 197,000          | 199,260          | 211,797          | 200,719        |
| AmeriCorps State and National                         | 271,196        | 372,547          | 349,300          | 344,348          | 326,336        |
| AmeriCorps VISTA                                      | 96,050         | 99,074           | 98,876           | 94,820           | 89,861         |
| AmeriCorps NCCC                                       | 27,500         | 29,000           | 28,942           | 31,882           | 30,214         |
| AmeriCorps Foster Grandparent Program <sup>1</sup>    |                |                  |                  |                  |                |
| AmeriCorps Senior Companion Program <sup>1</sup>      |                |                  |                  |                  |                |
| National Senior Service Corps <sup>2</sup>            | 213,785        | 220,900          | 207,883          | 207,490          | 196,637        |
| RSVP  | 58,642         | 63,000           | 50,299           | 50,204           | 47,578         |
| Foster Grandparent Program                            | 108,999        | 110,996          | 110,774          | 110,565          | 104,781        |
| Senior Companion Program                              | 46,144         | 46,904           | 46,810           | 46,722           | 44,278         |
| Senior Demonstration Program                          | 0              | 0                | 0                | 0                | 0              |
| Innovation, Demonstration and Assistance <sup>3</sup> | 18,893         | 60,500           | 60,379           | 53,280           | 50,493         |
| Innovation, Demonstration and Other                   |                | 5,500            | 5,489            | 4,481            | 4,246          |
| Social Innovation Fund                                |                | 50,000           | 49,900           | 44,815           | 42,471         |
| Volunteer Generation Fund <sup>4</sup>                |                | 4,000            | 3,992            | 3,984            | 3,776          |
| Non-Profit Capacity Building Fund                     |                | 1,000            | 998              | 0                | 0              |
| Evaluation  | 3,891          | 6,000            | 5,988            | 2,994            | 2,838          |
| Learn and Serve America                               | 37,459         | 39,500           | 0                | 0                | 0              |
| State Commissions Support Grants <sup>5</sup>         | 11,790         | 17,000           | 16,966           | 13,441           | 12,738         |
| Partnership Grants                                    | 0              | 0                | 0                | 0                | 0              |
| <b>Special Volunteer Programs</b>                     |                |                  |                  | <b>0</b>         | <b>0</b>       |
| Disability Placement Funds                            | 0              | 5,000            | 4,990            | 0                | 0              |
| Training and Technical Assistance <sup>6</sup>        | 0              | 7,500            | 7,485            | 1,996            | 1,892          |
| Salaries and Expense Account                          | 71,715         | 88,000           | 87,824           | 82,843           | 78,510         |
| Office of the Inspector General                       | 6,512          | 7,700            | 7,684            | 3,992            | 3,784          |
| <b>TOTAL, CNCS<sup>7</sup></b>                        | <b>889,866</b> | <b>1,149,721</b> | <b>1,075,577</b> | <b>1,048,884</b> | <b>994,022</b> |

<sup>1</sup> CNCS proposes to reorganize the Foster Grandparent Program and Senior Companion Program models into AmeriCorps in FY 2015.

<sup>2</sup> In 2015 CNCS proposes to reorganize Senior Corps by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps and integrating the most competitive RSVP grantees into the Volunteer Generation Fund.

<sup>3</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration and Assistance to the Salaries and Expense Account in FY 2007.

<sup>4</sup> Includes \$15.225 million for the most competitive RSVP grantees in 2015.

<sup>5</sup> NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

<sup>6</sup> Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

<sup>7</sup> Total budget authority may not equal sum of budget accounts due to rounding.

**APPENDIX A.** Corporation for National and Community Service Appropriations History, 1994-2015  
(dollars in thousands) (continued)

| Activity  | FY14 Enacted     | FY15 President's Budget |
|---|------------------|-------------------------|
| <b>Total, Operating Expenses</b>                      | <b>756,849</b>   | <b>703,093</b>          |
| National Service Trust                                | 207,368          | 253,885                 |
| AmeriCorps State and National                         | 335,430          | 335,430                 |
| AmeriCorps VISTA                                      | 92,364           | 92,364                  |
| AmeriCorps NCCC                                       | 30,000           | 30,000                  |
| AmeriCorps Foster Grandparent Program <sup>1</sup>    |                  | 92,806                  |
| AmeriCorps Senior Companion Program <sup>1</sup>      |                  | 38,330                  |
| National Senior Service Corps <sup>2</sup>            | 202,117          | 0                       |
| RSVP  | 48,903           | 0                       |
| Foster Grandparent Program                            | 107,702          | 0                       |
| Senior Companion Program                              | 45,512           | 0                       |
| Senior Demonstration Program                          | 0                | 0                       |
| Innovation, Demonstration and Assistance <sup>3</sup> | 76,900           | 92,125                  |
| Innovation, Demonstration and Other                   | 3,100            | 3,100                   |
| Social Innovation Fund                                | 70,000           | 70,000                  |
| Volunteer Generation Fund <sup>4</sup>                | 3,800            | 19,025                  |
| Non-Profit Capacity Building Fund                     | 0                | 0                       |
| Evaluation  | 5,000            | 5,000                   |
| Learn and Serve America                               | 0                | 0                       |
| State Commissions Support Grants <sup>5</sup>         | 15,038           | 16,038                  |
| Partnership Grants                                    | 0                | 0                       |
| <b>Special Volunteer Programs</b>                     | <b>0</b>         | <b>0</b>                |
| Disability Placement Funds                            | 0                | 0                       |
| Training and Technical Assistance <sup>6</sup>        | 0                | 1000                    |
| Salaries and Expense Account                          | 80,737           | 87,257                  |
| Office of the Inspector General                       | 5,000            | 6,000                   |
| <b>TOTAL, CNCS<sup>7</sup></b>                        | <b>1,049,954</b> | <b>1,050,235</b>        |

<sup>1</sup> CNCS proposes to reorganize the Foster Grandparent Program and Senior Companion Program models into AmeriCorps in FY 2015.

<sup>2</sup> In 2015 CNCS proposes to reorganize Senior Corps by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps and integrating the most competitive RSVP grantees into the Volunteer Generation Fund.

<sup>3</sup> Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration and Assistance to the Salaries and Expense Account in FY 2007.

<sup>4</sup> Includes \$15.225 million for the most competitive RSVP grantees in 2015.

<sup>5</sup> NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

<sup>6</sup> Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

<sup>7</sup> Total budget authority may not equal sum of budget accounts due to rounding.



## APPENDIX B. Summary of CNCS Programs and Budget

The following exhibit provides information about CNCS programs and other activities.

| Program/Activity                                  | Description  | FY15 President's Budget<br><i>(in Thousands)</i> |
|---|--|--|
| <b>Major Programs</b>                             |  |  |
| AmeriCorps State and National                     | With funds channeled through States, Territories, Tribes, and community-based organizations, AmeriCorps grants enable communities to recruit, train, and place AmeriCorps members to meet critical local needs in the areas of disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families, as directed by the Edward M. Kennedy Serve America Act of 2009. | \$335,430  |
| AmeriCorps Foster Grandparent Program (Proposed)* | AmeriCorps Foster Grandparent Programs provide income-eligible members aged 55 and older with service opportunities to provide one-on-one mentoring and support to at-risk children. To maximize impact and efficiency, existing Foster Grandparent Program grantees will become AmeriCorps grantees under this Budget and be eligible for a new type of \$250 Segal AmeriCorps Education Award.                                   | \$92,806   |
| AmeriCorps Senior Companion Program (Proposed)*   | AmeriCorps Senior Companions Programs provide income-eligible members aged 55 and older with service opportunities to support tens of thousands of seniors and people with disabilities to remain in their own homes. To maximize impact and efficiency, existing Senior Companion Program grantees will become AmeriCorps grantees under this Budget and be eligible for a new type of \$250 Segal AmeriCorps Education Award.    | \$38,330   |
| AmeriCorps VISTA                                  | AmeriCorps VISTA is an anti-poverty program that provides opportunities for individuals 18 years or older with a full year of service in low-income communities. VISTA members support the efforts of non-profits and communities to build and enhance sustainable anti poverty programs.  | \$92,364   |
| AmeriCorps NCCC                                   | AmeriCorps NCCC is a 10-month residential national service program for people ages 18–24. AmeriCorps NCCC members will be deployed to respond to natural disasters and engage in urban and rural development projects across the nation.   | \$30,000   |
| National Service Trust                            | Funds education awards to eligible national service program participants until the awardees use them. The 2015 Budget request supports education awards for approximately 114,000 AmeriCorps members.  | \$253,885  |
| State Commission Support Grants                   | These population-based formula grants support the operation of State Service Commissions that administer approximately two-thirds of AmeriCorps State and National grant funds. Commissions are responsible for monitoring sub-grantees and ensuring that they comply with federal requirements and performance expectations. These grants must be matched by the Commissions.   | \$16,038   |

## APPENDIX B. Summary of CNCS Programs and Budget *(continued)*

The following exhibit provides information about CNCS programs and other activities.

| Program/Activity   | Description  | FY15 President's Budget<br><i>(in Thousands)</i> |
|--|--|--|
| <b>Major Programs</b>  |  |  |
| Innovation and Demonstration Activities<br>(Includes proposed integration of the most competitive RSVP grantees into VGF)* | These initiatives and programs are aimed at incubating new ideas, while expanding proven initiatives that address specific community needs. This includes the Social Innovation Fund, which helps identify and scale-up promising programs across the country. The FY 2015 Budget for the Social Innovation Fund continues to request that up to 20 percent of funds be available for Pay For Success projects. The Volunteer Generation Fund will focus on strengthening the ability of nonprofits and other organizations to recruit, retain, and manage volunteers, especially senior volunteers. In 2015, the Volunteer Generation Fund will expand to support the most competitive RSVP grantees. Additional activities include the annual Martin Luther King, Jr. Day of Service, and United We Serve, the President's Call to Service initiative. | \$92,125   |
| Training and Technical Assistance  | CNCS provides training and technical assistance services to programs and entities receiving or applying for financial support from the CNCS.   | \$1,000  |
| Evaluation   | This activity supports the design and implementation of research and evaluation studies and will facilitate the use of evidence and evaluation by CNCS and national service organizations.   | \$5,000  |
| Salaries and Expenses  | Funds for administering and managing CNCS programs.  | \$87,257   |

\*For FY 2015, CNCS proposes to reorganize Foster Grandparent and Senior Companion program models into AmeriCorps, and integrate the most competitive RSVP grantees into VGF.

## APPENDIX C. Summary of Program Benefits for Participants

| Program   | Eligibility  | Stipend   |
|---|--|---|
| AmeriCorps State and National                                 | In general, an AmeriCorps State and National member must (1) be at least 17 years old at the commencement of service, or have been an out-of-school youth 16 years of age at the commencement of service, participating in a youth corps program. (2) S/he must have a high-school diploma (or its equivalent) or agree to obtain a high-school diploma or its equivalent prior or using the ed awards. (3) S/he must be a citizen, national, or lawful permanent resident alien of the United States. | Minimum living allowance of \$12,100 for full-time members in program Year 2014. A minimum living allowance is not required for less than full-time members or Education Award Program members. |
| AmeriCorps Foster Grandparent Program (Proposed) <sup>1</sup> | To be an AmeriCorps Foster Grandparent member, an individual must (1) be 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served. (3) In order to receive a living allowance, the individual must have an income that is within the income eligibility guidelines (within 200% of poverty).   | Yes, if income guidelines are met (200% of poverty), then the participant will receive a living allowance up to \$2,771.  |
| AmeriCorps Senior Companion Program (Proposed) <sup>1</sup>   | To be an AmeriCorps Senior Companion member, an individual must (1) be 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving without detriment to either himself or herself or adults served. (3) In order to receive a living allowance, the individual must have an income that is within the income eligibility guidelines (within 200% of poverty).  | Yes, if income guidelines are met (200% of poverty), then the participant will receive a living allowance up to \$2,771.  |
| AmeriCorps NCCC   | An AmeriCorps NCCC member must (1) be between the ages of 18 and 24, and (2) s/he must be a citizen, national, or lawful permanent resident alien of the United States.  | Yes. Eligible members receive the living allowance (\$400/month for 10 months), lodging and meals. Team leaders earn \$1,136 per month during 11 months of service.                             |
| AmeriCorps VISTA  | An AmeriCorps VISTA member must (1) be 18 years of age or older, and (2) s/he must be a citizen, national, or legal resident of the United States.   | Yes. Members receive the following living allowance: \$928/month to \$1606/month (based on regional cost of living and tied to the poverty rate.)   |
| Foster Grandparent Program <sup>2</sup>                       | To be a Foster GrandParent volunteer, an individual must (1) be 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served. (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 200% of poverty).                         | Yes, if income guidelines are met (200% of poverty), then members receive \$2.65/hour tax free.   |
| Senior Companion Program <sup>2</sup>                         | To be a Senior Companion, an individual must (1) be 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving without detriment to either himself or herself or adults served. (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 200% of poverty).  | Yes, if income guidelines are met (200% of poverty), then members receive \$2.65/hour tax free.   |
| RSVP <sup>1</sup>   | To be an RSVP volunteer, an individual must (1) be 55 years of age or older. (2) S/he must agree to serve without compensation. (3) S/he must reside in or nearby the community served by RSVP.  | No.   |
| Volunteer Generation Fund RSVP (Proposed) <sup>1</sup>        | To be an RSVP volunteer, an individual must (1) be 55 years of age or older. (2) S/he must agree to serve without compensation. (3) S/he must reside in or nearby the community served by RSVP.  | No.   |

<sup>1</sup> For FY 2015, CNCS proposes to reorganize Foster Grandparent and Senior Companion program models into AmeriCorps, and integrate the most competitive RSVP grantees into VGF.

<sup>2</sup> In 2015, Senior Companion and Foster Grandparent programs that receive funding directly from states may continue to operate under the existing program models from the DVSA.

APPENDIX C. Summary of Program Benefits for Participants *(continued)*

| Program   | Term of Service   | Healthcare  | Childcare   | Segal AmeriCorps Education Award  |
|---|---|---|---|---|
| AmeriCorps State and National                                 | An AmeriCorps member serves for at least one of the following terms: full-time (minimum of 1700 hours up to 12 months), half-time (minimum of 900 hours for up to 12 or 24 months), reduced half-time (minimum of 675 hours for up to 12 months), quarter-time (minimum of 450 hours for up to 12 months), minimum-time (minimum of 300 hours up to 12 months). | Full-time members must receive health care benefits except for members in the Education Award Program. Less than full time members may not receive health care with CNCS funds. | Only full-time members are eligible to receive child care when the member's household income does not exceed 75% of the state's median income for a family of the same size. Rate established by state Child Care Development Grants. | Yes.  |
| AmeriCorps Foster Grandparent Program (Proposed) <sup>1</sup> | Open enrollment. Service schedule with a minimum of 450 hrs.  | No (Note: Each AmeriCorps Foster Grandparent receives a physical examination annually with the cost covered by the project/grantee).  | No.   | Yes (new type of Segal AmeriCorps Education Award of \$250 for FY 2015).        |
| AmeriCorps Senior Companion Program (Proposed) <sup>1</sup>   | Open enrollment. Service schedule with a minimum of 450 hrs.  | No (Note: Each AmeriCorps Senior Companion receives a physical examination annually with the cost covered by the project/grantee).  | No.   | Yes (new type of Segal AmeriCorps Education Award of \$250 for FY 2015).        |
| AmeriCorps NCCC   | An AmeriCorps NCCC member serves full-time in a team-based residential program for 10 months.   | Yes (CNCS administered health plan).  | Yes. Maximum \$400 per month per child.   | Yes.  |
| AmeriCorps VISTA  | Full time for one year.   | Yes (CNCS administered health plan).  | Yes. Maximum \$400 per month per child.   | Yes or may select an end of service stipend accrued at the rate of \$125/month. |
| Foster Grandparent Program <sup>2</sup>                       | Open enrollment. Service schedule between 15 and 40 hours per week.   | No (Note: Each Foster Grandparent receives a physical examination annually with the cost covered by the project/grantee).   | No.   | No.   |
| Senior Companion Program <sup>2</sup>                         | Open enrollment. Service schedule between 15 and 40 hours per week.   | No. (Note: Each Senior Companion receives a physical examination annually with the cost covered by the project/grantee).  | No.   | No.   |
| RSVP <sup>1</sup>   | Open enrollment-no set schedule. Can serve as few or as many hours as the volunteer chooses (volunteer hours varies).   | No.   | No.   | No.   |
| Volunteer Generation Fund RSVP (Proposed) <sup>1</sup>        | Open enrollment-no set schedule. Can serve as few or as many hours as the volunteer chooses (volunteer hours varies).   | No.   | No.   | No.   |

<sup>1</sup> For FY 2015, CNCS proposes to reorganize Foster Grandparent and Senior Companion program models into AmeriCorps, and integrate the most competitive RSVP grantees into VGF.

<sup>2</sup> In 2015, Senior Companion and Foster Grandparent programs that receive funding directly from states may continue to operate under the existing program models from the DVSA.

## APPENDIX D. AmeriCorps, VGF RSVP, and SIF Grant Match Requirements

### At a Glance

#### AmeriCorps State and National

For grants made from FY 2014 Appropriations, AmeriCorps State, and National grantees must meet the minimum match requirements below based on the number of years they have been operating their AmeriCorps programs.

Required match levels are based on the grant award. For example, a program that receives a grant of \$250,000 is required to match 24% (\$60,000) in the first year, cash and/or in-kind.

#### Minimum grantee match requirement

| Y1  | Y2  | Y3  | Y4  | Y5  | Y6  | Y7  | Y8  | Y9  | Y10 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 24% | 24% | 24% | 26% | 30% | 34% | 38% | 42% | 46% | 50% |

Programs in severely economically distressed communities or rural areas may be allowed to follow alternative match requirements, as per the following schedule:

#### Alternative match requirements

| Y1  | Y2  | Y3  | Y4  | Y5  | Y6  | Y7  | Y8  | Y9  | Y10 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 24% | 24% | 24% | 24% | 24% | 24% | 29% | 31% | 33% | 35% |

Programs that can demonstrate an inability to raise either the minimum grantee requirements or the alternative grant requirements, shown above, may apply to CNCS for a full or partial waiver.

#### AmeriCorps VISTA

Certain project sponsors (not grantees) share in the project costs with AmeriCorps VISTA by providing VISTA members' subsistence allowance. Cost-sharing among projects is encouraged but not required by AmeriCorps VISTA. Additionally, AmeriCorps VISTA has a limited number of projects receiving operating grants; VISTA does not require a non-federal match from these projects.

#### AmeriCorps Foster Grandparent Program\*

In FY 2015, each AmeriCorps Foster Grandparent Program must match at least 10 percent of the total cost of the project for all years.

#### AmeriCorps Senior Companion Program\*

In FY 2015, each AmeriCorps Senior Companion Program must match at least 10 percent of the total cost of the project for all years.

#### Volunteer Generation Fund RSVP\*

In FY 2015, Volunteer Generation Fund RSVP grantees must match:

- 10 percent of the total cost of the project for the first year,
- 20 percent of the total cost of the project for the second year, and
- 30 percent of the total cost of the project for the third, and subsequent years.

#### Social Innovation Fund

SIF intermediary grantees are required to match their CNCS grant dollar for dollar, in cash from non-federal sources. Intermediary subgrantees are required to provide the same match—dollar for dollar in cash—for every dollar they receive from intermediaries.

\* For the FY 2015 Budget, CNCS proposes to reorganize the Senior Corps Foster Grandparents Program and the Senior Companion Program models into AmeriCorps, and integrate the most competitive RSVP grantees into VGF. For FY 2015, these programs will have the same match requirements as they do under their existing Senior Corps grants.

## APPENDIX E. AmeriCorps Members by Program Type: FY 1996–2015

| Program                       | Actual<br>1996<br>Awarded | Pct   | Actual<br>1997<br>Awarded | Pct   | Actual<br>1998<br>Awarded | Pct   | Actual<br>1999<br>Awarded | Pct   | Actual<br>2000<br>Awarded | Pct   |
|-------------------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|
| Education Award Program       | N/A                       |       | 15,280                    | 31.3% | 10,508                    | 20.8% | 12,464                    | 22.4% | 16,436                    | 25.1% |
| National Direct               | 8,239                     | 28.8% | 6,601                     | 13.5% | 7,446                     | 14.7% | 7,020                     | 12.6% | 6,958                     | 10.6% |
| State Formula and Competitive | 14,625                    | 51.1% | 19,701                    | 40.4% | 21,181                    | 41.9% | 22,123                    | 39.7% | 28,088                    | 42.9% |
| Territories                   | 93                        | 0.3%  | 246                       | 0.5%  | 59                        | 0.1%  | 215                       | 0.4%  | 252                       | 0.4%  |
| Tribes                        | 97                        | 0.3%  | 202                       | 0.4%  | 135                       | 0.3%  | 242                       | 0.4%  | 425                       | 0.6%  |
| Other State and National      | 586                       | 2.0%  | 1,212                     | 2.5%  | 4,286                     | 8.5%  | 5,796                     | 10.4% | 5,387                     | 8.2%  |
| VISTA Ed Awards               | 2,506                     | 8.8%  | 3,150                     | 6.5%  | 4,256                     | 8.4%  | 4,653                     | 8.4%  | 4,960                     | 7.6%  |
| VISTA Stipends                | 1,548                     | 5.4%  | 1,442                     | 3.0%  | 1,895                     | 3.7%  | 1,959                     | 3.5%  | 1,902                     | 2.9%  |
| NCCC                          | 926                       | 3.2%  | 964                       | 2.0%  | 820                       | 1.6%  | 1,195                     | 2.1%  | 994                       | 1.5%  |
| <b>Total</b>                  | <b>28,620</b>             |       | <b>48,798</b>             |       | <b>50,586</b>             |       | <b>55,667</b>             |       | <b>65,402</b>             |       |

| Program                       | Actual<br>2001<br>Awarded | Pct   | Actual<br>2002<br>Awarded | Pct   | Actual<br>2003<br>Awarded | Pct   | Actual<br>2004<br>Awarded | Pct   | Actual<br>2005<br>Awarded | Pct   |
|-------------------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|
| Education Award Program       | 20,651                    | 28.4% | 23,859                    | 34.4% | 6,899                     | 21.6% | 28,975                    | 38.9% | 25,024                    | 34.2% |
| National Direct               | 7,287                     | 10.0% | 7,225                     | 10.4% | 3,517                     | 11.0% | 9,751                     | 13.1% | 10,221                    | 14.0% |
| Professional Corps            | N/A                       |       | N/A                       |       | N/A                       |       | -                         |       | 1,545                     | 2.1%  |
| State Formula and Competitive | 33,278                    | 45.7% | 29,548                    | 42.7% | 13,740                    | 42.9% | 28,436                    | 38.2% | 28,658                    | 39.1% |
| Territories                   | 128                       | 0.2%  | 142                       | 0.2%  | -                         |       | 149                       | 0.2%  | 26                        | 0.0%  |
| Tribes                        | 212                       | 0.3%  | 314                       | 0.5%  | 86                        | 0.3%  | 185                       | 0.2%  | 162                       | 0.2%  |
| Other State and National      | 2,200                     | 3.0%  | 752                       | 1.1%  | 652                       | 2.0%  | -                         |       | -                         |       |
| VISTA Ed Awards               | 5,801                     | 8.0%  | 4,270                     | 6.2%  | 3,086                     | 9.6%  | 4,061                     | 5.4%  | 4,475                     | 6.1%  |
| VISTA Stipends                | 2,128                     | 2.9%  | 1,920                     | 2.8%  | 2,711                     | 8.5%  | 1,782                     | 2.4%  | 1,962                     | 2.7%  |
| NCCC                          | 1,156                     | 1.6%  | 1,250                     | 1.8%  | 1,300                     | 4.1%  | 1,184                     | 1.6%  | 1,147                     | 1.6%  |
| <b>Total</b>                  | <b>72,841</b>             |       | <b>69,280</b>             |       | <b>31,991</b>             |       | <b>74,523</b>             |       | <b>73,220</b>             |       |



## APPENDIX E. AmeriCorps Members by Program Type: FY 1996–2015 (continued)

| Program                           | Actual<br>2006<br>Awarded | Pct   | Actual<br>2007<br>Awarded | Pct   | Actual<br>2008<br>Awarded | Pct   | Actual<br>2009*<br>Awarded | Pct   | Actual<br>2010**<br>Awarded | Pct     |
|-----------------------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|----------------------------|-------|-----------------------------|---------|
| Education Award Program           | 23,112                    | 29.8% | 23,303                    | 31.7% | 22,111                    | 29.6% | 20,856                     | 23.5% | 20,521                      | (22.9%) |
| National Direct                   | 11,332                    | 14.6% | 12,568                    | 17.1% | 13,810                    | 18.5% | 16,942                     | 19.1% | N/A                         |         |
| Professional Corps                | 1,331                     | 1.7%  | 2,426                     | 3.3%  | 1,645                     | 2.2%  | 1,637                      | 1.8%  | N/A                         |         |
| State Formula and Competitive     | 33,605                    | 45.0% | 27,047                    | 36.8% | 28,431                    | 38.1% | 36,183                     | 40.8% | N/A                         |         |
| Competitive Grants (new for 2010) | N/A                       |       | N/A                       |       | N/A                       |       | N/A                        |       | 36,858                      | 41.1%   |
| State Formula Only (new for 2010) | N/A                       |       | N/A                       |       | N/A                       |       | N/A                        |       | 22,198                      | 24.5%   |
| Territories                       | 116                       | 0.1%  | 123                       | 0.2%  | 60                        | 0.1%  | 60                         | 0.1%  | 236                         | 0.3%    |
| Tribes                            | 158                       | 0.2%  | 80                        | 0.1%  | 72                        | 0.1%  | 91                         | 0.1%  | 191                         | 0.2%    |
| Other State and National          | -                         |       | -                         |       | -                         |       | -                          |       | -                           |         |
| VISTA Ed Awards                   | 4,797                     | 6.2%  | 5,162                     | 7.0%  | 4,871                     | 6.5%  | 7,901                      | 8.9%  | 6,537                       | 7.3%    |
| VISTA Stipends                    | 2,057                     | 2.6%  | 1,690                     | 2.3%  | 2,533                     | 3.4%  | 3,882                      | 4.4%  | 2,100                       | 2.3%    |
| NCCC                              | 1,126                     | 1.5%  | 1,184                     | 1.6%  | 1,102                     | 1.5%  | 1,068                      | 1.2%  | 1,200                       | 1.3%    |
| <b>Total</b>                      | <b>77,634</b>             |       | <b>73,583</b>             |       | <b>74,635</b>             |       | <b>88,620</b>              |       | <b>89,631</b>               |         |

| Program                           | Actual<br>2011<br>Awarded | Pct   | Actual<br>2012<br>Awards | Pct   | Actual<br>2013<br>Awards** | Pct   | Projected<br>2014<br>Awards | Pct   | Projected<br>2015<br>Awards | Pct   |
|-----------------------------------|---------------------------|-------|--------------------------|-------|----------------------------|-------|-----------------------------|-------|-----------------------------|-------|
| Education Award Program           | 15,884                    | 20.1% | 13,164                   | 17.3% | 11,186                     | 15.6% | 16,313                      | 20.4% | 10,614                      | 9.3%  |
| National Direct                   | N/A                       |       | N/A                      |       | N/A                        |       | N/A                         |       | N/A                         |       |
| Professional Corps                | N/A                       |       | N/A                      |       | N/A                        |       | N/A                         |       | 13,250                      | 11.6% |
| State Formula and Competitive     | N/A                       |       | N/A                      |       | N/A                        |       | N/A                         |       | N/A                         |       |
| Competitive Grants (new for 2010) | 33,882                    | 42.9% | 32,519                   | 42.8% | 33,863                     | 47.2% | 33,880                      | 42.4% | 27,882                      | 24.5% |
| State Formula Only (new for 2010) | 20,136                    | 25.5% | 20,463                   | 27.0% | 17,927                     | 25.0% | 20,181                      | 25.3% | 17,461                      | 15.3% |
| Territories                       | 286                       | 0.4%  | 224                      | 0.3%  | 224                        | 0.3%  | 338                         | 0.4%  | 310                         | 0.3%  |
| Tribes                            | 218                       | 0.3%  | 174                      | 0.2%  | 178                        | 0.2%  | 264                         | 0.3%  | 237                         | 0.2%  |
| Other State and National          | -                         |       |                          |       |                            |       |                             |       |                             |       |
| VISTA Ed Awards                   | 5,507                     | 7.0%  | 6,751                    | 8.9%  | 6,011                      | 8.4%  | 6,440                       | 8.1%  | 6,614                       | 5.8%  |
| VISTA Stipends                    | 1,797                     | 2.3%  | 1,414                    | 1.9%  | 1,200                      | 1.7%  | 1,260                       | 1.6%  | 1,120                       | 1.0%  |
| NCCC                              | 1,200                     | 1.5%  | 1,200                    | 1.6%  | 1,200                      | 1.7%  | 1,200                       | 1.5%  | 1,200                       | 1.1%  |
| AmeriCorps Foster Grandparents*   |                           |       |                          |       |                            |       |                             |       | 21,232                      | 18.7% |
| AmeriCorps Senior Companions*     |                           |       |                          |       |                            |       |                             |       | 8,769                       | 7.7%  |
| No Cost Slots                     |                           |       |                          |       |                            |       |                             |       | 5,146                       | 4.5%  |
| <b>Total</b>                      | <b>78,910</b>             |       | <b>75,909</b>            |       | <b>71,789</b>              |       | <b>79,876</b>               |       | <b>113,835</b>              |       |

\* CNCS proposes to reorganize Senior Corps in FY 2015 by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps. As a result, in FY 2015, CNCS plans to support 21,232 AmeriCorps Foster Grandparent Program and 8,769 AmeriCorps Senior Companion Program quarter-time members.

\*\* Award counts are based on CNCS's FY 2013 sequestered funding level.

## APPENDIX F. AmeriCorps Members by Service Term: FY 1996–2015

| Program              | Actual<br>1996<br>Awarded | Pct   | Actual<br>1997<br>Awarded | Pct   | Actual<br>1998<br>Awarded | Pct   | Actual<br>1999<br>Awarded | Pct   | Actual<br>2000<br>Awarded | Pct   |
|----------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|
| Full-time            | 19,607                    | 68.5% | 25,809                    | 52.9% | 27,401                    | 54.2% | 27,671                    | 49.7% | 29,944                    | 46.0% |
| <i>Full-time S/N</i> | 14,627                    | 51.1% | 20,253                    | 41.5% | 20,430                    | 40.4% | 19,864                    | 35.7% | 22,088                    | 34.0% |
| Part-time            | 8,131                     | 28.4% | 16,858                    | 34.5% | 14,588                    | 28.8% | 15,545                    | 27.9% | 16,049                    | 24.7% |
| Reduced Part-time    | 882                       | 3.1%  | 6,131                     | 12.6% | 8,597                     | 17.0% | 12,451                    | 22.4% | 19,049                    | 29.3% |
| <b>Total</b>         | <b>28,620</b>             |       | <b>48,798</b>             |       | <b>50,586</b>             |       | <b>55,667</b>             |       | <b>65,042</b>             |       |

| Program              | Actual<br>2001<br>Awarded | Pct   | Actual<br>2002<br>Awarded | Pct   | Actual<br>2003<br>Awarded | Pct   | Actual<br>2004<br>Awarded | Pct   | Actual<br>2005<br>Awarded | Pct   |
|----------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|---------------------------|-------|
| Full-time            | 34,450                    | 47.3% | 33,860                    | 48.9% | 18,470                    | 57.7% | 33,359                    | 44.8% | 32,459                    | 44.3% |
| <i>Full-time S/N</i> | 25,365                    | 34.8% | 26,420                    | 38.1% | 11,373                    | 35.6% | 26,332                    | 35.3% | 24,875                    | 34.0% |
| Part-time            | 16,413                    | 22.5% | 14,366                    | 20.7% | 6,890                     | 21.5% | 15,262                    | 20.5% | 11,896                    | 16.2% |
| Reduced Part-time    | 21,978                    | 30.2% | 21,054                    | 30.4% | 6,631                     | 20.7% | 25,902                    | 34.8% | 28,865                    | 39.4% |
| <b>Total</b>         | <b>72,841</b>             |       | <b>69,280</b>             |       | <b>31,991</b>             |       | <b>74,523</b>             |       | <b>73,220</b>             |       |

| Program              | Actual<br>2006<br>Awarded | Pct   | Actual<br>2007<br>Awarded | Pct   | Actual<br>2008<br>Awarded | Pct   | Actual<br>2009*<br>Awarded | Pct   | Actual<br>2010**<br>Awarded | Pct   |
|----------------------|---------------------------|-------|---------------------------|-------|---------------------------|-------|----------------------------|-------|-----------------------------|-------|
| Full-time            | 35,203                    | 45.3% | 33,937                    | 46.1% | 36,561                    | 49.0% | 44,599                     | 50.3% | 39,715                      | 44.3% |
| <i>Full-time S/N</i> | 27,223                    | 35.1% | 27,059                    | 36.8% | 28,822                    | 38.6% | 32,941                     | 37.2% | 32,151                      | 35.9% |
| Part-time            | 12,839                    | 16.5% | 10,126                    | 13.8% | 9,971                     | 13.4% | 11,113                     | 12.5% | 11,581                      | 12.9% |
| Reduced Part-time    | 29,592                    | 38.1% | 29,520                    | 40.1% | 28,103                    | 37.7% | 32,908                     | 37.1% | 38,335                      | 42.8% |
| <b>Total</b>         | <b>77,634</b>             |       | <b>73,583</b>             |       | <b>74,635</b>             |       | <b>88,620</b>              |       | <b>89,631</b>               |       |

| Program              | Actual<br>2011<br>Awarded | Pct   | Actual<br>2012<br>Awards | Pct   | Actual<br>2013<br>Award*** | Pct   | Projected<br>2014<br>Awards | Pct   | Projected<br>2015<br>Awards | Pct   |
|----------------------|---------------------------|-------|--------------------------|-------|----------------------------|-------|-----------------------------|-------|-----------------------------|-------|
| Full-time            | 35,882                    | 45.5% | 38,002                   | 50.1% | 38,271                     | 53.3% | 37,203                      | 46.6% | 48,618                      | 42.7% |
| <i>Full-time S/N</i> | 28,991                    | 36.7% | 30,844                   | 36.7% | 31,376                     | 43.7% | 29,703                      | 37.2% | 25,994                      | 22.8% |
| Part-time            | 7,888                     | 10.0% | 7,381                    | 9.7%  | 7,315                      | 10.2% | 9,746                       | 12.2% | 8,323                       | 7.3%  |
| Reduced Part-time    | 5,001                     | 6.3%  | 3,709                    | 4.9%  | 3,264                      | 4.5%  | 3,229                       | 4.0%  | 2,660                       | 2.3%  |
| Quarter-Time***      | 17,733                    | 13.6% | 9,423                    | 12.4% | 8,751                      | 12.2% | 10,544                      | 13.2% | 38,714                      | 34.0% |
| Minimum-Time         | 19,406                    | 24.6% | 17,394                   | 22.9% | 14,188                     | 19.8% | 19,154                      | 24.0% | 15,520                      | 13.6% |
| <b>Total</b>         | <b>78,910</b>             |       | <b>75,909</b>            |       | <b>71,789</b>              |       | <b>79,876</b>               |       | <b>113,835</b>              |       |

\* Fiscal Year 2009 data includes additional AmeriCorps State and National and VISTA members funded under the American Recovery and Reinvestment Act of 2009 (ARRA).

\*\* FY 2010 includes additional VISTA members funded under ARRA.

\*\*\* CNCS proposes to reorganize Senior Corps in FY 2015 by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps, resulting in 30,001 quarter-time members.

\*\*\*\*Award counts are based on CNCS's FY 2013 sequestered funding level.

## APPENDIX G. AmeriCorps Grants over \$500,000

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2013 under the AmeriCorps State, National, and Fixed Amount grant programs. The match levels shown are based on grantee budgets. Organizations that appear more than once are local affiliates of national organizations that are funded through State Service Commissions instead of the national organization. For example, City Year, Inc. is a National Direct grantee. There are also other City Year affiliates that receive funding through state commissions. In the case of state programs, the State Commissions are the grantees, but do not operate any programs directly. Therefore, for state programs, we list the subgrantees - the organizations that actually operate the programs. For National Direct programs, the grantee organization is listed.

Under Fixed Amount grants, organizations receive specific amounts per full-time member and members who complete their service hours receive an Segal AmeriCorps Education Award. The amount provided by CNCS is substantially less than the cost of operating the AmeriCorps program and the organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required. In all other cases, the grantee share is the sum of all non-CNCS funds.

| Program Type      | State | Grantee Name   | CNCS Share  | Grantee Share | Total Budget | % Grantee Match |
|-------------------|-------|--|-------------|---------------|--------------|-----------------|
| National Direct   | MA    | YouthBuild USA, Inc                                    | \$8,517,098 | \$8,517,098   | \$17,034,196 | 50%             |
| National Direct   | MA    | City Year, Inc.  | \$8,281,000 | \$8,281,000   | \$16,562,000 | 50%             |
| Fixed Amount      | GA    | Habitat for Humanity International, Inc.               | \$7,780,500 | N/A           | \$7,780,500  | N/A             |
| Fixed Amount      | MD    | Notre Dame Mission Volunteers Program, Inc.            | \$7,546,088 | \$9,222,502   | \$16,768,590 | 55%             |
| Fixed Amount      | WA    | WA State Employment Security Department                | \$7,345,000 | N/A           | \$7,345,000  | N/A             |
| State Competitive | MN    | ServeMinnesota Action Network                          | \$6,825,000 | \$6,826,317   | \$13,651,317 | 50%             |
| Fixed Amount      | WI    | Public Allies, Inc.                                    | \$6,331,000 | N/A           | \$6,331,000  | N/A             |
| Fixed Amount      | MD    | National Association of Community Health Centers, Inc. | \$6,087,000 | N/A           | \$6,087,000  | N/A             |
| Fixed Amount      | NY    | Teach For America                                      | \$4,482,400 | N/A           | \$4,482,400  | N/A             |
| State Competitive | MN    | ServeMinnesota Action Network                          | \$3,766,750 | \$3,767,832   | \$7,534,582  | 50%             |
| National Direct   | MA    | Jumpstart for Young Children, Inc.                     | \$3,114,794 | \$3,166,111   | \$6,280,905  | 50.4%           |
| State Competitive | PA    | City Year, Inc.  | \$2,932,500 | \$2,932,500   | \$5,865,000  | 50%             |
| State Competitive | MA    | City Year, Inc.  | \$2,860,200 | \$2,860,200   | \$5,720,400  | 50%             |
| National Direct   | DC    | Equal Justice Works                                    | \$2,828,170 | \$1,229,106   | \$4,057,276  | 30.30%          |
| Fixed Amount      | MA    | Citizen Schools, Inc.                                  | \$2,782,000 | N/A           | \$2,782,000  | N/A             |
| State Competitive | NY    | City Year, Inc.  | \$2,774,950 | \$2,774,950   | \$5,549,900  | 50%             |
| State Competitive | CA    | City Year, Inc.  | \$2,500,000 | \$2,500,000   | \$5,000,000  | 50%             |
| National Direct   | DC    | The Corps Network                                      | \$2,404,636 | \$3,574,896   | \$5,979,532  | 59.8%           |
| State Competitive | IL    | City Year, Inc.  | \$2,331,200 | \$2,331,200   | \$4,662,400  | 50%             |
| Fixed Amount      | PA    | Health Federation of Philadelphia                      | \$2,204,475 | N/A           | \$2,204,475  | N/A             |
| State Formula     | MN    | ServeMinnesota Action Network                          | \$2,018,273 | \$1,329,711   | \$3,347,984  | 39.7%           |
| State Competitive | MT    | Montana Conservation Corps, Inc.                       | \$1,872,000 | \$3,349,067   | \$5,221,067  | 64.1%           |
| National Direct   | MD    | University of Maryland Center on Aging                 | \$1,871,466 | \$1,876,011   | \$3,747,477  | 50.1%           |
| Fixed Amount      | WA    | WA State Department of Ecology                         | \$1,824,000 | N/A           | \$1,824,000  | N/A             |

## APPENDIX G. AmeriCorps Grants over \$500,000

| Program Type      | State | Grantee Name                                    | CNCS Share  | Grantee Share | Total Budget | % Grantee Match |
|-------------------|-------|---|-------------|---------------|--------------|-----------------|
| National Direct   | LA    | St. Bernard Project                             | \$1,759,678 | \$1,103,367   | \$2,863,045  | 38.5%           |
| National Direct   | DC    | Experience Corps dba AARP Experience Corps      | \$1,750,577 | \$1,974,375   | \$3,724,952  | 53%             |
| State Competitive | NY    | Harlem Children's Zone                          | \$1,651,000 | \$2,475,711   | \$4,126,711  | 60%             |
| Fixed Amount      | DC    | American National Red Cross DC                  | \$1,586,000 | N/A           | \$1,586,000  | N/A             |
| State Formula     | NY    | NYS Department of State                         | \$1,500,000 | \$472,000     | \$1,972,000  | 23.9%           |
| National Direct   | OR    | Jesuit Volunteer Corps Northwest                | \$1,490,562 | \$1,291,500   | \$2,782,062  | 46.4%           |
| State Competitive | DC    | City Year, Inc.                                 | \$1,482,000 | \$1,482,000   | \$2,964,000  | 50%             |
| State Competitive | TX    | City Year, Inc.                                 | \$1,476,300 | \$1,476,300   | \$2,952,600  | 50%             |
| National Direct   | NY    | Local Initiatives Support Corporation           | \$1,428,080 | \$2,277,718   | \$3,705,798  | 61.5%           |
| State Competitive | NY    | The Service Collaborative of WNY, Inc.          | \$1,368,762 | \$1,589,309   | \$2,958,071  | 53.7%           |
| State Competitive | LA    | City Year, Inc.                                 | \$1,362,500 | \$1,362,500   | \$2,725,000  | 50%             |
| State Formula     | TX    | UT Austin Charles A. Dana Center                | \$1,330,000 | \$1,788,985   | \$3,118,985  | 57.4%           |
| Fixed Amount      | CA    | Napa County Office of Education                 | \$1,300,000 | N/A           | \$1,300,000  | N/A             |
| Fixed Amount      | NY    | New York City Office of the Mayor               | \$1,296,750 | N/A           | \$1,296,750  | N/A             |
| State Competitive | UT    | Ogden City School District                      | \$1,207,219 | \$1,472,329   | \$2,679,548  | 54.9%           |
| State Competitive | WV    | West Virginia University Research Corp.         | \$1,198,587 | \$1,198,588   | \$2,397,175  | 50%             |
| State Competitive | HI    | Kupu  | \$1,193,375 | \$789,584     | \$1,982,959  | 39.8%           |
| State Competitive | CA    | Bay Area Community Resources / BAYAC AmeriCorps | \$1,170,000 | \$2,215,167   | \$3,385,167  | 65.4%           |
| State Competitive | CA    | Jumpstart for Young Children, Inc.              | \$1,168,348 | \$1,177,922   | \$2,346,270  | 50.2%           |
| State Formula     | PA    | Keystone SMILES Community Learning Center       | \$1,164,588 | \$1,420,923   | \$2,585,511  | 55%             |
| State Competitive | MA    | City of Boston                                  | \$1,137,143 | \$547,713     | \$1,684,856  | 32.5%           |
| Fixed Amount      | MN    | Minnesota Alliance With Youth                   | \$1,107,225 | N/A           | \$1,107,225  | N/A             |
| Fixed Amount      | DC    | The Corps Network                               | \$1,087,891 | N/A           | \$1,087,891  | N/A             |
| Fixed Amount      | MA    | New Sector Alliance, Inc.                       | \$1,083,020 | N/A           | \$1,083,020  | N/A             |
| State Competitive | CA    | California Children and Families Foundation     | \$1,077,522 | \$1,469,990   | \$2,547,512  | 57.7%           |
| Fixed Amount      | MN    | Minnesota Alliance With Youth                   | \$1,033,200 | N/A           | \$1,033,200  | N/A             |
| National Direct   | MA    | City Year, Inc.                                 | \$1,027,706 | \$1,024,100   | \$2,051,806  | 49.9%           |
| National Direct   | NY    | Up2Us, Inc.                                     | \$1,005,417 | \$1,353,575   | \$2,358,992  | 57.4%           |
| State Competitive | MA    | Jumpstart for Young Children, Inc.              | \$1,004,795 | \$1,005,422   | \$2,010,217  | 50%             |
| National Direct   | GA    | Points of Light Foundation                      | \$992,019   | \$1,001,982   | \$1,994,001  | 50.2%           |
| State Formula     | CA    | Playworks Education Energized                   | \$989,339   | \$891,625     | \$1,880,964  | 47.4%           |

## APPENDIX G. AmeriCorps Grants over \$500,000 (continued)

| Program Type      | State | Grantee Name  | CNCS Share | Grantee Share | Total Budget | % Grantee Match |
|-------------------|-------|---|------------|---------------|--------------|-----------------|
| State Competitive | CA    | Child Abuse Prevention Council, Inc.                                | \$979,890  | \$1,762,711   | \$2,742,601  | 64.3%           |
| State Competitive | TX    | College Forward   | \$965,655  | \$699,382     | \$1,665,037  | 42%             |
| State Formula     | TX    | CitySquare  | \$962,179  | \$837,326     | \$1,799,505  | 46.5%           |
| Fixed Amount      | TX    | Teach For America   | \$950,000  | N/A           | \$950,000    | N/A             |
| State Formula     | PA    | Allegheny County Department of Human Services                       | \$947,625  | \$964,953     | \$1,912,578  | 50.5%           |
| State Formula     | TX    | AVANCE, Inc. - El Paso Chapter                                      | \$936,247  | \$683,538     | \$1,619,785  | 42.2%           |
| Territories       | VI    | Lutheran Social Services, VI  | \$936,004  | \$809,900     | \$1,745,904  | 46.4%           |
| State Competitive | WV    | United Way of Central West Virginia                                 | \$930,998  | \$930,999     | \$1,861,997  | 50%             |
| Fixed Amount      | NY    | The New Teacher Project   | \$908,038  | N/A           | \$908,038    | N/A             |
| State Formula     | CA    | Playworks Education Energized                                       | \$877,800  | \$2,221,895   | \$3,099,695  | 71.7%           |
| State Formula     | CA    | Napa County Office of Education                                     | \$876,608  | \$866,434     | \$1,743,042  | 49.7%           |
| Fixed Amount      | DC    | National Council of La Raza   | \$871,831  | \$750,000     | \$1,621,831  | 46.2%           |
| State Formula     | FL    | City Year, Inc.   | \$854,000  | \$854,000     | \$1,708,000  | 50%             |
| State Formula     | CA    | Administrative Office of the Courts                                 | \$849,206  | \$984,640     | \$1,833,846  | 53.7%           |
| State Competitive | MI    | City Year, Inc.   | \$843,664  | \$843,664     | \$1,687,328  | 50%             |
| State Competitive | CA    | Reading Partners  | \$827,900  | \$2,781,556   | \$3,609,456  | 77.1%           |
| State Competitive | NY    | Jumpstart for Young Children, Inc.                                  | \$789,214  | \$814,788     | \$1,604,002  | 50.8%           |
| State Competitive | OH    | College Now Greater Cleveland                                       | \$779,826  | \$393,340     | \$1,173,166  | 33.5%           |
| State Competitive | FL    | City Year, Inc.   | \$776,530  | \$776,530     | \$1,553,060  | 50%             |
| Fixed Amount      | CO    | University of Denver (Colorado Seminary)                            | \$763,872  | N/A           | \$763,872    | N/A             |
| State Formula     | PA    | Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps | \$760,468  | \$760,468     | \$1,520,936  | 50%             |
| Fixed Amount      | NH    | Student Conservation Association, Inc.                              | \$747,734  | N/A           | \$747,734    | N/A             |
| Fixed Amount      | DC    | Rebuilding Together, Inc  | \$731,244  | N/A           | \$731,244    | N/A             |
| State Competitive | ME    | LearningWorks   | \$727,075  | \$311,407     | \$1,038,482  | 30%             |
| State Competitive | TX    | CIS of Central Texas  | \$711,044  | \$726,804     | \$1,437,848  | 50.5%           |
| State Competitive | OR    | American Red Cross Oregon Trail Chapter                             | \$702,460  | \$779,059     | \$1,481,519  | 52.6%           |
| Fixed Amount      | DC    | AIDS United   | \$702,000  | N/A           | \$702,000    | N/A             |
| State Competitive | CO    | Mile High Youth Corps (Year One, Inc.)                              | \$698,561  | \$698,299     | \$1,396,860  | 50%             |
| State Formula     | KY    | Barren County School Board  | \$690,935  | \$619,320     | \$1,310,255  | 47.3%           |
| State Competitive | FL    | City Year, Inc.   | \$665,000  | \$665,000     | \$1,330,000  | 50%             |
| Fixed Amount      | WA    | Washington State Department of Veterans Affairs                     | \$650,000  | N/A           | \$650,000    | N/A             |

## APPENDIX G. AmeriCorps Grants over \$500,000 (continued)

| Program Type      | State | Grantee Name                                     | CNCS Share | Grantee Share | Total Budget | % Grantee Match |
|-------------------|-------|--|------------|---------------|--------------|-----------------|
| Fixed Amount      | WI    | Public Allies, Inc.                              | \$637,000  | N/A           | \$637,000    | N/A             |
| National Direct   | KY    | Berea College                                    | \$633,689  | \$203,148     | \$836,837    | 24.3%           |
| State Competitive | PA    | Managing Director's Office                       | \$631,750  | \$632,808     | \$1,264,558  | 50%             |
| Fixed Amount      | CO    | Mile High United Way                             | \$630,389  | N/A           | \$630,389    | N/A             |
| State Formula     | OK    | Red River Community Corps, Inc.                  | \$625,100  | \$625,326     | \$1,250,426  | 50%             |
| Fixed Amount      | NY    | FoodCorps, Inc.                                  | \$625,000  | N/A           | \$625,000    | N/A             |
| State Competitive | OH    | City Year, Inc.                                  | \$625,000  | \$625,000     | \$1,250,000  | 50%             |
| State Competitive | NV    | Great Basin Institute                            | \$613,693  | \$1,863,906   | \$2,477,599  | 75.2%           |
| State Competitive | IA    | Des Moines Independent Community School District | \$610,064  | \$403,483     | \$1,013,547  | 39.8%           |
| Fixed Amount      | MD    | Catholic Volunteer Network                       | \$607,240  | N/A           | \$607,240    | N/A             |
| State Competitive | CA    | Kern County Superintendent of Schools            | \$600,000  | \$1,254,747   | \$1,854,747  | 67.7%           |
| State Competitive | KY    | Homeless And Housing Coalition of Kentucky       | \$598,482  | \$628,525     | \$1,227,007  | 51.2%           |
| State Formula     | CA    | Safe Passages                                    | \$595,349  | \$553,822     | \$1,149,171  | 48.2%           |
| State Formula     | LA    | Louisiana Delta Service Corps                    | \$595,218  | \$618,856     | \$1,214,074  | 51%             |
| Tribal            | CA    | Hoopa Valley Tribe                               | \$585,000  | \$427,414     | \$1,012,414  | 42.2%           |
| National Direct   | CO    | Southwest Conservation Corps                     | \$576,489  | \$2,605,593   | \$3,182,082  | 81.9%           |
| State Formula     | MA    | Phoenix Charter Academy                          | \$555,639  | \$433,233     | \$976,522    | 44.5%           |
| State Formula     | OK    | Red River Community Corps, Inc.                  | \$570,782  | \$379,944     | \$950,726    | 40%             |
| Fixed Amount      | DC    | LIFT   | \$570,274  | N/A           | \$570,274    | N/A             |
| State Competitive | IN    | Boys & Girls Clubs of Wayne County Indiana, Inc  | \$559,284  | \$406,756     | \$966,040    | 42.1%           |
| Fixed Amount      | WI    | Public Allies, Inc.                              | \$555,750  | N/A           | \$555,750    | N/A             |
| State Formula     | OH    | Educational Service Center of Central Ohio       | \$552,572  | \$350,242     | \$902,814    | 38.8%           |
| State Competitive | NY    | Monroe Community College                         | \$551,203  | \$551,203     | \$1,102,406  | 50%             |
| National Direct   | NH    | Student Conservation Association, Inc.           | \$551,072  | \$2,322,827   | \$2,873,899  | 80.8%           |
| State Competitive | NH    | City Year, Inc.                                  | \$550,621  | \$550,621     | \$1,101,242  | 50%             |
| State Competitive | NC    | East Carolina School of Education                | \$546,974  | \$186,341     | \$733,315    | 25.4%           |
| Fixed Amount      | KY    | Operation UNITE                                  | \$543,400  | N/A           | \$543,400    | N/A             |
| State Formula     | GU    | Sanctuary, Inc.                                  | \$540,013  | \$121,507     | \$661,520    | 18.4%           |
| State Formula     | CA    | Prevent Child Abuse California                   | \$878,088  | \$454,881     | \$1,332,969  | 34.1%           |
| State Competitive | IA    | Iowa Dept. of Natural Resources                  | \$532,155  | \$625,131     | \$1,157,286  | 54%             |
| State Formula     | FL    | Palm Beach County Literacy Coalition             | \$532,000  | \$328,264     | \$860,264    | 38.2%           |



**APPENDIX G. AmeriCorps Grants over \$500,000 (continued)**

| Program Type      | State | Grantee Name                                | CNCS Share | Grantee Share | Total Budget | % Grantee Match |
|-------------------|-------|---|------------|---------------|--------------|-----------------|
| State Formula     | NV    | United Way of Southern Nevada               | \$531,975  | \$444,547     | \$976,522    | 45.5%           |
| State Competitive | MA    | Northeastern University                     | \$530,529  | \$701,211     | \$1,231,740  | 56.9%           |
| National Direct   | ME    | Goodwill Industries of Northern New England | \$530,000  | \$608,642     | \$1,138,642  | 53.5%           |
| State Formula     | CA    | Santa Barbara County Education Office       | \$527,999  | \$816,902     | \$1,344,901  | 60.7%           |
| National Direct   | MO    | Youth Volunteer Corps                       | \$527,680  | \$280,113     | \$807,793    | 34.7%           |
| Fixed Amount      | CA    | Napa County Office of Education             | \$520,000  | N/A           | \$520,000    | N/A             |
| Fixed Amount      | NV    | WestCare Foundation, Inc.                   | \$512,080  | N/A           | \$512,080    | N/A             |
| National Direct   | CA    | Partners in Care Foundation                 | \$507,422  | \$329,577     | \$836,999    | 39.4%           |

## APPENDIX H: AmeriCorps Formula Grant Allocation

| State                | FY07       | FY08      | FY09      | FY10       | FY11       | FY12       | FY13       | FY14       | FY15       |
|----------------------|------------|-----------|-----------|------------|------------|------------|------------|------------|------------|
| Alabama              | 1,267,542  | 1,208,480 | 1,223,964 | 2,096,427  | 1,975,058  | 1,960,901  | 1,965,431  | 1,961,914  | 1,931,239  |
| Alaska               | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Arizona              | 1,699,504  | 1,655,251 | 1,706,598 | 2,684,552  | 2,541,103  | 2,436,878  | 2,455,656  | 2,450,877  | 2,425,016  |
| Arkansas             | 774,707    | 740,256   | 749,672   | 1,529,436  | 1,446,096  | 1,432,504  | 1,435,092  | 1,432,942  | 1,415,031  |
| California           | 10,048,095 | 9,545,212 | 9,650,323 | 12,148,399 | 11,434,561 | 11,280,355 | 11,372,022 | 11,344,281 | 11,157,028 |
| Colorado             | 1,310,082  | 1,269,497 | 1,296,835 | 2,194,924  | 2,081,365  | 2,049,892  | 2,068,944  | 2,065,161  | 2,050,943  |
| Connecticut          | 965,963    | 914,565   | 919,240   | 1,725,420  | 1,625,390  | 1,614,627  | 1,616,663  | 1,614,044  | 1,590,384  |
| Delaware             | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| District of Columbia | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Florida              | 4,985,769  | 4,765,982 | 4,812,036 | 6,406,461  | 6,030,290  | 6,000,132  | 6,070,069  | 6,055,982  | 5,984,986  |
| Georgia              | 2,580,803  | 2,492,439 | 2,542,955 | 3,692,285  | 3,480,668  | 3,381,231  | 3,408,986  | 3,401,753  | 3,351,908  |
| Hawaii               | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Idaho                | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Illinois             | 3,536,630  | 3,356,211 | 3,387,256 | 4,652,573  | 4,363,343  | 4,246,624  | 4,245,828  | 4,236,439  | 4,147,825  |
| Indiana              | 1,740,074  | 1,656,958 | 1,674,203 | 2,630,739  | 2,473,848  | 2,446,631  | 2,451,148  | 2,446,380  | 2,409,670  |
| Iowa                 | 821,895    | 780,274   | 788,309   | 1,566,338  | 1,478,904  | 1,467,734  | 1,470,504  | 1,468,262  | 1,451,121  |
| Kansas               | 761,809    | 724,901   | 735,690   | 1,507,400  | 1,426,002  | 1,413,592  | 1,417,189  | 1,415,084  | 1,397,015  |
| Kentucky             | 1,159,240  | 1,107,584 | 1,120,874 | 1,973,447  | 1,861,609  | 1,838,098  | 1,840,383  | 1,837,188  | 1,810,493  |
| Louisiana            | 1,181,755  | 1,121,093 | 1,158,038 | 2,028,911  | 1,916,845  | 1,896,322  | 1,903,097  | 1,899,742  | 1,873,885  |
| Maine                | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Maryland             | 1,547,755  | 1,467,129 | 1,479,080 | 2,405,211  | 2,268,004  | 2,251,500  | 2,266,305  | 2,262,014  | 2,232,834  |
| Massachusetts        | 1,774,160  | 1,684,237 | 1,706,017 | 2,683,869  | 2,527,919  | 2,466,640  | 2,481,959  | 2,477,112  | 2,443,248  |
| Michigan             | 2,782,468  | 2,630,074 | 2,626,360 | 3,736,079  | 3,487,319  | 3,398,510  | 3,398,627  | 3,391,420  | 3,325,319  |
| Minnesota            | 1,424,109  | 1,357,265 | 1,370,594 | 2,270,179  | 2,138,098  | 2,114,516  | 2,123,187  | 2,119,264  | 2,092,808  |
| Mississippi          | 802,176    | 762,188   | 771,523   | 1,548,929  | 1,460,700  | 1,443,989  | 1,445,228  | 1,443,051  | 1,423,798  |
| Missouri             | 1,610,315  | 1,535,042 | 1,552,069 | 2,495,001  | 2,347,800  | 2,303,184  | 2,305,219  | 2,300,828  | 2,264,604  |
| Montana              | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| Nebraska             | 500,000    | 500,000   | 500,000   | 1,188,844  | 1,126,535  | 1,122,130  | 1,125,421  | 1,124,068  | 1,114,602  |
| Nevada               | 687,795    | 669,903   | 682,664   | 1,452,654  | 1,371,819  | 1,371,679  | 1,381,234  | 1,379,222  | 1,368,422  |
| New Hampshire        | 500,000    | 500,000   | 500,000   | 628,908    | 600,000    | 600,000    | 600,000    | 600,000    | 600,000    |
| New Jersey           | 2,404,583  | 2,268,171 | 2,279,600 | 3,342,767  | 3,138,900  | 3,099,557  | 3,110,146  | 3,103,682  | 3,050,936  |
| New Mexico           | 538,709    | 514,408   | 520,985   | 1,255,243  | 1,191,311  | 1,190,018  | 1,190,552  | 1,189,032  | 1,174,302  |
| New York             | 5,320,993  | 5,039,253 | 5,117,103 | 6,719,208  | 6,291,855  | 6,115,645  | 6,141,623  | 6,127,352  | 6,012,050  |

APPENDIX H: AmeriCorps Formula Grant Allocation *(continued)*

| State          | FY07              | FY08              | FY09              | FY10               | FY11               | FY12               | FY13               | FY14               | FY15               |
|----------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| North Carolina | 2,440,949         | 2,366,125         | 2,421,310         | 3,552,559          | 3,349,993          | 3,786,689          | 3,151,159          | 3,249,973          | 3,312,220          |
| North Dakota   | 500,000           | 500,000           | 500,000           | 628,908            | 600,000            | 670,356            | 600,000            | 600,000            | 600,000            |
| Ohio           | 3,163,463         | 2,994,378         | 3,015,582         | 4,226,295          | 3,952,744          | 4,504,827          | 3,625,946          | 3,713,540          | 3,786,677          |
| Oklahoma       | 986,470           | 944,597           | 956,288           | 1,778,016          | 1,682,813          | 1,895,196          | 1,578,230          | 1,636,133          | 1,660,472          |
| Oregon         | 1,019,969         | 978,580           | 995,066           | 1,821,215          | 1,720,924          | 1,941,241          | 1,600,625          | 1,657,525          | 1,682,366          |
| Pennsylvania   | 3,428,770         | 3,246,599         | 3,268,248         | 4,557,316          | 4,272,742          | 4,857,664          | 3,948,972          | 4,037,248          | 4,117,989          |
| Puerto Rico    | 1,082,538         | 1,359,316         | 1,038,117         | 1,865,355          | 1,702,427          | 1,988,291          | 1,539,091          | 1,572,768          | 1,595,618          |
| Rhode Island   | 500,000           | 500,000           | 500,000           | 628,908            | 600,000            | 670,356            | 600,000            | 600,000            | 600,000            |
| South Carolina | 1,190,983         | 1,150,994         | 1,176,154         | 2,050,467          | 1,936,479          | 2,185,602          | 1,819,022          | 1,884,841          | 1,915,022          |
| South Dakota   | 215,505           | 225,995           | 219,882           | 628,908            | 600,000            | 670,356            | 600,000            | 600,000            | 600,000            |
| Tennessee      | 1,664,359         | 1,607,716         | 1,631,695         | 2,591,202          | 2,442,686          | 2,761,974          | 2,278,010          | 2,347,975          | 2,389,035          |
| Texas          | 6,478,999         | 6,242,197         | 6,386,955         | 8,352,573          | 7,930,333          | 8,903,046          | 7,471,332          | 7,716,833          | 7,884,006          |
| Utah           | 702,825           | 690,780           | 718,438           | 1,496,749          | 1,422,988          | 1,595,392          | 1,324,025          | 1,380,583          | 1,398,919          |
| Vermont        | 500,000           | 500,000           | 500,000           | 628,908            | 600,000            | 670,356            | 600,000            | 600,000            | 600,000            |
| Virginia       | 2,106,462         | 2,013,873         | 2,039,745         | 3,085,600          | 2,911,928          | 3,288,955          | 2,736,231          | 2,822,758          | 2,874,970          |
| Washington     | 1,762,751         | 1,689,112         | 1,719,474         | 2,705,875          | 2,561,330          | 2,884,204          | 2,394,781          | 2,475,906          | 2,519,971          |
| West Virginia  | 501,190           | 500,000           | 500,000           | 1,196,061          | 1,130,733          | 1,274,887          | 1,059,133          | 1,098,967          | 1,110,688          |
| Wisconsin      | 1,531,433         | 1,462,767         | 1,477,601         | 2,391,278          | 2,248,015          | 2,548,874          | 2,084,656          | 2,145,283          | 2,181,581          |
| Wyoming        | 500,000           | 500,000           | 500,000           | 628,908            | 600,000            | 670,356            | 600,000            | 600,000            | 600,000            |
| <b>TOTAL</b>   | <b>86,503,598</b> | <b>83,239,403</b> | <b>83,936,545</b> | <b>125,781,666</b> | <b>118,551,479</b> | <b>134,071,246</b> | <b>110,704,105</b> | <b>113,789,000</b> | <b>115,729,000</b> |

## APPENDIX I: Social Innovation Fund Intermediaries

| Impact Area                 | Grantees                              | Average Awarded Grant | Description  | Initial Award FY |
|-----------------------------|---------------------------------------|-----------------------|--|------------------|
| <b>Economic Development</b> |                                       |                       |  |                  |
|                             | Jobs for the Future, Inc.             | \$3.2 million         | Jobs for the Future, Inc and the National Fund for Workforce Solutions (NFWS) will expand their targeted training and technical assistance to low-income individuals while also addressing the critical skill needs of employers. The funds will dramatically increase economic opportunities for disadvantaged workers and job seekers through investments in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries. | FY10             |
|                             | Local Initiatives Support Corporation | \$4.2 million         | The Local Initiatives Support Corporation will grow Financial Opportunity Centers – a workforce development and asset-building model that boosts earnings, reduces expenses and coaches low-income families on how to make better financial decisions. The Centers are a core component of the organization’s strategy to build sustainable communities.   | FY10             |
|                             | Mayor’s Fund to Advance New York City | \$5.7 million         | The Mayor’s Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) will replicate effective anti-poverty programs originally piloted by CEO in eight urban areas. By advancing the education, employment, and financial savings of low-income adults and families, the programs will combat poverty across a diverse cross-section of America.  | FY10             |
|                             | REDF                                  | \$1.5 million         | REDF will create job opportunities for thousands of Californians with multiple barriers to employment – including dislocated youth, individuals who have been homeless or incarcerated, and those with severe mental illness – in sustainable nonprofit social enterprises in low-income communities throughout the state. The project includes testing to determine the potential of these enterprises as scalable employment   | FY10             |
|                             | NCB Capital Impact                    | \$1 million           | NCBCI’s Stewardship Capacity Fund (SCF) will scale and replicate “shared equity homeownership” (SEH) programs to build the capacity of local organizations to more effectively manage public investment in affordable homeownership for low-income families.   | FY11             |
| <b>Healthy Futures</b>      |                                       |                       |  |                  |
|                             | Foundation for a Healthy Kentucky     | \$1 million           | The Foundation for a Health Kentucky will improve access to needed health services, reduce health risks and disparities, and promote health equity in low-income communities in Kentucky. Subgrantees will focus on testing innovative strategies to increase physical activity, improve nutrition, curb smoking and other unhealthy habits, and increase access to health services in underserved communities.  | FY10             |

APPENDIX I: Social Innovation Fund Intermediaries *(continued)*

| Impact Area                               | Grantees                           | Average Awarded Grant | Description  | Initial Award FY |
|---|------------------------------------|-----------------------|--|------------------|
| <b>Healthy Futures <i>(Continued)</i></b> |                                    |                       |  |                  |
|   | Missouri Foundation for Health     | \$1 million           | The Missouri Foundation for Health is investing in sub-grantees working in low-income communities across the state to reduce risk factors and the prevalence of two preventable causes of chronic disease and death: tobacco use and obesity. The project draws on an integrated community change model blending two transformative models of prevention on obesity and tobacco control.                                   | FY10             |
|   | National AIDS Fund                 | \$2 million           | The National AIDS Fund will support innovative strategies that increase access to care and improve health outcomes for low-income individuals living with HIV/AIDS. The project will employ rigorous evaluation, informing the implementation of the White House National HIV/AIDS Strategy and offering lessons that reduce barriers to care for a broad range of people living with HIV/AIDS and other chronic diseases. | FY10             |
|   | US Soccer Federation Foundation    | \$1 million           | The US Soccer Federation Foundation (USSFF) will support the expansion and replication of Soccer for Success (SFS), a no-cost, after-school, sports-based youth development program whose goal is to improve health by arresting and reducing obesity through physical activity and nutrition education.   | FY11             |
|   | The John A. Hartford Foundation    | \$1 million           | The John A. Hartford Foundation will fund organizations to disseminate its IMPACT model of depression treatment through community health clinics in low-income rural areas in Wyoming, Washington, Alaska, Montana, and Idaho. By reducing costs for health expenditures and caregiving and increasing employment income of those affected by depression, they aim to increase economic well-being for individuals served. | FY12             |
|   | Corporation for Supportive Housing | \$1.2 million         | Corporation for Supportive Housing will expand and replicate supportive housing models that combine health, housing, and social services to improve the health and housing outcomes of homeless individuals with complex health needs who frequently use multiple public crisis systems.   | FY11             |
| <b>Youth Development</b>                  |                                    |                       |  |                  |
|   | New Profit, Inc.                   | \$5 million           | New Profit, Inc. collaborates with innovative youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to improve the lives of young people in low-income communities throughout the country.            | FY10             |

APPENDIX I: Social Innovation Fund Intermediaries *(continued)*

| Impact Area                                 | Grantees  | Average Awarded Grant | Description  | Initial Award FY |
|---|---|-----------------------|--|------------------|
| <b>Youth Development</b> <i>(Continued)</i> |   |                       |  |                  |
|   | The Edna McConnell Clark Foundation                                   | \$10 million          | The Edna McConnell Clark Foundation is combining large grants, strategic business planning, rigorous evaluation, and capital aggregation to increase the scale and impact of youth development organizations in communities of need across the United States. Their subgrantees are focusing on improving the educational skills and workforce readiness of economically disadvantaged young people as well as helping them to avoid high-risk behavior.       | FY10             |
|   | Venture Philanthropy Partners   | \$2 million           | Venture Philanthropy Partners will create a powerful network of effective nonprofit organizations in the Washington D.C. National Capital Region supporting an integrated approach to addressing the education and employment needs of low-income and vulnerable youth ages 14-24.   | FY10             |
|   | Twin Cities Strive in Partnership with Greater Twin Cities United Way | \$1 million           | Twin Cities Strive in partnership with Greater Twin Cities United Way, will focus on improving kindergarten readiness, 3rd-grade reading proficiency, 9th-grade readiness for upper-level math, four-year high school graduation, and post-secondary enrollment among low-income students in the St. Paul/Minneapolis area.  | FY12             |
|   | United Way of Greater Cincinnati                                      | \$1 million           | United Way of Greater Cincinnati, the Strive Partnership, and other funders will address the needs of low-income children and youth from “cradle to career” in the Greater Cincinnati-area through investments in early education, mentoring and literacy programs, college access, career pathways, and other innovations.  | FY10             |
|   | GreenLight Fund   | \$1 million           | GreenLight Fund will target low-income children and youth to close the achievement and opportunity gap in Boston, Philadelphia, and the San Francisco Bay Area, selecting two subgrantees in each of the sites.  | FY12             |
|   | United Way for Southeastern Michigan                                  | \$2 million           | United Way for Southeastern Michigan will build on the expertise of its partnering organizations and facilitate the development of a portfolio of replicable early childhood learning communities in needy communities in greater Detroit and surrounding areas.   | FY11             |
|   | Mile High United Way  | \$1.8 million         | Mile High United Way (MHUW) will fund subgrantee programs that leverage community volunteers to collectively address 3rd grade literacy rates in rural and urban areas across the state of Colorado. Building upon a strong state movement for reform and with strong bipartisan support from Colorado's Governor, Lieutenant Governor, and state legislature, Mile High United Way is poised to introduce key transformations in Colorado's education system. | FY11             |



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