

Congressional Budget Justification

Fiscal Year 2013

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 Acting CEO



I am pleased to present the Fiscal Year 2013 Congressional Budget Justification for the Corporation for National and Community Service (CNCS).

For nearly two decades, CNCS has been improving lives, strengthening communities, and fostering civic engagement through service and volunteering. Based on the principles of local control, competition, accountability, and public-private partnership, CNCS and the national service network support more than 70,000 community and faith-based organizations engaging millions of Americans in results-driven service each year.

The need for the services of CNCS has never been greater. The nation faces fiscal challenges, and American households, businesses, nonprofit organizations, and governments at every level are making tough choices with tight budgets.

Our national service programs are a cost-effective strategy to help meet the nation's needs. They tap the energy of our nation's greatest resource – the American people – and focus it on pressing social problems. In addition, the Social Innovation Fund leverages a modest investment of public funds to significantly expand the most promising nonprofit programs serving low-income communities.

The FY 2013 CNCS budget will bring vital leadership, resources, and coordination to some of the most pressing challenges that America has ahead: supporting individuals, organizations, and communities on the road to economic recovery; addressing the needs of a new wave of veterans returning from war; putting disadvantaged youth on the path to success through service; educating students for jobs of the 21st century; helping communities rebuild after natural disasters; and harnessing the skills and experience of an older generation projected to retire in record numbers.

The budget also strengthens CNCS' infrastructure to achieve higher levels of efficiency, accountability, and impact. Guided by the vision of the Serve America Act and the goals of our comprehensive five-year Strategic Plan, CNCS will focus on a core set of social needs; drive and measure performance; expand cross-sector partnerships and interagency collaboration; leverage private sector resources; and embrace innovative models and modern technology to make the best use of limited resources.

National service provides a powerful return on investment: benefiting the people who serve, those who are served, and the larger community and nation because we believe in the value of service as a solution. That is why successive administrations of both political parties have invested in national service to involve citizens in solving problems – from the creation of VISTA and the Foster Grandparent program in 1965 to the bipartisan Edward M. Kennedy Serve America Act in 2009.

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. In this era of fiscal restraint and growing social needs, Americans remain eager to do their part.

Service builds a stronger nation, one person and one community at a time. Enactment of this budget will allow CNCS to harness the energy and ingenuity of citizens and bolster the capacity of the social sector to tackle tough problems in the most effective and quintessentially American way possible: from the ground up.

In Service,

A handwritten signature in black ink that reads "Robert Velasco, II". The signature is written in a cursive, flowing style.

Robert Velasco, II
Acting Chief Executive Officer

Overview | PART I

In light of the fiscal challenges facing the nation, it is critical to focus federal investments on cost-effective programs that produce results and support Americans in need and provide opportunities for Americans to serve.

Over the past two decades, the Corporation for National and Community Service (CNCS) has invested in community solutions across the nation – focusing on critical issues, supporting the nonprofit sector, and inspiring millions of Americans to share responsibility in order to help protect our people and our economy. Building upon the foundation laid by the Edward M. Kennedy Serve America Act, CNCS has increased its focus on innovation and impact.

CNCS' FY 2013 Budget Request reflects these priorities within an otherwise constrained budget environment. The agency request of \$1.063 billion represents an increase of \$13.8 million or 1 percent above the FY 2012 Enacted Budget.

Specifically, CNCS proposes to:

- Support nearly 82,600 AmeriCorps members engaged in high-quality, meaningful service opportunities across CNCS' six focus areas: Education, Veterans and Military Families, Disaster Services, Economic Opportunity, Healthy Futures, and Environmental Stewardship. At a time of high unemployment among youth, AmeriCorps engages members in training and skill-building. A term of service also provides an opportunity for members to earn money to further their education and succeed in the workforce. Skill development and access to education through national service programs prepare youth for the jobs of tomorrow.
- Invest in the validation and growth of evidence-based programs in the nonprofit sector through the Social Innovation Fund (SIF) to improve the lives of low-income individuals. Each federal dollar invested in the SIF must be matched by up to three private and non-federal dollars. The proposed \$50 million federal investment will bring an additional \$120 million in funds to promising, locally driven programs with evidence of compelling results.
- Continue AmeriCorps NCCC's important work in disaster services.
- Engage older Americans in quality service opportunities with a sharper focus on program outcomes and impact. To achieve this,

CNCS is proposing to begin competition across its three Senior Corps programs. This approach aligns the program with other agency grant programs, and will increase accountability in, and impact of, Senior Corps grants.

- Make continued and necessary improvements in the agency's information technology (IT) infrastructure. This budget reflects the agency priority around monitoring and oversight as well as strengthening and improving financial and grants management, in alignment with the agency's IT Strategic Plan.

This FY 2013 Budget makes critical investments in programs and activities that will address the social and economic challenges facing our communities. These investments are also aimed at building the capacity of the agency and grantees toward greater accountability, efficiency, and impact.

AmeriCorps State and National: The FY 2013 Budget Request of \$345.000 million will support 74,000 AmeriCorps members who will be engaged in programs across the country. Driven by local needs, these AmeriCorps members will serve in a variety of positions, including teachers and tutors, job trainers, disaster responders and outreach coordinators for veterans and military families. Member levels will remain the same as FY 2012.

AmeriCorps VISTA: The FY 2013 Budget Request of \$95.300 million will support an estimated 7,400 full-time and summer AmeriCorps VISTA members focused on anti-poverty projects serving economically disadvantaged Americans, particularly those facing long-term unemployment and other impediments to financial stability. The program continues to identify cost efficiencies in training and travel, and will allocate those savings to support member enrollment.

AmeriCorps National Civilian Community Corps: The FY 2013 Budget Request of \$30.110 million will support 1,200 AmeriCorps members, equal to the number of members in FY 2012. This budget request will fund completion of the relocation of the mid-Atlantic Region Campus and continue to fund disaster services projects.

State Service Commissions: The FY 2013 Budget Request of \$15.990 million will support State Service Commissions (Commissions),

providing critical funding for implementing and administering AmeriCorps programs and key service initiatives in states. This investment will support the Commissions' ability to successfully cultivate high-performing nonprofit organizations focused on accountability and impact.

National Service Trust: The FY 2013 Budget Request of \$208.744 million, along with anticipated carryover, will fund Segal AmeriCorps Education Awards for eligible AmeriCorps members who complete their terms of service. The maximum award for full-time service is \$5,550.

Senior Corps: The FY 2013 Budget Request for the Senior Corps programs is \$207.883 million, supporting Americans, aged 55 and older, who will make significant contributions in improving educational outcomes for at-risk and special needs youth; connecting veterans and military families to needed services; responding to disasters; and helping low-income seniors stay in their homes and avoid costly institutional care.

Innovation, Demonstration, and Assistance: The FY 2013 Budget Request of \$53.215 million reflects prioritized funding for key agency initiatives aimed at growing evidence-based solutions in the public sector and supporting the President's Call to Service initiative. Specifically, CNCS requests \$50.000 million for the Social Innovation Fund and \$3.215 million in funding for initiatives including the 9/11 Day of Service and Remembrance, Martin Luther King, Jr. Day of Service, and the United We Serve initiative.

Disability Inclusion Grants: The FY 2013 Budget Request of \$3.000 million will fund training, outreach, and reasonable accommodation requests, with the goal of increasing the number of national service participants with disabilities. While engaging the disability community in service, there is a particular focus to recruit veterans and wounded warriors.

Training and Technical Assistance: The FY 2013 Budget Request for training and technical assistance is \$5.000 million. These activities will be focused on strengthening the capacity of AmeriCorps and Senior Corps programs to support their members and volunteers, deliver results, and measure their performance. These funds will support a more focused and strategic approach to providing financial and technical assistance to grantees, sponsors, and national service participants.

Evaluation: The FY 2013 Budget Request of \$5.000 million will support research and evaluation studies that will: provide evidence about what program models and interventions work; assess the impact of service interventions on both the beneficiaries and national service participants; and help the agency become more effective through assessment of

internal business processes and practices. The proposed work includes continued funding for an evaluation of AmeriCorps YouthBuild programs with the U.S. Department of Labor as well as an evaluation of Minnesota Reading Corps, an AmeriCorps grantee.

Salaries and Expenses: The FY 2013 Budget Request of \$88.000 million will support the phased modernization of CNCS' core grant and financial management systems.

Office of Inspector General: The FY 2013 Budget Request of \$5.400 million will be focused on areas intended to enhance the management and overall performance of CNCS.

Achieving greater programmatic efficiency and effectiveness

The budget request supports the administration's continued commitment to providing opportunities for Americans to address local challenges through service by identifying and focusing resources in core programs. It reflects careful deliberations that resulted in targeted spending cuts rather than across-the-board reductions. As such, this budget does not include funding for important but lower priority programs, such as the Volunteer Generation Fund and the Nonprofit Capacity Building Program. While these programs align with agency goals to support the nonprofit sector and expand the capacity of volunteer connector organizations, discretionary spending limits mean tough choices have to be made in order to preserve funding for core national service programs, for our state partners, and for IT modernization.

In the AmeriCorps VISTA program, the training of members is required by statute and is a critical component of member development and success. It also represents the program's highest variable cost. CNCS undertook a comprehensive review of training starting in FY 2010, which identified savings and resulted in some improved business processes. Staff has continued this work – reviewing the VISTA training model and identifying the most critical skills and competencies necessary to prepare VISTA members for successful terms of service.

In the area of Information Technology, CNCS implemented a computer matching agreement with the Social Security Administration to electronically validate social security and citizenship status, for approximately 95,000 member applications per year. Approximately 92 percent result in a successful match, reducing the average time required to process those matches from 15 minutes to near zero. Faster validation of social security and citizenship status more quickly identifies and removes ineligible applicants, and reduces the amount of grantee costs that must be disallowed annually due to participant ineligibility.

Table 1. Request Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Difference \$	Difference %
<i>Operating Expenses</i>	\$780,809	\$750,251	\$760,498	\$10,247	1.4%
AmeriCorps State and National*	349,300	344,348	345,000	652	0.2%
AmeriCorps NCCC	28,942	31,882	30,110	(1,772)	(5.6%)
AmeriCorps VISTA	98,876	94,820	95,300	480	0.5%
Learn and Serve America***	0	0	0	0	
State Service Commission Administration Grants	16,966	13,440	15,990	2,550	19.0%
Senior Corps	207,883	207,491	207,883	392	0.2%
Subtitle H	60,379	53,280	53,215	(65)	(0.1%)
Innovation, Demonstration & Assitance	5,489	4,481	3,215	(1,266)	(28.3%)
Social Innovation Fund	49,900	44,815	50,000	5,185	11.6%
Volunteer Generation Fund***	3,992	3,984	0	(3,984)	(100.0%)
Nonprofit Capacity Building Program***	998	0	0	0	
Evaluation	5,988	2,994	5,000	2,006	67.0%
Subtitle J, Training and Technical Assistance	7,485	1,996	5,000	3,004	150.5%
Disability Inclusion Grants**	4,990		3,000	3,000	
National Service Trust	199,260	211,797	208,744	(3,053)	(1.4%)
Salaries and Expenses	87,824	82,843	88,000	5,157	6.2%
Office of the Inspector General	7,684	3,992	5,400	1,408	35.3%
Total	\$1,075,577	\$1,048,883	\$1,062,642	\$13,759	1.3%

*In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$1,939,804 to the National Service Trust as authorized under Subtitle D of Title I of the National and Community Service Act of 1990. This was comprised of \$801,384 in Tribal funds, \$753,891 in Territories funds, and \$384,529 in funds for the combined AmeriCorps grant competition.

**No specific amount was enacted for disability inclusion activities. In accordance with the Kennedy Serve America Act CNCS will utilize program funding to support this activity in FY2012.

***These programs are authorized but unfunded in FY 2013.

CNCS also made significant upgrades to its grants management system (eGrants), the AmeriCorps member portal, and E-Span. These enhancements allow CNCS to store member documentation electronically and in one place, thereby improving recordkeeping and management access to critical information that can improve oversight and accountability.

Increasing accountability

Grounded in our ethic of continuous improvement, CNCS has strengthened procedures and protocols related to accountability in the AmeriCorps State and National program. The *AmeriCorps Action Plan* has three primary areas of focus:

- Enhancing key aspects of monitoring protocols, including requiring all AmeriCorps State and National grantees to annually assure compliance with regulations on prohibited activities;
- Strengthening the training and technical assistance provided to grantees and members around prohibited activities, including new, direct communication to all members; and
- Improving risk assessment tools aimed at preventing and detecting prohibited activities.

The program will also continue to implement monitoring and oversight protocols launched early in FY 2012 that enhance data validity and monitoring of grantee data collection activities. These protocols will strengthen the reliability of grantee self-reported data and the integrity of the agency's performance management program. These activities are aligned with key priorities in Subtitle J (Training and Technical Assistance) aimed at providing financial and programmatic resources to grantees and sponsors to support them in meeting heightened data collection and validation requirements.

The FY 2011-2015 Strategic Plan underscores this commitment by defining a focused path to deliver enhanced programs and benefits to communities. In particular, the adoption of the Plan's agency-wide, outcome-oriented performance measures increases our ability to assess and account for the individual and combined contributions of our grantees, sponsors, and partners.

Modernizing the agency's IT infrastructure

Modernization of the agency's IT infrastructure remains a priority, as underscored in the agency's Strategic Plan. Resources allocated for system modernization will update the aging system architecture and provide better support for recent changes to business processes and priorities as directed by the Serve America Act. They will also reduce the life-cycle cost of maintaining the older systems and increase the feasibility of hosting appropriate system elements in the "cloud" for further long-term savings.

Identification of Low Priority Programs

The *Terminations, Reductions and Savings (TRS)* volume of the President's Budget identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

Implementation of the FY 2011-2015 Strategic Plan

In FY 2013, CNCS will be entering the third year of its FY 2011-2015 Strategic Plan, which focuses national service on a core set of four strategic goals. These goals are the foundation for the Plan, and they challenge staff and our field to lead and operate at a higher level of accountability, integrity, and transparency.

1. **Increase the impact of national service on local needs in communities served by CNCS-supported programs.** CNCS invests in community programs and projects that achieve outcomes in Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and Veterans and Military Families. Looking ahead, our investments will focus on achieving a specific set of outcomes in each of these areas, reflected in the agency's new mandatory performance measures.
2. **Strengthen national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning, and opportunity.** CNCS supports the national service network in providing experiences that offer a unique combination of professional, educational, and life benefits to service participants. The network also recruits a diversity of Americans, especially those from underrepresented or disadvantaged populations. CNCS will collaborate with the national service network to strengthen outreach efforts and to implement best practices that ensure a powerful service experience.
3. **Maximize the value we add to grantees, partners, and participants.** To support our focus on a specific set of both community outcomes and powerful service experiences, CNCS will develop a relevant and accessible knowledge base informed by research and rigorous evaluation, and conduct capacity building activities that advance the adoption of best practices.
4. **Fortify management operations and sustain a capable, responsive, and accountable organization.** We will work across programs and enhance our operations to support evidence-based decision making and a culture of performance. We will build upon our current infrastructure to strengthen and enhance our IT systems, workforce, and financial and grants management efforts.

CNCS Strategic Goals, Focus Areas and Priority Measures

Goal 1: Increase the impact of national service on community needs in communities served by CNCS-supported programs	Focus Area
Number of individuals that received assistance from CNCS-supported programs in disaster preparedness, mitigation, response, and/or recovery.	Disaster Services
Percent of economically disadvantaged people that received housing-related assistance from CNCS-supported members, participants, and volunteers who showed improvement in their housing situation.	Economic Opportunity
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.	Education
Number of at-risk acres (land and/or water) improved by CNCS-supported members, participants, and volunteers.	Environmental Stewardship
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.	Healthy Futures
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.	Veterans and Military Families

Goal 2: Strengthen national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning, and opportunity	Focus Area
Number of veterans and military family members engaged in providing services through CNCS-supported programs.	Veterans and Military Families
Percent of service participants engaged in CNCS-supported programs who report gaining skills they can apply to future educational, professional, or civic endeavors.	

Goal 3: Maximize the value we add to grantees, partners, and participants
Percent of organizations that implement evaluations that demonstrate stronger evidence of program effectiveness than in the year prior to receiving CNCS funding.
Number of community volunteers recruited and/or managed by CNCS-supported organizations or National Service Participants.

Goal 4: Fortify management operations and sustain a capable, responsive, and accountable organization
Complete modernization of IT infrastructure.
Ensure that no material internal control or compliance issues are identified in CNCS annual financial statement audit.
Award and close grants and contracts within prescribed timeframes.

*CNCS will collect data for the measures above starting in FY12 and will begin reporting on these measures in FY13.

As the blueprint guiding our work, the Strategic Plan includes further details on the specific objectives, strategies, and performance measures that determine how we will evaluate our success in the coming years. The full plan and appendix are posted on our website at: http://www.nationalservice.gov/about/focus_areas/index.asp.

In FY 2012, the agency programs adopted some of the 16 agency-wide performance measures – in alignment with individual program statutes and missions – which will allow for aggregation in agency reporting moving forward. For example, to address critical needs in education, CNCS programs will focus on enabling disadvantaged children and youth to achieve gains in school readiness, academic performance, and academic engagement. Programs will seek to increase the number of economically disadvantaged people with improved housing situations and access to food resources. CNCS programs that serve older adults and individuals with disabilities will focus on increasing social ties, which would allow those individuals to live independently and have improved quality of life.

Our work in disaster services will seek to provide critical services throughout the entire continuum from preparedness and mitigation to response and recovery. And more veterans and military family members will serve as national service participants and also receive targeted support from CNCS programs.

All CNCS programs have distinct missions or legislation that requires them to engage in activities that are not included in the 16 agency-wide priority measures. For instance, the Foster Grandparent Program has a specific child welfare mandate. In these cases, programs adopted additional measures in FY 2012 to gather data and measure program success in these other activities. These program-specific measures include some of the supplemental measures adopted by the agency as part of the AmeriCorps State and National performance measures pilot, while others are entirely new. When taken together, with the agency priority measures, these program measures help to tell the story of service and impact across the agency.

Mission Statement

Improve lives, strengthen communities, and foster civic engagement through service and volunteering.

Goal 1

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

Goal 2

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

Serve America Act Focus Areas

Disaster Services
 Economic Opportunity
 Education
 Environmental Stewardship
 Healthy Futures
 Veterans and Military Families

CNCS Programs

Goal 3

Maximize the value we add to grantees, partners, and participants

Goal 4

Fortify management operations and sustain a capable, responsive, and accountable organization

Figure 1. CNCS Field Offices

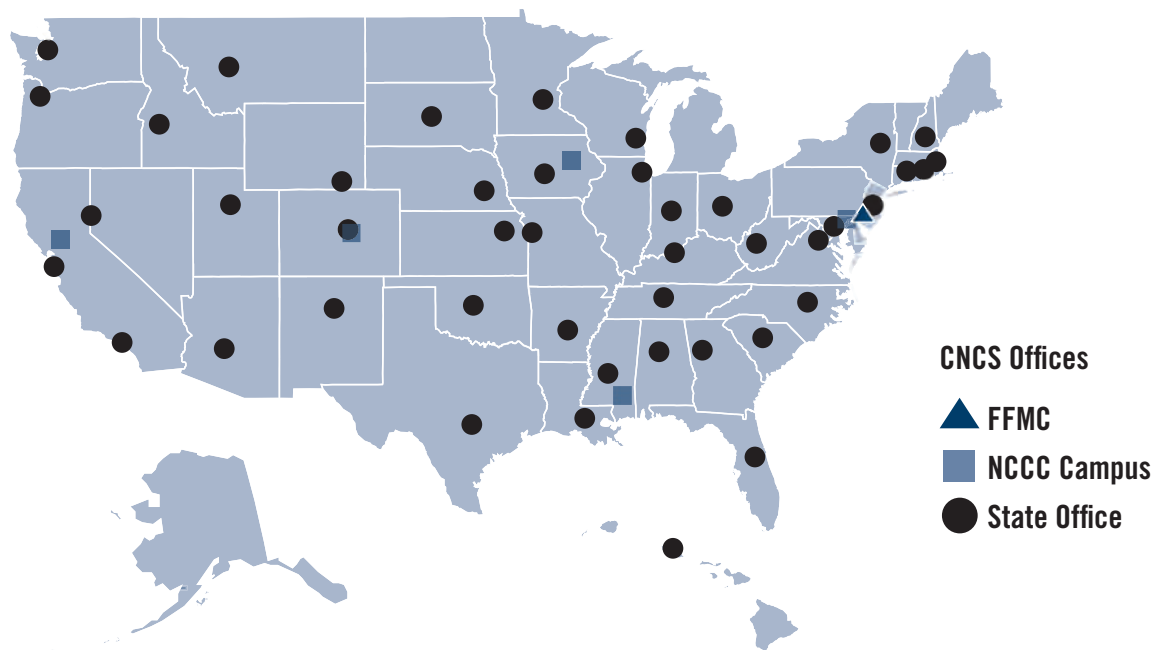
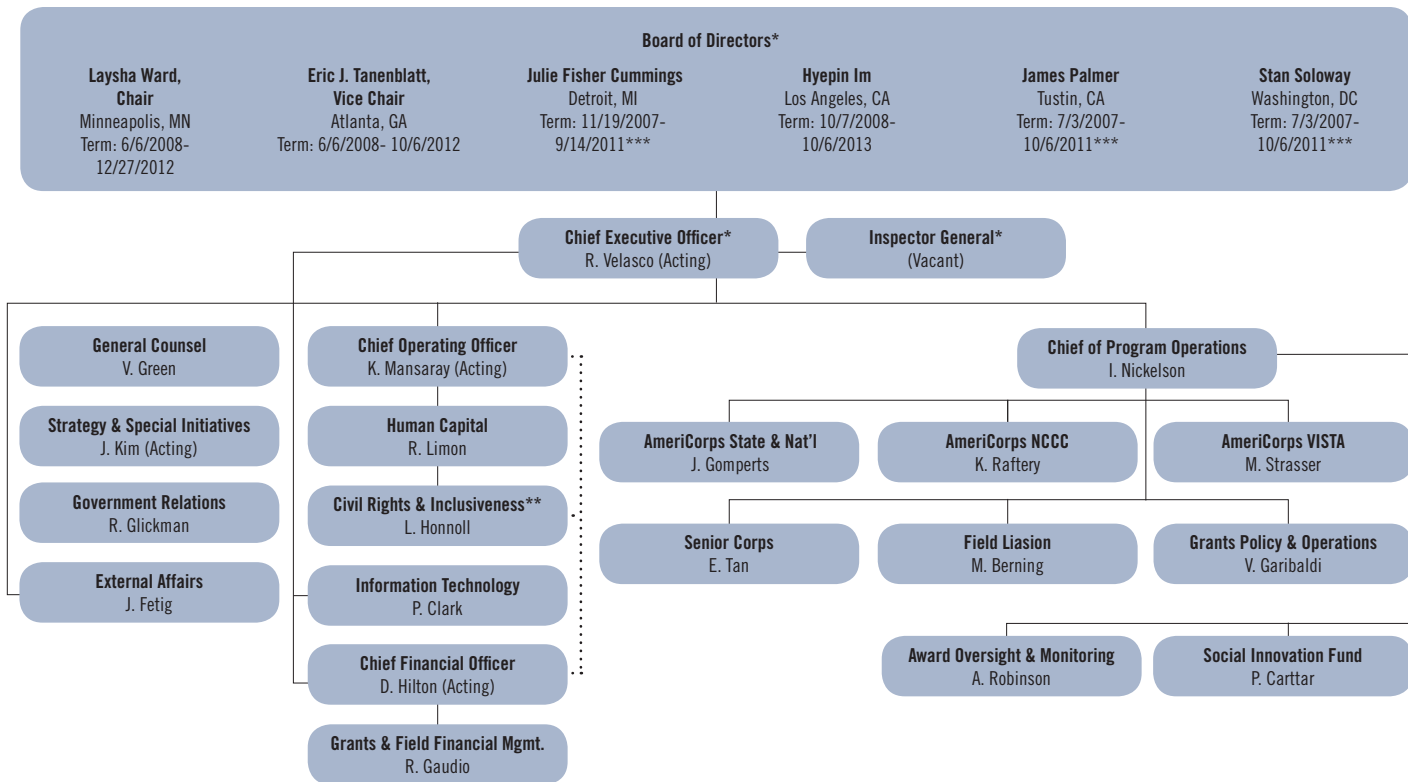


Figure 2. CNCS Organization Chart



* Presidential Appointments with Senate confirmation

** The Director has independent authority to advise the CEO on pre-complaint and complaint issues.

*** Under section 123(e) of the NCSA, Board members with expired terms may continue to serve until a successor takes office, up to one year.

Bill Language & Analysis | PART II

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 (referred to in this title as “1973 Act”) and the National and Community Service Act of 1990 (referred to in this title as “1990 Act”), [\$751,672,000]\$760,498,000, notwithstanding sections 198B(b)(3), 198S(g), 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) [\$44,900,000]\$50,000,000 shall be available for expenses authorized under section 501(a)(4)(E) of the 1990 Act; (3) [\$2,000,000]\$5,000,000 shall be available for expenses to carry out sections 112(e), 179A, and 1980 and subtitle J of title I of the 1990 Act, notwithstanding section 501(a)(6) of the 1990 Act; (4) [\$13,466,000]\$15,990,000 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; (5) [\$31,942,000]\$30,110,000 shall be available to carry out subtitle E of the 1990 Act; and (6) [\$3,992,000] 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]\$3,000,000 shall be available to increase the participation of individuals with disabilities in national service and for demonstration activities in furtherance of this purpose, notwithstanding section 129(k)(1) of the 1990 Act: *Provided further*, That, with respect to amounts provided under this heading for State Service Commissions, section 126 of the 1990 Act shall be applied by substituting “\$200,000” for “\$250,000” each place that it appears: *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 Funds Pilot Program-related performance-based awards for Pay for Success projects: *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), and that any funds deobligated from such projects shall immediately be available for activities authorized under 198K of such Act. (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2012.)

National Service Trust

(Including Transfer of Funds)

[For necessary expenses for the National Service Trust established under subtitle D of title I of the 1990 Act, \$212,198,000, 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, and Education, and Related Agencies Appropriations Act, 2012.)

Payment to National Service Trust Fund

For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, \$208,744,000, 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).

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, [~~\$83,000,000~~]~~\$88,000,000~~. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2012.*)

Office of Inspector General

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, [~~\$4,000,000~~]~~\$5,400,000~~. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2012.*)

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 2012, 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. 403. (a) Section 201 of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5001) is amended—

(1) in subsection (e)(1)(A), by striking, “, with an option” and all that follows through “(g)”, and inserting “not to exceed” following “for a period”;

(2) in subsection (e)(2)(B), by striking clause (iv), inserting at the end of clause (iii) “and”, and by redesignating clause (v) as clause (iv);

(3) by striking subsection (i) and redesignating subsection (j) as subsection (i);

(b) Section 227(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5027(a)) is amended by striking paragraph (2) and, in paragraph (1), by striking “(1)” and “paragraph (2) and”; and

(c) Section 412(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5052) is amended by striking paragraphs (2) and (3), by inserting at the end of paragraph (1) “and”, and by redesignating paragraph (4) as paragraph (2).

(Department of Labor, Health and Human Services and Education, and related Agencies Appropriations Act, 2012)

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
Operating Expenses	
<p>1. Volunteer Generation Fund Delete: \$3,992,000 shall be available for expenses authorized under 501(a)(4)(F) of the 1990 Act, which, notwithstanding the provisions of section 198P shall be awarded by the Corporation on a competitive basis to State commissions</p>	<p>Consistent with the Corporation's priorities, no funding is requested for the Volunteer Generation Fund for Fiscal Year 2013.</p>
<p>2. Disability Inclusion Funds Add: \$3,000,000 shall be available to increase the participation of individuals with disabilities in national service and for demonstration activities in furtherance of this purpose, notwithstanding section 129(k)(1) of the 1990 Act</p>	<p>Consistent with appropriations provisions from 2010 and 2011, this language restores direct funding to increase the participation of individuals with disabilities (including disabled veterans) in national service programs.</p>
<p>3. Pay for Success Project Authority Add: <i>Provided</i>, 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 Funds Pilot Program-related performance-based awards for Pay for Success projects: <i>Provided further</i>, 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), and that any funds deobligated from such projects shall immediately be available for activities authorized under 198K of such Act.</p>	<p>This language provides authority for the Corporation to support Pay for Success awards within the Social Innovation Fund Pilot Program. This mechanism would only be used if social investors, the Federal government, and a State or local community collectively determine that a Pay for Success pilot could improve outcomes and successfully test this new approach to financing effective interventions. The Corporation's Social Innovation Fund program is one of several innovation programs to be given this authority to seek out model Pay for Success awards.</p>
Payment to National Service Trust Fund	
<p>4. Delete: Gifts and Contributions National Service Trust (including transfer of funds) For necessary expenses for the National Service Trust established under subtitle D of title I of the 1990 Act, \$212,198,000, to remain available until expended: <i>Provided</i>, 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: <i>Provided further</i>, 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).</p>	<p>These changes create a new appropriation payment account that will receive funds appropriated by Congress and which will be transferred by the Corporation to the National Service Trust. As a trust account, the National Service Trust cannot receive direct appropriations.</p>
<p>Add: Payment to National Service Trust Fund For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, \$208,744,000, to remain available until expended: <i>Provided</i>, 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: <i>Provided further</i>, 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).</p>	

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
Administrative Provisions	
<p>5. Administrative Authority Delete: The Corporation for National and Community Service shall make any significant changes to program requirements, service delivery or policy only through public notice and comment rulemaking. For fiscal year 2011, during any grant selection process, an officer or employee of the Corporation 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 the Corporation that is authorized by the Corporation to receive such information.</p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>6. Gift Fund Authority Delete: Donations made to the Corporation for National and Community Service (“the Corporation”) 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 infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>7. Senior Corps Competition Add: Sec. 403. (a) Section 201 of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5001) is amended— (1) in subsection (e)(1)(A), by striking, “, with an option” and all that follows through “(g)”, and inserting “not to exceed” following “for a period”; (2) in subsection (e)(2)(B), by striking clause (iv), inserting at the end of clause (iii) “and”, and by redesignating clause (v) as clause (iv); (3) by striking subsection (i) and redesignating subsection (j) as subsection (i); (b) Section 227(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5027(a)) is amended by striking paragraph (2) and, in paragraph (1), by striking “(1)” and “paragraph (2) and”; and (c) Section 412(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5052) is amended by striking paragraphs (2) and (3), by inserting at the end of paragraph (1) “and”, and by redesignating paragraph (4) as paragraph (2).</p>	<p>This language will allow CNCS to conduct more Senior Corps grant competitions. While Senior Corps grants are competitive when first awarded, certain provisions of the Domestic Volunteer Service Act of 1973 essentially allow those programs to continually renew their grants without competition. Full competitive grant making facilitates linking the grants awarded from federal appropriations to impact and quality by making awards to the best applicants, and yields grant funding decisions that are transparent and equitable. These proposed amendments are further discussed in the Budget Activity sections for the RSVP, Foster Grandparent and Senior Companions programs.</p>

Budget Request & Performance Report I PART III

BUDGET ACTIVITY 1:

AmeriCorps State and National

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

Program Summary

For nearly two decades, AmeriCorps has engaged hundreds of thousands of members in intense, impact-oriented service in every state. These AmeriCorps members have dedicated millions of hours of service in communities across the nation – tutoring children who are struggling to succeed in schools, responding to large-scale natural disasters, building homes for low-income families, and helping returning veterans and their families. And, in meeting these community needs, AmeriCorps has invested in and been the catalyst for many of our country’s most respected and innovative organizations.

AmeriCorps service builds leadership and employment skills and serves as a training ground for our nation’s future leaders. AmeriCorps State and National programs are designed and managed by national and community organizations that have demonstrated the knowledge, expertise, and capacity to deploy AmeriCorps members aged 17 years and older to meet critical needs across CNCS’ six focus areas: Education, Healthy Futures, Environmental Stewardship, Economic Opportunity, Disaster Services, and Veterans and Military Families.

AmeriCorps State and National is central to the agency’s strategic goals one and two: increasing the impact of national service on community needs and providing a powerful service experience for participants.

AmeriCorps State and National administers the following grant programs:

- **State Formula** grants are awarded to governor-appointed State Service Commissions (Commissions) utilizing a population-based formula. The Commissions, in turn, fund programs within their

Table 3. AmeriCorps State and National Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President’s Budget	Increase/ (Decrease) (2012-2013)
Formula Grants to States	\$118,889	\$116,970	\$117,036	\$66
Competitive Grants	211,171	207,764	207,879	115
Education Award Program Grants	4,438	4,821	4,830	9
Set-asides for U.S. Territories	3,368	3,314	3,315	1
Set-asides for Indian Tribes	3,368	3,314	3,315	1
Subtotal, Grants Budget Authority	341,234	336,183	336,375	192
Childcare	5,240	5,165	5,175	10
Grantmaking Support	2,826	3,000	3,450	450
Total Budget Authority	\$349,300	\$344,348	\$345,000	\$652
Total AmeriCorps Members	74,000	74,000	74,000	0

In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$1,939,804 to the National Service Trust as authorized under Subtitle D of Title I of the National and Community Service Act of 1990. This was comprised of \$801,384 in Tribal funds, \$753,891 in Territories funds, and \$384,529 in funds for the combined AmeriCorps grant competition.

states on a competitive basis that address local needs. These grants represent 35.3 percent of program funds available for grant making.

- **Single and Multi-State Competitive** grants are awarded to organizations operating in one or more states that have successfully competed in a national selection process administered by CNCS. Some of these grants are awarded on a fixed-amount basis and others are cost-reimbursable grants.
- **Single and Multi-State Education Award Program (EAP)** grants are awarded to organizations operating in one or more states that have successfully competed in a national selection process administered by CNCS. These organizations receive a small fixed-amount administrative grant, and use their own and other non-CNCS resources to cover most program costs.
- **Indian Tribe** grants are awarded to Indian Tribes that have successfully competed in a national selection process. One percent of program funds available for grant making is allocated by statute to Indian Tribes.
- **U.S. Territories** grants are awarded to governor-appointed Territory Service Commissions using a population-based formula. The Commissions, in turn, fund programs within their territories on a competitive basis that are addressing local needs. One percent of program funds available for grant making is allocated by statute to territories.
- **States and Territories without commission** grants are awarded competitively to organizations operating within states and territories with no established service commission, using a population-based formula.
- **Planning** grants are awarded competitively to organizations to support a year of planning and developing AmeriCorps programs able to compete in a future funding cycle.

FY 2011 Accomplishments and Program Impact

Program Accomplishments and Impact

In FY 2010, the last full year for which final data is available, AmeriCorps State and National grants supported 79,266 AmeriCorps members. Those AmeriCorps members multiplied their efforts by recruiting and supporting 2.3 million community volunteers for one-time and ongoing projects, further expanding the capacity of nonprofits at a time when needs are increasing and resources are diminishing. AmeriCorps programs also raised \$298 million in public and private resources to support community solutions.

Year over year the demand for AmeriCorps members has increased. In the FY 2011 combined state and national competition, AmeriCorps received more than 600 applications seeking \$394 million – nearly double the amount of available funding. AmeriCorps State and National awarded \$335.2 million in grants that will support approximately 74,000 members. These members will engage and recruit an estimated 1.5 million additional volunteers in the communities in which they serve.

Taken together, the direct service of AmeriCorps members, the efforts of volunteers recruited and directed by AmeriCorps members, and the additional non-federal resources brought to community solutions, make AmeriCorps a uniquely powerful vehicle for meeting community challenges and for strengthening the effectiveness of local organizations.

National Performance Measure Pilot

In 2010, CNCS began piloting a series of uniform, outcome-based performance measures, which 74 percent of all grantees adopted as part of the FY 2010 grant competition. The adoption of standardized measures will eventually improve agency efforts to demonstrate the aggregate impact that AmeriCorps members have when focused on key national and community challenges.

AmeriCorps programs that opted into using these pilot national performance measures followed standard criteria, including definitions and measurement guidelines. In 2010 and 2011, programs applying for their first year of funding or reapplying for a new three-year grant were able to select national performance measures. Programs seeking continuations for the second or third year of their grants were not able to opt-in to the performance measure pilot. The pilot will conclude in 2012.

FY 2011 Grant Competition

In alignment with the SAA and CNCS' Strategic Plan, the FY 2011 AmeriCorps grant competition reflected that the highest funding priority would be: (1) programs that improve academic outcomes for children in the lowest performing schools and (2) growing AmeriCorps' investment in programs that engage and serve veterans and military families. The next level of priority was given to programs in the other focus areas (Healthy Futures, Economic Opportunity, and Environmental Stewardship) and to applicants who opted into the national performance measurement pilot.

Consistent with the emphasis on education and academic achievement, \$122.2 million in grants were awarded to programs focused on improving education outcomes for young people. AmeriCorps increased its investment in programs that engage veterans and meet the needs of veterans and military families from \$11 million to over \$15 million, a nearly 40 percent increase between FY 2010 and FY 2011.

FY 2013 Budget Request and Performance Plan

For FY 2013, CNCS requests \$345.000 million for AmeriCorps State and National to support approximately 74,000 AmeriCorps members. With this funding, CNCS will continue to invest in evidence-based community solutions focused in the high priority areas identified by Congress. Growing evidence demonstrates that AmeriCorps members –

well-trained and strategically deployed national service participants – can make a crucial difference.

The three-year AmeriCorps State and National performance measure pilot will be completed in FY 2012 and, in FY 2013, AmeriCorps will begin to implement a standard set of national grantee measures. AmeriCorps and its grantees have been preparing for this shift in performance measurement over the past three years through the pilot program and engaging in extensive training of staff and grantees. When fully implemented, these performance measures will focus AmeriCorps-funded programs on producing measurable outcomes, and the national measures will make it possible to assess and report the overall impact of performance in key areas.

Efficiencies

CNCS is placing greater emphasis on creating innovative partnerships with public and private organizations – including other federal agencies – that make it possible to support more AmeriCorps members. AmeriCorps will continue to explore and experiment with partnerships in which the cost of AmeriCorps members is shared by other funders.

In FY 2011, AmeriCorps partnered with more than 20 existing grantees to support nearly 1,300 additional AmeriCorps slots, for which AmeriCorps provides no program grant funding. Rather, CNCS only provides the Segal AmeriCorps Education Award, funded through the National Service Trust, for these positions. To date, CNCS has made these additional slots available only to existing grantees, based on their track records of successfully implementing AmeriCorps programs. Similar to AmeriCorps VISTA cost-share agreements, supporting additional members in this way is an effective means of expanding AmeriCorps resources to organizations at a significantly lower overall cost.

CNCS will continue to offer fixed-amount grants to organizations seeking funding in AmeriCorps State and National. Fixed-amount grants significantly streamline and reduce the information collection and reporting requirements for grantees in the area of proving financial match. In exchange for a fixed amount grant, the grantees use their own or other non-CNCS resources to cover program costs.

Accountability

AmeriCorps is enhancing its accountability in two primary ways: (1) by strengthening the emphasis on demonstrating impact in meeting community needs and on AmeriCorps participants, and (2) by implementing enhanced oversight and monitoring procedures.

To enhance oversight and monitoring, AmeriCorps has tightened the requirements for reporting the specific location at which each and every AmeriCorps member serves. AmeriCorps also has strengthened the requirement that every grantee have a detailed description of each AmeriCorps member’s service assignment and responsibilities before any member begins his/her term of service. To monitor these position descriptions, AmeriCorps has instituted a quarterly sampling review of member position descriptions and activities.

To ensure all AmeriCorps members are aware of the legal limitations on their service and activities, CNCS now communicates directly with all AmeriCorps members who enroll in the AmeriCorps State and National program. The communication (letter) spells out the rules of service and provides AmeriCorps members with the necessary information should they have any inquiries or concerns, or to report any potential violations.

Table 4. AmeriCorps State and National Vital Statistics

Budget Account	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Appropriation (in thousands)	\$259,262	\$366,987	\$345,960	\$344,348	\$345,000
Number of members slots approved (or estimated)	65,353	79,266	73,937	74,000	74,000
Cost per MSY ¹	\$6,850	\$7,896	\$7,873	\$7,549	\$7,772
Percent of total costs contributed from CNCS sources	53.50%	57.10%	54%	N/A	N/A

¹ A Member Service Year (MSY) represents an estimated cost of supporting an individual for an entire fiscal year. The cost includes direct expenses (living allowances) and indirect expenses (recruitment and outreach). The cost per MSY is the appropriation divided by the number of MSYs.

How AmeriCorps Funding Is Distributed

Beginning with the appropriation of \$345.000 million, the following items are deducted first: 1.5 percent for childcare funding for AmeriCorps members, and 1 percent for costs to support the Grant Application Review Process (eGrants, Grants.gov) as well as the funding to support the Education Award Only Program (EAP). Should CNCS transfer funds to the National Service Trust, which is not planned for FY 2013, this amount would be subtracted as well.

From the remaining funds, \$331.545 million in FY 2013, 35.3 percent is allocated for State Formula grants, 1 percent each for Tribes and Territories and the balance available in the competitive pool including planning grants and the Professional Corps program.

Total Appropriation (dollars in thousands)	\$345,000
Less childcare funding (1.5 percent)	5,175
Less Education Award Only Program grants	4,830
Less GARP costs (1 percent)	3,450
Transfer to National Service Trust	0
<i>Balance</i>	<i>\$331,545</i>
State Formula (35.3 percent)	117,036
Tribes (1 percent)	3,315
Territories (1 percent)	3,315
Competitive Pool	\$207,879

BUDGET ACTIVITY 2:

AmeriCorps VISTA

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

Program Summary

AmeriCorps VISTA was created for the purpose of reducing poverty and building economic opportunity. Authorized in 1964 as Volunteers in Service to America, the program was incorporated into the AmeriCorps network of programs in 1993. AmeriCorps VISTA primarily supports efforts to alleviate poverty by engaging individuals ages 18 and older in one year of full-time service. These AmeriCorps members build the organizational, administrative, and financial capacity of programs 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 is guided by the core principles of sustainability, capacity building, and strengthening community. Through activities such as community outreach and partnership development, resource development, and establishment of volunteer recruitment and management systems, members strengthen the ability of local organizations to carry out their missions and programs. Sponsoring organizations must ensure that their projects engage residents of the targeted low-income community in the planning, development, and implementation of the project to which members are assigned.

In doing so, the program promotes service and community engagement at the local level. By creating and expanding the capacity of organizations that serve low-income populations, VISTA resources are leveraged to establish a lasting impact on community needs, while

ensuring that the VISTAs themselves, many of whom are recruited from the low-income communities being served, consistently find satisfaction, meaning, and opportunity through their service.

The organizational capacity built by VISTA members remains viable long after VISTAs complete their service. A recent study funded by CNCS and conducted by Westat Inc. found that 84 percent of AmeriCorps VISTA projects continued to operate effectively two to five years after the VISTA resources ended.

FY 2011 Accomplishments and Program Impact

In FY 2011, CNCS placed 7,438 VISTAs, to build capacity in the more than 1,100 communities and organizations in which they served and to leverage more than one million volunteers. Members were targeted to programs in education, employment, housing, and financial development, in service to individuals and communities affected by long-term poverty and unemployment, but also those facing hardships resulting from the current economic recession. Members strengthened the organizational capacity of their sponsor organizations and raised \$162.5 million in cash and in-kind resources in support of anti-poverty programs across the country. The emphasis of new project development in FY 2011 focused on educational improvement at underperforming schools, and creating or expanding programs that support veterans and military families.

CNCS continued to develop the VISTA Campus – AmeriCorps VISTA’s online learning and knowledge management site that offers VISTA leaders, members, and sponsors 24/7 support in professional development, peer support, and program guidance.

Selected Program Examples

Education

- The 40 VISTA members serving at the Communities in Schools of Florida recruited, trained, and supervised 12,910 mentors who served more than 38,000 at-risk students in Title I schools and community centers.
- VISTAs serving at Educate Tomorrow, Inc. in Miami, Florida, have helped strengthen the organization’s mentoring program for foster care youth between the ages of 13 and 23 and those “aging out” of the foster care system. These youth often fall through the cracks and get caught in a violent cycle of poverty, imprisonment, homelessness, etc. To date, VISTAs have recruited one-on-one educational/life coach mentors, who have served more than 300 youth, 95 percent of whom remain enrolled in school. VISTAs also helped develop training curriculum for the “It’s Your Life” Life Skills Camps, where volunteers educate transitioning youth about money management, educational and employment opportunities, health, and housing.

Table 5. AmeriCorps VISTA Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President’s Budget	Increase/(Decrease) (2012-2013)
Subsistence Allowance	\$55,103	\$54,608	\$57,373	\$2,765
Post-Service Stipend	\$2,525	2,205	2,543	338
Health care	\$12,179	12,841	14,291	1,450
Childcare	\$1,024	1,361	1,302	(59)
Workers Compensation	\$813	800	857	57
Travel, Relocation, and Settling-In	\$3,302	4,312	3,426	(886)
Supervision and Transportation	\$8,387	6,003	3,968	(2,035)
Grantmaking Support	\$1,704	913	762	(151)
Training	\$11,306	10,165	9,156	(1,009)
Evaluation, Administration, etc.	\$1,026	190	192	2
Recruitment and Outreach	\$1,502	1,422	1,430	8
Total Budget Authority	\$98,876	\$94,820	\$95,300	\$480
Total AmeriCorps VISTA Members	7,438	7,300	7,400	100

Veterans and Military Families

- A New Hampshire-based VISTA member sponsored by Families in Transition was instrumental in creating housing for homeless veterans. A veteran himself, the VISTA member secured project-based vouchers valued at \$78,600 that will house at least nine homeless veterans and 24 of their dependent family members. For another property, he helped raise \$25,000 in cash and \$287,500 in New Hampshire state tax credits, which are expected to yield another \$230,000 toward developing permanent housing for five homeless veterans. During his service, this VISTA member became known for his expertise and research into funding opportunities, becoming a resource not just for his site, but for other organizations addressing the homeless and aiding the poor.

Economic Opportunity

- NeighborWorks America's VISTAs raised more than \$14 million to expand the capacity of community organizations in over 70 communities nationwide to provide financial fitness education to low-income communities.
- VISTAs at the Ohio Benefit Bank help the most vulnerable Ohioans get back on their feet and on the path to financial independence. VISTAs have helped the Ohio Benefit Bank expand its service from two counties in 2006 to having a significant presence in all 88 counties by 2011. Between May 2010 and April 2011, Ohio Benefit Bank Counselors, many recruited by VISTAs, assisted more than 55,000 clients with referrals to public benefits, work support programs, and tax credits. The Ohio Benefit Bank returned \$167,422,135 in work support and tax credits to Ohioans in 2011. About \$40,707,654 of that amount was in tax credits; the remaining \$126,714,481 was in food assistance, child care assistance, health coverage, and other miscellaneous benefits.
- The VISTA project of Habitat for Humanity in Minnesota has impacted the physical, educational, emotional and social, and financial resources of families in poverty. Of the low-income families that have become homeowners as a result of the VISTA project: 80 percent of the respondents and their children say they feel safer; 56 percent said their children's grades improved; 91 percent feel more positive about the future; and 92 percent said their lives were better. The new homeowners also had less need for assistance programs, such as food support (31 percent), welfare (73 percent), medical (11 percent), energy (29 percent), and rental (100 percent). As a homeowner, low-income families used about one less government program than they did before becoming a Habitat homeowner.

Healthy Futures

- The Anti-Hunger and Opportunity Corps, a national AmeriCorps VISTA project created in 2011, placed 47 VISTA members at organizations in 21 urban and rural cities across the country. VISTA members have increased the capacity of 100 anti-hunger community organizations to

provide comprehensive benefit assistance and outreach to low-income constituents, particularly to seniors, working families, and Latino populations. They have recruited and managed more than 600 community volunteers who have served at pantries, kitchens, and food banks.

VISTAs have raised more than \$680,000 to support the project goal of creating sustainable community resources that include community gardens, volunteer recruitment systems, nutrition workshop curriculums, multicultural food benefit outreach materials, and nonprofit fundraising templates.

- In three months, the 15-person VISTA team in New York State recruited nearly 900 volunteers; obtained \$81,695 in funding for pantries and kitchens; and organized networks of pantries and kitchens in 10 neighborhoods to help agencies collectively harmonize their hours of operation, coordinate their services, and conduct joint projects.
- Summer Associates at the Wisconsin Department of Public Instruction exceeded their summer health, nutrition, and education goals. To help reduce childhood obesity and increase healthy eating habits, Summer Associates provided nutrition education to more than 800 children. They referred nearly 1,900 families to new food resources, such as the Supplemental Nutrition Assistance Program (SNAP), Summer Food Service Programs, farmers markets, community gardens, and food banks.

In FY 2011, CNCS created and expanded collaborations across the public and private sectors aimed at increasing VISTA enrollment beyond CNCS' own investment. These VISTA members were deployed to work in projects across CNCS' focus areas, but with the common goal of moving targeted populations toward greater economic self-sufficiency.

Through our cost-share agreements in AmeriCorps VISTA, organizations seeking VISTA resources pay all or part of the living allowances for one or more AmeriCorps VISTA members. Cost sharing will allow the program to support an additional 730 AmeriCorps VISTA members in FY 2013 and prepare sponsoring organizations to support member activities long after the program has reached completion. In FY 2011, nearly 20 percent of all VISTAs living allowances were supported through cost share agreements with approximately 500 organizations providing local support in recognition of the value of VISTA resources to those communities. Other examples of leveraging the VISTA program's resources include:

- In support of the *First Lady's Let's Move! in Indian Country* initiative, CNCS received \$100,000 from Nike N7 – Nike's comprehensive program to increase access to sport in Native American and Aboriginal communities. The funding supports VISTA members in Santa Ana Pueblo, N.M., Temecula, Calif., Portland, Ore. and Gresham, Ore., are building capacity to promote physical activity, advance nutrition programs, and

promote continued education to meet needs expressed by the local community. This program creates awareness about the health and related economic challenges facing tribal communities.

- The US Department of Agriculture, Food and Nutrition Service (USDA FNS) provided \$800,000 to fund 53 VISTA members to expand anti-poverty and capacity building efforts around increased food security. These members will build on the work begun by the 48 FNS-funded members in FY 2010. These members have helped to develop a long-term, sustainable fundraising infrastructure for food banks and anti-hunger agencies.

In FY 2012, all new VISTA programming is being aligned with the agency's Strategic Plan. Since the purpose of VISTA is to build the capacity of organizations to develop sustainable solutions to alleviate poverty, VISTA will be assessing the program's performance using capacity building performance measures that support outcomes and impact that align with several Goal 1 measures that have been identified in the CNCS Priority Measures; these include VISTA's investments in education, housing, veterans and military families, and food security. In FY 2013, VISTA will continue to focus and align its resources with the Strategic Plan, and will collect data for the priority performance measures and continue to focus on supporting sponsors who adopt promising practices that lead to good outcomes for the targeted services.

Strengthening Member Experience and Improving Training

VISTA continues to develop an array of innovative communication and training strategies for its members and stakeholders, such as alumni, VISTA leaders, sponsors, and CNCS State Offices. The VISTA Campus is an online learning and communications center, as well as a knowledge management site. Linked to the Campus are VISTA's Facebook, Flickr, and Twitter sites and feeds, as well as content forums hosted by VISTA. Using the Twitter feed, "VISTA Buzz," VISTA conducted series of Meetups™, held throughout the year around the country for members, alumni, supervisors, and CNCS staff. Meetup™, a large network of local groups, is a Google service that facilitates organizing local groups which supplements VISTA's in-service training and facilitates communication and support across communities.

In addition to the innovative approaches that have been adopted to strengthen the member experience, VISTA continues to implement enhancements to its training program. The supervisors section of the Campus has comprehensive program and policy guidance, in addition to interactive tutorials with documents on recruitment, project reporting, and coaching and training for their members. VISTA is currently developing a curriculum for supervisors, which will offer self-directed training, technical assistance from our State Offices, and "grab and go" materials for sponsors to use in training their sub-site supervisors.

VISTA leaders are individuals who have served at least one year as a VISTA member, who are responsible for professional guidance and coaching for VISTA members in large, multi-site projects. Additionally, leaders assist supervisors in identifying organization and member support issues, and in collecting data for monitoring and reporting. The VISTA leaders section on Campus now offers a robust "blended curriculum," using video conferencing, webinars, and self-directed materials. VISTA will pilot a virtual institute, with no face-to-face training to initiate the Leaders' service year, in order to reduce training expenses and offer online training and coaching services that are on-time and on the spot when needed.

VISTA is taking two approaches to minimize travel expenses:

- Reducing reliance on air travel by "regionalizing" the Pre-Service Orientation (PSO). Rather than offering trainings in every state VISTA members are serving, PSO will be offered in different regions of the country (e.g. Pacific Northwest, New England, etc.), reducing the need for larger, more costly venues and minimizing the need for air transportation
- Increasing relocation efficiencies by permitting members to arrange their own travel within certain parameters and expenses, capping shipping expenses, and tying settling-in allowances to the living allowance as practiced by GSA. This change not only improves the cost-effectiveness of the program, it allows greater flexibility in responding to the VISTA members' needs and expectations.

FY 2013 Budget Request and Performance Plan

For FY 2013, CNCS requests \$95.300 million for the AmeriCorps VISTA program, a increase of \$.480 million above the FY 2012 Enacted level.

This funding will support roughly 5,745 member service years, placing a total of 7,400 members (6,000 full-time and 1,400 Summer Associates) in FY 2013. The anticipated increases in cost of living and health care costs will be absorbed through savings in travel, training, and project support.

In addition, 20 percent of the program's portfolio will continue to be supported through cost-sharing agreements with sponsoring organizations and other private funding sources. This strategy will enable the program to engage a greater number of Americans to fight poverty.

AmeriCorps VISTA is recognized as an effective national service intervention for building a community's capacity to address and reduce poverty. With more people in poverty than ever before since the US Census Bureau collected this information—42.6 million or 15 percent of the population—the need for this resource has never been more important. While AmeriCorps VISTA can be used to support a broad range of programming, the VISTA program will devote the majority of its resources

Table 6. AmeriCorps VISTA Vital Statistics

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Appropriation (in thousands)	\$96,050	\$99,027	\$98,662	\$94,820	\$95,300
Number of new members enrolled	7,289	7,776	7,438	7,300	7,400
Number of Member Service Years (MSYs) ¹	5,418	5,387	5,786	5,600	5,745
Cost per MSY	\$17,728	\$18,391	\$17,052	\$16,933	\$16,588
Average Health Care Cost Per Member	\$2,970	\$2,766	\$2,102	\$2,293	\$2,488

¹ A Member Service Year (MSY) represents an estimate of the cost of supporting an individual VISTA member for an entire fiscal year. The cost includes direct expenses (living allowances) and indirect expenses (recruitment and outreach). The cost per MSY is the appropriation divided by the number of MSYs.

to programs that align with CNCS' strategic focus areas related to education and improving/expanding economic opportunity.

With 30 percent of projects turning over each year, AmeriCorps VISTA will continue to take advantage of new program development opportunities in FY 2013 to direct resources to projects that can most successfully demonstrate and are focused on producing measurable outcomes. The national performance measures will make it possible to assess and report the impact of the program in specific areas.

Consistent with the mandate of moving toward standardized performance measurement across the agency, AmeriCorps VISTA will be in its second year of requiring a set of mandatory performance measures for all sponsors. These measures are reflected in the FY 2012 Program Guidance. Not only will this requirement ensure that all VISTA placements are focused on producing measurable outcomes, but the national measures will make it possible to assess and report the impact of the program in specific areas.

Within the Economic Opportunity focus area, AmeriCorps VISTA resources will be strategically targeted in order to help those in poverty become more financially independent as the economy improves. This will be accomplished by supporting projects that:

- Increase access to safe, healthy affordable housing, both in the short- and long-term;
- Expand access to financial literacy and other services aimed at increasing economic security; and
- Improve employability and economic opportunity.

In the area of Education, AmeriCorps VISTA members will support programs that increase academic readiness and performance, and support early childhood education and youth development programs as well as low performing schools (in line with the goals of the Department of Education). Within the areas of Economic Opportunity and Education, VISTA will target

a significant subset of resources towards programs that specifically assist economically vulnerable veterans and their families.

Accountability/Efficiencies/Modernization/Enhancements

VISTA will be reviewing policies and practices to significantly reduce the cost of training to achieve greater efficiencies, including travel to and from training opportunities, building in part on SAVE Award recommendations. An external, extensive evaluation of VISTA Training will be completed in FY 2012 and is expected to result in additional recommendations for cost and logistical efficiencies while enhancing the quality of the overall training of members. Prior to those recommendations, the program has been continuing cost-saving initiatives, particularly in the area of training-related travel.

VISTA has increased its use of the VISTA Campus and distance learning methods to train and support both supervisors and members throughout the year. Starting in FY 2012, member Pre-Service Orientation (PSO) curriculum was strengthened by offering college credits in management and public policy for AmeriCorps VISTA members who opt to undertake the full distance learning curriculum. Further enhancements to the curriculum will be explored in FY 2013 to support the members in their professional development before and after their term of service. VISTA also continues to build out the web-based VISTA Campus as a key developmental resource for VISTAs and VISTA Supervisors.

BUDGET ACTIVITY 3:

AmeriCorps National Civilian Community Corps

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

Program Summary

AmeriCorps National Civilian Community Corps (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. Since 2000, more than 13,000 NCCC members from across the country have served more than 4.6 million hours on 1,915 disaster service projects. The service, training, and certification provided by AmeriCorps NCCC increase employment skills and leadership opportunities for young adults – particularly those from disadvantaged circumstances.

NCCC provides rigorous training in skills, such as first aid, CPR, firefighting, case management and asset mapping, and volunteer coordination, which prepare its members to serve as lead CNCS disaster responders and as force multipliers who can effectively coordinate and manage episodic volunteers. In addition to disaster preparation, mitigation, response, and recovery, AmeriCorps NCCC members serve at the request of local, state, and regional organizations in the areas of infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

NCCC's structure of a national office with five regional campuses allows for rapid deployment of teams to meet both local and national needs, particularly disaster relief. Thus, NCCC is an important resource for the agency in achieving objectives in Goal 1 of the Strategic Plan. 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 the program to strategically partner with other national service programs to magnify the impact on the communities in which they serve.

For example, NCCC has partnered with veterans and military families in the Denver, Colo. area in an innovative program called "Veterans Green Jobs" (VGJ). This program provides green jobs education, transition support, and career and enterprise development opportunities for military veterans, empowering and supporting them to lead America's transition to energy independence, ecological restoration, community renewal, and

economic prosperity. VGJ was founded in 2008, based on the concept of the Civilian Conservation Corps, and operates programs in a variety of green jobs fields, including home energy efficiency, renewable energy, land conservation, and urban forestry.

NCCC's commitment to providing leadership opportunities for its members also enables the program to be a significant contributor to Goal 2 of the Strategic Plan (improving member experience). NCCC's training and diversity objectives are a core component of the agency's performance in Goal 2. Young people are empowered through service. They leave the 10-month program with the technical and life skills needed to become productive and engaged citizens who feel prepared and obligated to become leaders in their families, communities, and workplace.

FY 2011 Accomplishments and Program Impact

In FY 2011, 34 percent of AmeriCorps NCCC project hours were devoted to disaster services nationwide, providing support to displaced and needy individuals, families, and communities. NCCC completed its commitment to the Gulf Coast Recovery in FY 2010, which resulted in an overall decrease in the total percentage of disaster recovery projects from an organizational high of over 50 percent. CNCS management is aggressively exploring additional opportunities for employing AmeriCorps NCCC resources in support of agency-wide disaster planning.

Some of NCCC's major disaster deployments in FY 2011 include participating in response and recovery efforts in 29 different states, including large-scale disaster response in Joplin, Mo., Tuscaloosa, Ala., and throughout the Mid-Atlantic after Hurricane Irene. The program supported disaster response efforts in partnership with the Federal Emergency Management Agency (FEMA), the American Red Cross, State Commissions, and local municipalities throughout the US and its territories. This past year, NCCC members assisted more than 210,559 people affected by disasters. Additionally, since 2005, AmeriCorps NCCC members from all campuses have served approximately 3.5 million hours in the Gulf Coast region on over 1,354 disaster-related projects.

The average AmeriCorps NCCC member completed 1,861 hours of service (including training) during their 10-month service term in FY 2011. AmeriCorps NCCC members built 297 new homes, mucked or gutted 1,068 homes, and outfitted over 1,100 homes with energy-efficient modifications. Members also conducted prescribed burns and fire mitigation on almost 11,000 acres of land, constructed or restored 751 miles of hiking trails, and recruited or coordinated more than 111,000 community volunteers. In addition to disaster relief projects, members completed 447 additional projects in the areas of infrastructure improvement, environmental stewardship and conservation, energy

Table 7. AmeriCorps National Civilian Community Corps Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Program Support	\$13,648	\$13,061	\$13,087	\$26
Program Operations	15,294	18,820	17,023	(1,797)
Total Budget Authority	\$28,942	\$31,881	\$30,110	(\$1,771)
Total Annualized Members	1,036	1,011	1,012	1

conservation, and urban and rural development (which include education) for a total over 1.5 million hours of service.

The unique role NCCC plays in working with community organizations to build resilient communities is evidenced by the diversity of project sponsors with which NCCC partners. These partnerships focus on helping people recover from disasters, providing critical infrastructure improvement, mitigating environmental degradation, and supporting children from disadvantaged circumstances in afterschool and out-of-school programming.

In FY 2012, NCCC will begin reporting on the issue areas identified in the SAA: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation. The program tested approaches to performance measurement in FY 2011 that led to the adoption of a limited set of valid and tested measures that clearly reflect the community and member outcomes of the program.

FY 2013 Budget Request and Performance Plan

In FY 2013, CNCS requests \$30.110 million for AmeriCorps NCCC, a decrease of \$1.771 million from the FY 2012 Enacted Level. In FY 2012, CNCS received an increase of \$3 million dollars to relocate the Atlantic

Region campus from its location at the VA Medical facility in Perryville, Md., to a more suitable location for young people. A one-time cost of about \$1.8 million in FY 2012 will be utilized for renovation and the movement of staff and equipment from Perry Point to the new campus location.

The FY 2013 request will support an annualized enrollment of 1,012 members—an increase of one additional member from the level projected to serve in FY 2012. The cost per member is expected to remain relatively equal to the FY 2012 cost, rising only \$341, to \$27,593 in FY 2009 constant dollars. This modest increase is a direct result of the Atlantic Region facility move and the expected rent increase associated with this move. The campus move was necessary for member health and safety reasons.

The occupancy of a new Atlantic Region facility is not expected to take place until the second quarter (at the earliest) of FY 2013, thus budget projections in FY 2013 include costs for both the Atlantic Region facility and partial costs at the VA Medical Center, as well as a new facility. The lease at the VA Medical Center can be terminated with 60 days notice, which will occur as soon as the new facility is ready to be occupied.

Member Development

By FY 2013, AmeriCorps NCCC will complete implementation of the Service Leadership program. This training will ensure that all members and team

Table 8. AmeriCorps National Civilian Community Corps Service Hours

Regional Campus	Number of Projects	Team Service Hours Completed ¹	Percentage of Team Service Hours
Natural and Other Disasters	211	520,774	34%
Infrastructure Improvement	32	60,731	4%
Environmental Stewardship and Conservation	165	348,789	23%
Energy Conservation	22	52,486	3%
Urban and Rural Development	228	540,288	36%
Total	658	1,523,068	100%

¹ 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.

leaders have the support and opportunity to develop the knowledge, skills, and abilities that best support the program’s mission of building leaders through service in communities. Additionally, the Service Leadership program will support the needs of the increasing numbers of youth from disadvantaged circumstances enrolled in NCCC, and ensure that members graduating from NCCC return to their communities with the tools they need to continue their capacity building work after their service.

Youth From Disadvantaged Circumstances

The SAA directs AmeriCorps NCCC to increase the percentage of participants in the program who are disadvantaged youth to 50 percent of all participants by year 2012. According to the Bureau of Labor Statistics, the unemployment rate for youth between the ages of 16-24 was just over 18 percent in 2011, and youth from under-served and economically challenged communities and families were unemployed at nearly twice the rate of their less challenged peers.

Staff across the program have worked diligently and strategically to achieve this target. The program now has partnerships in place that create pipelines for recruitment of youth from disadvantaged circumstances. Some existing partners in the area include: the National Guard Youth ChalleNGe, the National Job Corps Association, YouthBuild USA, Casey Family Programs, and Covenant House. Both headquarters and campus-based staff and support have been enhanced to ensure that all members have the necessary support, encouragement, and training to successfully complete their term of service. The program has instituted a system to assist members who have left high school to move toward a GED.

To assist with employment prospects after NCCC graduation, the program has partnered with institutions of higher learning, such as the American Council on Education, to provide college credits for member training and service experience. In addition, a partnership with the Nonprofit Leadership

Alliance was created to offer a certification in nonprofit management to NCCC members. These pipelines and partnerships, in conjunction with a new initiative to create pathways for members to the community college network, reflect the program’s dedication to fulfilling both the SAA target and the agency’s strategic objective to expand opportunities to serve, particularly for populations that the program has not traditionally engaged in a numerically significant way.

AmeriCorps NCCC has made significant progress toward the 50 percent target in just two years. Based on FY 2012 enrollments, approximately 30 percent of all members serving across the program’s five campuses are youth from disadvantaged backgrounds, an increase of approximately 27 percent since 2010.

Efficiencies

CNCS is committed to managing the AmeriCorps NCCC program in a cost-effective manner through sound financial planning and strategic operations. Over the past several years, a number of measures aimed at improving efficiency have been implemented across the campuses, including:

- Creating a disaster services staging area at the Southern Region campus that can be used by both CNCS and non-CNCS organizations for deployments, volunteer shelter, and supply and equipment storage.
- Streamlining uniform purchases and eliminating costly pre-service physicals for members that cost the program nearly \$250,000 per year.
- Acquiring the Maximo Inventory Control database, which provides real-time tracking of supplies and equipment across all five campuses and more efficient purchasing of needed stock in the future.
- Establishing the NCCC Optimization plan which clearly articulates how NCCC can maximize cost-effectiveness in a residential program model.

Table 9. AmeriCorps NCCC Campus Capacity *(number of members)*

Regional Campus	Full Facility Utilization	Single Class Facility Utilization	FY11 Facility Utilization	Proposed FY12 Facility Utilization	Proposed FY13 Utilization
Atlantic	640	320	240	160	240
North Central	480	240	240	240	160
Pacific	640	320	320	320	320
Southern	480	240	80	160	160
Southwest	640	320	320	320	320
Total	2,880	1,440	1,200	1,200	1,200
% Capacity	100%	50%	42%	42%	42%

Table 10. AmeriCorps National Civilian Community Corps Vital Statistics

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Budget (dollars in thousands)	\$29,929	\$28,787	\$28,788	\$31,882	\$30,110
Number of Member Service Years (MSYs)	1,120	1,200	1,149	1,200	1,200
Annualized Enrollment ¹	816	964	1,036	1,011	1,012
Cost per MSY	\$33,700	\$30,051	\$27,936	\$27,909	\$29,572
Cost per MSY in constant 2009 dollars	\$33,700	\$29,931	\$27,606	\$27,252	\$27,593

¹ Annualized member enrollment reflects the average numbers of members serving each month across the entire fiscal year. In FY 2012, cost per member calculations exclude \$3 million in renovation costs associated with the Atlantic Region campus.

The following management and operations performance metrics have been adopted to determine the efficiency of program operations in FY 2013:

- Cost per member;
- Budget forecasting, i.e. degree of synchronicity between budget formulation and execution;
- Audit or IG findings – external, independent review showing no (or minor) deficiencies; and
- All campuses meeting overall standards reflected in the internal in-progress review assessment by CNCS' Internal Controls and Assessment unit.

BUDGET ACTIVITY 4:

State Service Commission Administration Grants

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

Program Summary

Since the inception of CNCS in 1993, Congress envisioned AmeriCorps and national service as a joint state–federal undertaking. To carry out this partnership, Congress created a special role and responsibility for governor-appointed State Commissions on service and volunteering. These State Service Commissions were designed to be and are invaluable partners to CNCS, identifying local needs and driving federal and state resources to address them.

Today, fifty-three governor-appointed State Service Commissions administer and oversee approximately two-thirds of CNCS' AmeriCorps State and

National grant funds. State Service Commissions perform outreach to prospective AmeriCorps grantees, conduct grant competitions, oversee and monitor grants and AmeriCorps programs, and provide the training and technical assistance necessary to build the capacity of faith and other community-based organizations that seek to operate AmeriCorps programs. In addition, State Service Commissions develop a comprehensive national service plan to improve the coordination and effectiveness of federal, state, and local resources for service and volunteerism within the state.

States must match federal funds provided on a 1-to-1 basis. The SAA sets a minimum grant per state of \$250,000 and a maximum of \$1 million. For 2012, CNCS' enacted appropriation set the minimum at \$200,000.

These grants are critical to ensuring that State Service Commissions have the capacity to support high-quality programming, oversee and monitor the use of federal funds, and promote the use of service and volunteerism as a strategy to meet critical community needs. State Service Commissions have a primary role in cultivating and supporting high-quality, results-based programs. They are essential to the effective oversight of federal funds, as they have frontline responsibility for ensuring grantees comply with all federal rules and regulations. In addition, State Service Commissions establish statewide goals for national service and volunteer action and actively pursue them in collaboration with other CNCS programs, volunteer centers, Voluntary Organizations Active in Disaster (VOADs), and a wide variety of other partners. State Service Commission activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, and coordinating individuals who volunteer in response to disasters.

Table 11. State Commission Administration Grants, Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
State Service Commission Administration Grants	\$16,966	\$13,440	\$15,990	\$2,550
Total Budget Authority	\$16,966	\$13,440	\$15,990	\$2,550

FY 2013 Budget Request and Performance Plan

CNCS requests \$15.990 million for State Service Commissions. The request is based on a minimum required allocation of \$200,000 and a maximum of \$850,000 set by CNCS. It will support the commissions in providing basic administrative and oversight functions of CNCS grants and programs and build the capacity necessary to implement the performance-based culture with grantees. With the funds, commissions must monitor programs and conduct site visits to ensure grantees are accounting for federal funds appropriately and meeting performance objectives identified by community needs.

BUDGET ACTIVITY 5:

National Service Trust

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

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 participants who successfully complete their terms of service. Funding for the Trust comes from appropriations, interest earned, and proceeds from the sale or redemption of Trust investments. The 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); and/or
- Repay eligible interest expenses.

As Table 13 shows, the amount of an education award depends on the length of service performed by an AmeriCorps member. Between CNCS' inception in FY 1993 and FY 2009, the maximum amount of an education award was set at \$4,725, as determined by a statutory formula. Under the SAA, the amount of education awards is linked to the maximum level of Pell Grants each year. For FY 2013, a full-time member who completes his or her term of service will earn an award of \$5,550. The Trust also will disburse education awards of \$500 earned by middle

school students during Program Year 2010 of Learn and Serve America's Summer of Service program, the only year such awards were made.

FY 2011 Accomplishments and Program Impact

Segal AmeriCorps Education Award: Between CNCS' inception in 1993 through FY 2011, AmeriCorps members earned over \$2.2 billion in education awards and used over \$1.5 billion to fund their education and repay student loans during this period. In addition, CNCS made \$55.4 million in interest forbearance payments, covering the interest costs of outstanding student loans for AmeriCorps members who complete their terms of service. Approximately \$218.2 million in education awards earned had expired without being used as of September 30, 2011. The Trust obligation formula has been adjusted to reflect 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 2013 Budget Request and Performance Plan

For FY 2013, CNCS requests \$208.744 million for the National Service Trust. The budget request, along with anticipated carryover, will support approximately 81,260 new member enrollments in the Trust, in line with the following provisions:

- An estimated average Trust cost per member service year (MSY) of \$4,075;
- Full-time members comprise approximately 47 percent of the portfolios; and
- No increase to the National Service Trust Reserve. 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.

Table 12. National Service Trust Budget Summary (*dollars in thousands*)

Budget Items	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
National Service Trust	\$199,260	\$211,797	\$208,744	(\$3,053)
Total Budget Authority	\$199,260	\$211,797	\$208,744	(\$3,053)

The National Service Trust is a no-year account. Unobligated balances can carry over from year to year to fund Trust positions.

In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$1,939,804 to the National Service Trust as authorized under Subtitle D of Title I of the National and Community Service Act of 1990. This was comprised of \$801,384 in Tribal funds, \$753,891 in Territories funds, and \$384,529 in funds for the combined AmeriCorps grant competition.

Calculation of Trust Budgetary Needs

CNCS used the following assumptions to calculate budgetary needs of the Trust for FY 2013:

- **Member Service Years.** This request proposes a total of 51,898 AmeriCorps MSYs (representing 81,260 Trust members) who will be eligible for a Segal AmeriCorps Education Award. An additional 1,340 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. Total slots including those for non-Trust members available for program year 2013 are 82,600.
- **Enrollment Rate.** Consistent with the Strengthen AmeriCorps Program Act legislative history, our 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, our FY 2013 calculation assumes that about 84 percent of members enrolled in the Trust will complete their service (ranges from 77 to 86 percent depending on term type) and earn an award, which is consistent with our Trust model.
- **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, we have found that about 4 percent of members exit

programs early and receive a slightly reduced award.

- **Usage Rate.** Based on Trust model projections, for FY 2013, CNCS is projecting 87 percent of the awards earned will be used, which includes a factor of 100 percent for members over age 55. Under the SAA, 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 (OMB) projected interest rates, and the weighted average maturity of CNCS' Trust portfolio.
- **Reserve Account.** This request does not include additional funding for the National Service Trust Reserve, which currently stands at \$50.2 million and we believe is adequate to cover unanticipated costs.

Table 13. Education Awards for Service Term Hours

Service Term	Number of Hours	Education Award
Full-time	1,700	\$5,550.00
Half-time	900	\$2,775.00
Reduced half-time	675	\$2,114.20
Quarter-time	450	\$1,467.92
Minimum time	300	\$1,174.34

BUDGET ACTIVITY 6:

RSVP

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

RSVP taps the skills, talents, and interests of almost 300,000 volunteers ages 55 and older to meet a wide range of community needs. Volunteers serve in community organizations to help them deliver critical services and fulfill their missions. RSVP is a flexible volunteer service model, with no set service schedules or compensation for the volunteers when on assignment, with the exception of insurance coverage and mileage reimbursement. RSVP grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. RSVP has the largest rural footprint of any CNCS program, and often serves as an important source of disaster services in rural communities. The required non-federal share is a minimum 10 percent of the total grant in year one, 20 percent in year two, and 30 percent in year three and all subsequent years. Grants are awarded for a period of up to three years.

FY 2011 Accomplishments and Program Impact

In FY 2011, RSVP volunteers delivered more than 62 million hours of service in their communities. Across the network of 704 grantees, 296,380 volunteers served in more than 65,000 community organizations nationwide to deliver essential services. Working through such networks as Area Agencies on Aging, Volunteer Centers, United Ways, social services agencies, and many others, RSVP volunteers:

- Mentored more than 16,000 children;
- Provided independent living services to 676,000 adults; and
- Engaged more than 400,000 volunteers to address community needs such as delivering meals to homebound seniors, conducting safety patrols, tutoring children, and assisting with food banks.

In FY 2011, states and local communities contributed more than \$42.9 million in non-federal funds to support RSVP projects. This level is 46 percent of the total cost, and well above the required 30 percent non-federal share required by the program. This additional funding, including the \$6 million in state appropriated dollars, demonstrates the value of the essential services that RSVP volunteers provide in their communities.

Some examples of RSVP volunteers meeting high priority needs include:

- **Disaster Services** – Throughout FY 2011, RSVP volunteers joined forces with other national service members and volunteers around the nation

to assist in the aftermath of natural disasters. In Mississippi, Alabama, and Missouri, following a devastating outbreak of tornadoes, RSVP volunteers helped to coordinate community volunteers, answered phones at support centers, opened and served in volunteer reception centers, helped to coordinate supply donations, and helped the Red Cross prepare meals for displaced families and disaster workers. During floods in South Dakota and Iowa, RSVP volunteers assisted with clean up and coordination of volunteers. During Hurricane Irene, RSVP volunteers in Rhode Island supported shelter operations around the state.

- **Helping Veterans** –

- The Olympic Community Action Council in Port Townsend, Wash. and the Coastal Community Action Council in Aberdeen/Grays Harbor, Wash. created two new programs in 2011 that support economic opportunities for Rural Veterans. Working with the U.S. Veterans Employment and Training Service at the Department of Labor (DOL), these RSVP projects initiated new programming that was designed to reach out to unemployed veterans in the rural Olympic Peninsula and Pacific coast of Washington State. The teams of volunteers visit with veterans, check on their careers developments, and if needed, alert them to additional support available from DOL, Veterans Affairs (VA) and other government and non-government organizations. This is an example of how RSVP was able to mobilize local human capital to empower a community to access resources and further administration priorities. Senior Corps is replicating this program in Washington and other states such as Montana.
- Columbia County RSVP in Oregon recently launched the Columbia County Veterans Program, a pilot project to help connect eligible veterans and surviving spouses to VA benefits. The pilot project was created to respond to millions of dollars in VA payments that go unclaimed by eligible veterans and recipients, due to processing issues. Currently, 14 trained RSVP volunteers serve, all of whom are veterans, military spouses, or military family members.

The services the volunteers provide include conducting pre-intake interviews of beneficiaries on needed services and claims, scheduling appointments, preparing the clients' case files in advance of appointments, and performing research relevant to each client.

Prior to June, the one-person Columbia County Veterans Service Officer (CVSO) office was unable to keep up with its caseload. Today, because of the RSVP volunteers, there are new systems in place to prepare and maintain files, improve client contact and access to referral agencies, and provide intake, data entry, research and filing. By late July, the CVSO announced that due to RSVP, he has increased his client services output by 20 percent.

This improvement has motivated the Oregon Department of Veterans

Affairs to seek additional funds to add another full-time equivalent (FTE) to the Columbia County office in order to take advantage of the resources provided by RSVP volunteers.

- Four RSVP Projects are working with the Montana Department of Labor & Industry to start a Rural Veteran Outreach Pilot Project in Montana. The Montana projects are part of a national initiative to allow the Department of Labor and states to greatly improve outreach to rural veterans and provide them with better access to employment programs, services, and information to help rural veterans attain meaningful careers.

An initial training event took place at the Montana State Capitol on November 9, 2011 conducted by the Montana Department of Labor & Industry in collaboration with the Governor's Office of Community Service and the CNCS Montana Field Office. Several AmeriCorps State and VISTA members also working on projects with a veteran focus attended as well. The pilot started on January 16, 2012, when RSVP volunteers began the first round of calling veterans. The initial pilot (first round of calling) will end on March 31, 2012.

The 2011 Budget for RSVP was \$50.2 million, a \$12.6 million (20 percent) reduction below 2010. CNCS implemented the cut on a pro rata basis awarding all RSVP grants at approximately 80 percent of the FY 2010 base level. CNCS temporarily suspended an internal policy provision on replacing grants in communities where RSVP projects were relinquished in order to centralize and apply funds as needed to cover FY 2011 commitments. These steps allowed the budget to be implemented consistently and fairly at the grantee level and all RSVP grant start dates are either in the 3rd or 4th quarter of the fiscal year. As a result, as of late December 2011, RSVP grants were relinquished in 33 communities. These grants totaled \$1.77 million and were not replaced, resulting in the reduction of the national RSVP grant footprint from 737 grants to 704 grants. Additionally, the total number of RSVP volunteers changed from 400,475 in FY 2010 to 296,380 in FY 2011. Since late December 2011,

CNCS has received additional notification from RSVP sponsors intending to relinquish grants. The full impact of the FY 2011 budget reduction, in terms of volunteer numbers, total grants relinquished due to the reduced operating level, and level of funds associated with the relinquished grants will be known in the 4th quarter of FY 2012..

FY 2013 Budget Request and Performance Plan

The request of \$50.299 million is the same as the FY 2011 enacted level. The funding will support approximately 704 federally-funded RSVP projects and an estimated 296,380 RSVP volunteers.

Non-grant activities include funding for operations across all three Senior Corps programs including business support, Senior Corps Week, and an evaluation. The planned evaluation, which is called for under sec. 416(a) of the Domestic Volunteer Service Act (DVSA) would be used to begin work on a study of the impact of Senior Corps programs. The Senior Corps evaluation will measure the impact of RSVP programming on social ties and support in clients (independent living performance measure). This evaluation will also measure the impact of RSVP programming on social ties and support in caregivers of clients, which is a SCP and RSVP specific performance measure.

Introducing Full Competition into RSVP: Proposed Amendments to the Domestic Volunteer Service Act of 1973 (DVSA)

The Bill Language and Analysis section of this budget request includes proposed amendments to the DVSA that will allow CNCS to conduct Senior Corps grant competitions. These amendments would allow CNCS to conduct a competitive process built around funding the highest quality RSVP programs for the first time in 40 years. Competitive grant making facilitates linking the grants awarded from federal appropriations to impact and quality by making awards to the best applicants, and yields grant funding decisions that are transparent and

Table 14. RSVP Budget Summary (*dollars in thousands*)

Budget Items	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Grants to projects				
Continuing Grants	\$49,620	\$46,412	\$31,141	(\$15,271)
New Grants	0	2,119	17,390	15,271
<i>Subtotal, Grants</i>	<i>49,274</i>	<i>48,531</i>	<i>48,531</i>	<i>0</i>
Grantmaking and Business Support	1,025	1,673	1,768	95
Total Budget Authority	\$50,299	\$50,204	\$50,299	\$95

equitable. While all Senior Corps grants have always been competitive when first awarded, provisions of the DVSA allow incumbent grantees to continually renew their grants without further competition. The Serve America Act authorized limited competition of RSVP grants to start in FY 2013. The requirements, however, significantly limit the ability to select grantees based on quality and outcomes. For example:

- Serve America Act amendments to the DVSA require CNCS to continue to fund an existing RSVP project, including a poor performer, for up to 12 months if a competition does not result in a new sponsor.
- The current provisions state that RSVP competition decisions should ensure that the overall distribution of funded projects should remain the same, and that competition results should minimize the effect on volunteers.
- CNCS is also required to implement budget cuts by pro rata reductions in all grants, rather than on the basis of outcomes or quality.
- The proposed language would permit competition after the initial three-year grant expires. Under current law, CNCS will not be conducting new competitions in FY 2016-FY 2018 for RSVP grants that were initially awarded in FY 2013-FY 2015.

This proposal represents an important step forward in ensuring greater return on the long-term investment in RSVP. It also reflects a CNCS commitment to modernization, programmatic impact, and accountability.

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, all Senior Corps grantees will be required to begin implementation of new standardized performance measures. The majority of the new measures are part of the CNCS agency-wide priority and supporting measures, augmented by a number of program specific measures. CNCS will require all grantees to adopt subsets of the agency’s priority performance measures to track and report on their effectiveness and impact. CNCS anticipates that the concentration of programming in strategic focus areas, using priority performance measures, is as follows:

In RSVP, 75 percent of activities will be within the scope of the combination of the agency-wide priorities, AmeriCorps pilot measures, and approved program specific measures on caregivers, respite, and disaster services. Within the 75 percent, RSVP grantees must select and report one “primary” performance measure from the slate of agency-wide outcomes. The “primary” performance measure must include and account for at least 30 percent of the RSVP volunteers enrolled in the project. The primary measure will help RSVP grantees to concentrate a minimum of 30 percent of volunteers on meeting the same measure, thus facilitating focus, scope of effort, and a specialized identity for the grant. Twenty-five percent of volunteers can be placed in community priority assignments, outside the scope of the CNCS Strategic Plan.

BUDGET ACTIVITY 7:

Foster Grandparent Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

The Foster Grandparent Program (FGP) is an intergenerational program first established in 1965. It connects volunteers age 55 and over with opportunities to provide one-on-one mentoring, nurturing, and support to children with special needs, exceptional needs, or who are at an academic, social, or financial disadvantage. Children and youth served by the program often do not have a caring and consistent adult presence in their lives — a void that is filled by a Foster Grandparent. In turn, 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.

Foster Grandparents help young children with special or exceptional needs to gain skills and confidence to succeed in school, tutor children in literacy, and assist children in the child welfare system. FGP projects currently support the school turn around pilots in both Orlando, Fla. and the state of Minnesota in a CNCS and US Department of Education interagency effort. Foster Grandparents at Moody Air Force Base, Ga.,

Table 15. RSVP Vital Statistics

Program Items	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Number of federally funded CNCS awards/grantees	741	737	704	704	704
Average federal award/grant	\$76,750	\$83,080	\$69,991	\$68,936	\$68,936
Number of Direct Volunteers	405,000	400,475	296,380	296,380	296,380

Table 16. Foster Grandparent Program Budget Summary (*dollars in thousands*)

Budget Items	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ Decrease (2012-2013)
Grants to projects				
Continuing grants	\$109,931	\$109,722	\$109,840	\$118
Administrative cost increase	0	0	0	0
<i>Subtotal, grants</i>	<i>109,940</i>	<i>109,722</i>	<i>109,840</i>	<i>118</i>
Grantmaking and business support	843	843	934	91
Total Budget Authority	\$110,774	\$110,565	\$110,774	\$209

MacDill Air Force Base, Fla., and Fort Bliss, Texas, also serve military families in early child development programs. We have also begun discussions with the Administration for Children and Families through the Department of Health and Human Services to increase coordination on FGP support of programs such as Head Start.

Foster Grandparents serve between 15 and 40 hours per week and income-eligible volunteers receive a modest hourly stipend of \$2.65 per hour. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives. Grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The required non-federal share is 10 percent of the total budget and an amount equal to 80 percent of the federal budget must be expended on direct volunteer costs. Grants are awarded for a period of up to three years.

FY 2011 Accomplishments and Program Impact

In FY 2011, 27,900 FGP volunteers delivered 24 million hours of service in their communities. Volunteers served a total of 232,000 children, mentoring more than 130,000 children, 7,000 of whom were children of incarcerated parents and more than 2,250 of whom were children of military families.

In 2011, states and local communities contributed \$33 million in non-federal funds to support Foster Grandparents, well above the required

10 percent non-federal share. The additional funds, including \$6.8 million in state appropriated dollars, demonstrate the value of essential services that Foster Grandparents provide to children with special or exceptional needs in their communities.

FY 2013 Budget Request and Performance Plan

The request of \$110.774 million is the same as the FY 2011 enacted level. The funding will support approximately 318 federally-funded FGP projects, the same level as in FY 2011, and an estimated total of 27,900 Foster Grandparent volunteers.

Non-grant activities include funding for operations across all three Senior Corps programs, including business support, Senior Corps Week, and the Senior Corps evaluation. CNCS will conduct a quasi-experimental evaluation that measures effects of volunteering on FGP participants compared to the 22,000 participants age 50 or older in the Health and Retirement Study (HRS) administered by the National Institute on Aging/NIH. The Senior Corps evaluation will measure the impact of FGP participation on the self-efficacy of FGP volunteers (member experience performance measure). The use of shared instruments from HRS will allow for quasi-experimental analyses, including propensity scoring, multivariate analyses, and statistical accounting for the clustering of data by sponsor. The potential use

Table 17. Foster Grandparent Program Vital Statistics

Program Items	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Number of federally funded CNCS awards/grantees	328	325	318	318	318
Average federal award/grant	\$331,000	\$340,218	\$345,723	\$345,038	\$345,409
Number of Direct Volunteers	28,300	28,200	27,900	27,900	27,900

of longitudinal data greatly increases the power of this study, which represents the ability of the study to detect impact.

Introducing Full Competition into FGP: Proposed Amendments to the Domestic Volunteer Service Act of 1973 (DVSA)

The proposed amendments to the DVSA discussed in Budget Activity 6, RSVP, will also allow CNCS to conduct a competitive process built around funding the highest quality program for FGP grants for the first time in 46 years. As with the other Senior Corps programs, this proposal represents an important step forward in insuring greater return on the long-term investment in FGP. It also reflects a CNCS commitment to modernization, programmatic impact, and accountability.

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, all Senior Corps grantees will be required to begin implementation of new standardized performance measures. The majority of the new measures are part of the CNCS agency-wide priority and supporting measures, augmented by a number of program specific measures. CNCS will require all grantees to adopt subsets of the agency's priority performance measures to track and report on their effectiveness and impact. CNCS anticipates that the concentration of programming in strategic focus areas, using priority performance measures is as follows:

- In the Foster Grandparent Program 75 percent of activities will be within the Education focus area and the agency-wide priority measures related to school readiness, academic engagement, and academic performance. The remaining 25 percent can be directed toward other agency priority measures and child welfare and health issues that reflect the statutory requirements of special and exceptional needs children eligible to be served by Foster Grandparents.

BUDGET ACTIVITY 8:

Senior Companion Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

The Senior Companion Program (SCP) provides a cost-effective option in the continuum of care available to the nation's aging population. Each year, Senior Companions serve thousands of older and frail adults by providing companionship, transportation, light chores, and respite to facilitate seniors remaining in their own homes. Senior Companions

help aging Americans and veterans to maintain their dignity and quality of life, while enriching their own lives through high-quality volunteer experiences. 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.

Research conducted by the program in 2004 – 2005 suggests that Senior Companion clients had significant, long-term mental health benefits from their services, including reduced rates of depression. Companionship serves both the Senior Corps volunteer and companion, as social ties and perceived social support are linked with long-term health outcomes. Senior Companions also serve 7,860 caregivers, with caregiver burnout being an important contributor to nursing home use. Senior Companions, such as those serving through the Salt Lake County Aging Services in Utah, also serve home-bound veterans. This organization has partnered with the Department of Veterans Affairs Home Based Primary Care Program to use SCP volunteers as part of an integrated care team for veterans.

Senior Companions serve between 15 and 40 hours per week and income-eligible volunteers, who are at 200 percent of the federal poverty level, receive a modest monetary hourly stipend of \$2.65 per hour to help offset the cost of volunteering. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives. SCP grants are awarded to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The required non-federal share is 10 percent of the total budget and an amount equal to 80 percent of the federal budget must be expended on direct volunteer costs. Grants are awarded for a period of up to three years.

FY 2011 Accomplishments and Program Impact

In FY 2011, 13,600 SCP volunteers delivered 12.2 million hours to approximately 60,940 frail, older adults, and others with physical or other limitations. They transport clients to medical appointments; help shop for food and basic necessities; provide companionship to offset isolation; and offer respite to 7,900 family members and informal caregivers.

SCP grantees also work with states to expand services through Medicaid Home and Community-based Waivers. In 2010, 12 states elected to incorporate SCP services into their Medicaid-funded home and community-based services, providing nearly \$1.3 million to support 624 Senior Companions who in turn provided in-home support to more than 1,640 Medicaid eligible clients. In 2011, states and local communities contributed \$22.9 million in non-federal

funds to support Senior Companions, well above the required 10 percent non-federal share. The additional funds, including \$6 million in state appropriated dollars, demonstrate the value of essential services that Senior Companions provide in their communities.

FY 2013 Budget Request and Performance Plan

The request of \$46.810 million is level with the FY 2011 enacted level. The funding will support approximately 185 federally-funded SCP projects, the same number as FY 2011, and an estimated total of 13,600 Senior Companion volunteers serving.

Non-grant activities include support for business support, Senior Corps Week, and the Senior Corps evaluation. CNCS will conduct a quasi-experimental evaluation that measures effects of volunteering on SCP volunteers and clients as compared to the 22,000 participants age 50 or older in the Health and Retirement Study (HRS) administered by the National Institute on Aging/NIH. The Senior Corps evaluation will measure the impact of the Senior Corps program on the following agency performance measures: 1) the impact of SCP programming on social ties and support in clients (independent living performance measure) and 2) the impact of SCP participation on the self-efficacy of SCP volunteers (member experience performance measure). This evaluation will also measure the impact of Senior Corps programming on social ties and support in caregivers of clients, which is a SCP and RSVP specific performance measure. The use of shared instruments from HRS will allow for quasi-experimental analyses, including propensity scoring, multivariate analyses and statistical accounting for the clustering of data by sponsor. The potential use of longitudinal data greatly increases the power of this study, which represents the ability of the study to detect impact.

Introducing Full Competition into Senior Corps: Proposed Amendments to the Domestic Volunteer Service Act of 1973 (DVSA)

The proposed amendments to the DVSA discussed in Budget Activity 6, Retired Senior Volunteer Programs, will also allow CNCS to conduct a competitive process built around funding the highest quality programs for SCP grants for the first time in 38 years. As with the other Senior Corps programs, this proposal represents an important step forward in insuring greater return on the long-term investment in SCP. It also reflects a CNCS commitment to modernization, programmatic impact, and accountability.

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, all Senior Corps grantees will be required to begin implementation of new standardized performance measures. The majority of the new measures are part of the CNCS agency-wide priority and supporting measures, augmented by a number of program specific measures. CNCS will require all grantees to adopt subsets of the agency's priority performance measures to track and report on their effectiveness and impact. CNCS anticipates that the concentration of programming in strategic focus areas, using priority performance measures is as follows:

In the Senior Companion Program 100 percent of activities will be within the healthy futures-independent living focus area, and 100 percent of programming will align with agency-wide priority measures or approved program specific measures on caregivers and respite.

Table 18. Senior Companion Program Budget Summary (*dollars in thousands*)

Budget Items	FY11 Actual	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Grants to projects				
Continuing grants	\$46,085	\$46,120	\$46,120	\$0
Administrative cost increase	0	0	0	\$0
<i>Subtotal, grants</i>	<i>46,085</i>	<i>\$46,120</i>	<i>\$46,120</i>	<i>\$0</i>
Grantmaking and business support	725	602	690	88
Total Budget Authority	\$46,810	\$46,722	\$46,810	\$88

Table 19. Senior Companion Program Vital Statistics

Program Items	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target
Number of federally funded CNCS awards/grantees	194	187	185	185	185
Average federal award/grant	\$234,500	\$247,375	\$249,108	\$249,297	\$249,297
Number of Direct Volunteers	15,200	14,450	13,600	13,600	13,600

BUDGET ACTIVITY 9:

Subtitle H, Innovation, Demonstration, and Assistance

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

Program Summary

Subtitle H funding provides resources for CNCS to support and encourage new forms of service and civic participation, and improve existing service programs. The activities in Subtitle H generally promote service and volunteering throughout the country; identify and incubate innovative program models and approaches; and disseminate effective practices found to improve the reach and effectiveness of programs and projects.

Innovation, demonstration, and assistance significantly contribute to CNCS' Strategic Goal 2, strengthening national service so that participants find satisfaction, meaning, and opportunity in their service. CNCS strives to ensure that members and volunteers across its programs leverage their experiences in ways that benefit them as individuals and the communities in which they remain engaged. Subtitle H activities also contribute to CNCS' goal of maximizing the value we add to grantees, partners, and participants through programming, convening meetings, and producing materials to help improve volunteer programs.

Authorized within Subtitle H, the Social Innovation Fund (SIF) is CNCS' most significant initiative undertaken in the area of innovation. It aligns with CNCS' Strategic Goal 3 and its primary objective is to improve the lives of people in low-income communities by mobilizing public and private resources to grow innovative nonprofit organizations that have evidence of compelling impact in three priority areas of need: economic opportunity, youth development, and healthy futures.

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

- Reliance on intermediaries, as previously above, which strengthens existing nonprofit infrastructure rather than creating additional government bureaucracy;
- Requirement of a 1-to-1 match from private sources, both at the grantee and subgrantee levels, which generates up to \$3 in private money for each \$1 of federal money granted and builds stronger, more sustainable, and more diversified funding bases for each program;
- Requirements for rigorous program evaluation to increase accountability, and create a robust pipeline of proven models for further investment; and
- An 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.

FY 2011 Accomplishments and Program Impact

Social Innovation Fund. FY 2011 represented the first full year of operations for the Social Innovation Fund. The primary focus of the program was on building a solid programmatic and operational foundation to support effective operations and further development of promising, innovative nonprofit organizations, and the generation of compelling outcomes. The major achievements of the past year consisted mainly of executing activities essential to building that foundation. Key examples include the following:

- Selection of 138 promising community-based, service-providing nonprofit organizations (subgrantees) by the 11 SIF intermediaries (grantees) through open subgrant competitions that attracted more than 500 applications. Altogether, SIF subgrantees:
 - Have committed to raising \$77 million in matching funds from private and non-federal public sources, which combined with the \$50 million in matches by intermediaries, will total \$127 million generated by the initial \$50 million federal investment made as part of the FY 2010 appropriation;
 - Represent a wide range of program initiatives from rural healthcare initiatives in Kentucky to employment programs for former offenders in California to workforce collaboratives in New Orleans to college preparation programs for low-income students in North Carolina;

- Are located in 31 states and the District of Columbia; and
- Constitute a potential pipeline of promising, effective nonprofits that would be attractive to other funders – both public and private – that are seeking community solutions backed by at least preliminary evidence of results.
- Launch of the rigorous evaluation program required for all subgrantees. Each grantee defined its overall evaluation strategy and is generating detailed plans for how its subgrantees will achieve “moderate” levels of evidence over the course of the grant period.
- Completion of a systematic, inclusive process to define how the Social Innovation Fund should be most effectively and rigorously evaluated over the next five years. The goals are to determine how it is performing relative to the expectations of Congress and the Administration. This was followed by an open, competitive process to select an external evaluator.
- Launch of the first phase of the Social Innovation Fund Knowledge Network, a web-based vehicle for facilitating dialogue, exchanging information, and posting documents among grantees. This will be the platform for the ongoing capture and dissemination of the knowledge, insights, and tools that emerge from our work.
- Selection of a second cohort of grantees in the FY 2011 grant competition. This process awarded \$13.9 million in grants to five outstanding intermediaries that:
 - Have created distinctive models of public and private partnerships;
 - Are focused on issue areas not previously represented in the grant portfolio, including chronic homelessness, housing affordability, and childhood obesity;
 - Have committed to raising an additional \$35 million in matching funds at both the grantee and subgrantee levels; and
 - Extend SIF activities to geographic areas not previously served by the Fund, notably rural Colorado and specific communities in greater Detroit.

SIF’s focus on rigorous evaluation strengthens CNCS’ overall evaluation capacity and adds knowledge to the broader field. It contributes to the agency’s strategic goal to maximize the value CNCS adds to grantees, partners, and participants and more specifically, it is at the core of fulfilling the objective to improve organizational capacity to conduct rigorous evaluations and measure outcomes.

Accountability

The performance of the Social Innovation Fund is subject to several levels of accountability:

- *Management oversight of SIF grantmaking processes.* As with all grant programs, CNCS management closely monitors the SIF grantmaking to ensure that all policies and procedures are followed and meet the standards set forth in the Notice of Funding Opportunity.
- *SIF grantee monitoring.* SIF management has a formal grantee monitoring plan in place that includes site visits as well as regular reporting and review of data. During FY 2011, SIF and Office of Grant Management staff conducted an in-person monitoring of each grantee. These site visits were conducted to ensure that all grant agreement and legal conditions were met. Staff reviewed programmatic, administrative, and fiscal issues, documenting and following up on items needing resolution. Grantees submit quarterly progress reports and semi-annual financial reports.
- *Outcomes and impacts.* The SIF designed a formal evaluation process that will be executed by an external evaluator over the next five years. This process will independently establish the performance of the SIF relative to expectations.

Volunteer Generation Fund. CNCS awarded grants to 19 State Service Commissions to mobilize more people to volunteer including under-represented populations; to increase the organizational capability of nonprofits to effectively manage volunteers; to improve operations in the areas of sustainability, governance, leadership, and evaluation capacity; and to integrate technology to improve business processes.

Table 20. Innovation, Demonstration, and Assistance Budget Summary (*dollars in thousands*)

Budget Item(s)	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Innovation, Demonstration, and Other	\$5,489	\$4,481	\$3,215	(\$1,266)
Social Innovation Fund	49,900	44,815	50,000	5,185
Volunteer Generation Fund	3,992	3,984	0	(3,984)
Nonprofit Capacity Building Program	998	0	0	0
Total Budget Authority	\$60,379	\$53,280	\$53,215	(\$65)

In FY 2011, State Service Commissions provided direct support to numerous nonprofits and volunteer connector organizations in urban and rural communities in their states, and reported on priority measures related to volunteer recruitment and management. Performance highlights to date include:

- Development of a research-based volunteer management curriculum for nonprofit organizations;
- Creation and expansion of volunteer centers in underserved communities;
- Training and deployment of volunteer leaders to coordinate and manage community service projects;
- 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;
- Convening of networks to share and disseminate best practices; and
- Training and technical assistance to enhance nonprofit organizational capacity to manage and engage volunteers in meaningful service.

In FY 2013 this program is authorized but unfunded.

Nonprofit Capacity Building Program. In FY 2011, CNCS awarded new two year grants totaling about \$1 million in grants to five intermediary organizations. In turn, they helped small and midsize nonprofits in resource-poor communities to develop and implement performance management systems. Research suggests that an established framework of performance management is the prerequisite and predictor of success in other aspects of nonprofit health such as financial planning and sustainability.

In creating the Nonprofit Capacity Building Program, Congress recognized that many small and midsize nonprofit organizations are challenged in their ability to sustain and expand services and that organizational development assistance may be necessary to ensure the continuation of much-needed services in local communities.

In alignment with the Strategic Plan, grantees were encouraged to identify potential subgrantees that focus on the agency's six focus areas.

In FY 2013 this program is authorized but unfunded.

Innovation, Demonstration, and Assistance

Call to Service. The President's Call to Service seeks to engage all Americans in making service a way of life. CNCS builds large-scale efforts that bring attention to service and volunteering in order to increase the number of people making an impact in their communities. Through Call to Service activities, the CNCS also expands partnerships

and reaches new audiences, broadening the pool of potential volunteers and service participants. Call to Service activities provide increased recognition for outstanding organizations and individuals involved in service to their communities.

The *MLK Day of Service* continued to call upon Americans to honor the legacy of Dr. Martin Luther King, Jr. by devoting at least a day to serving their community and addressing local challenges, and initiating a longer-term commitment. In 2011, there were approximately 13,000 projects/activities in all 50 states, representing a 30 percent increase over 2010. CNCS' MLK Day grantees were directly responsible for 2,260 projects and activities, which deployed 136,200 volunteers, benefiting many more thousands. For the first time, more than 600 President's Volunteer Service Awards were presented to MLK Day "Drum Majors for Service." Involvement of public officials increased substantially, with 42 mayors, 13 governors, and several members of Congress participating. More than 40 companies provided project funding, organized projects, and provided employees time off to serve.

For the *9/11 National Day of Service and Remembrance*, CNCS held a 10th anniversary Challenge, inspiring nearly 140 organizations to recruit more than 150,000 volunteers. More than 30 State Service Commissions also participated in supporting service activities in honor of the 10th anniversary. Challenge winners commit to increasing numbers of volunteers on the next *9/11 Day of Service and Remembrance*.

United We Serve: Let's Read. Let's Move – a collaboration involving six federal agencies and countless nonprofit partners, addressed summer reading loss and childhood obesity by engaging youth in summer reading and physical activity, as well as provided access to healthy, affordable food. The effort resulted in the distribution of 2.5 million books to children, the creation or clean-up of new playgrounds in 20 cities, the establishment of libraries at 45 sports camps, the donation of 67,088 lbs. of fresh produce, and the cultivation of 531 gardens.

These and other efforts such as National Mentoring Month, AmeriCorps Week, and Senior Corps Week promote service and volunteering across broad sectors of American society. Moreover, many initiatives leverage strong partnerships with the private sector to build volunteering capacity. For example, in the 2011 Corporate Mentoring Challenge, 290,000 mentors, readers, and tutors were pledged by over 100 corporations and businesses.

The *White House Council for Community Solutions* completed its first fiscal year, leading with its mandate to encourage the growth and maximize the impact of innovative community solutions and civic participation by all Americans. For more information on the critical work

conducted by the council, please visit http://www.serve.gov/council_resources.asp#maincontent.

A number of CNCS initiatives seek to engage specific populations or sectors, leveraging their resources to address their needs and achieve focused impact. Billion + Change, the corporate mentoring challenge and school improvement pilots, rallies members of the business and educational communities to answer the Call to Service and commit to community improvement. By convening neighborhood, faith-based, and Native American communities and organizations, CNCS builds relationships, gathers useful feedback, and expands the impact of organizations by engaging new volunteers in service work.

A number of CNCS activities are designed to recognize outstanding organizations and individuals engaged in service, to both highlight best practices for the field, and increase awareness about opportunities to serve. The President's Higher Education Honor Roll received applications from more than 850 institutions. The President's Volunteer Service Award recognizes more than 100,000 dedicated Americans each year. Nearly 150 entries from individuals and organizations were submitted for the CNCS Service Impact Award (formerly Spirit of Service Award). Nine exemplary applicants, representing each strategic plan focus area, were selected. These programs are cost-effective ways to recognize and encourage service contributions, and amplify the call to make service a way of life for all Americans.

Conferences and Meetings. In the first two quarters of 2011, CNCS hosted seven convenings. Approximately 350 people attended the meetings, to orient new grantees (Social Innovation Fund) and highlight and share effective practices in the six strategic plan focus areas. Results from these gatherings include the collaboration between National Veterans Serving organizations and the national service network to create a new Veteran's Service Corps, and the inclusion of centers serving Urban Indian populations in the *Let's Move! in Indian Country* initiative.

Through Subtitle H, CNCS co-convened the National Conference on Volunteering and Service. The 2011 event drew 4,606 attendees to New Orleans, La., with 82 percent rating the conference as excellent or good, 66 percent reporting a better understanding of how to engage volunteers in service, 66 percent reporting that they are better prepared to meet the needs of their communities, and 82 percent claiming they learned effective practices they can apply in their work as a result of conference attendance.

FY 2013 Budget Request and Performance Plan

CNCS requests a total of \$53.215 million to build the capacity of local communities to develop and implement innovative programs, increase impact in our strategic focus areas, and deploy, recognize, and provide a better experience for a diversity of volunteers.

Social Innovation Fund. CNCS is requesting \$50.000 million for the SIF for FY 2013. Of this, 5 percent (\$2.5 million) will be set aside by statute to support research, technical assistance, and knowledge-related activities stipulated in the Serve America Act amendments to the National and Community Service Act. Another 2 percent (\$1.0 million) supports the grant application review process. The roughly \$46.5 million would be available to fund new and continuing grants.

Consistent with its emphasis on ongoing learning among its grantees, the SIF continues to refine its operations and its model in order to maximize its effectiveness. Starting with the 2013 competition, the SIF will be more explicitly focused on influencing broader federal policy and programs in the area of economic opportunity. CNCS will partner with other federal agencies working in this area that have limited flexibility to support innovations in their existing funding streams, but that have evidence that funding new models could significantly improve outcomes for individuals and communities they serve.

The amount available for this new competition will be dependent on the amount necessary for continuation funding of existing grantees, which is CNCS' top priority. To date, all SIF grants have been awarded for a formal period of five years, while funds were provided for periods of just one or two years. Continuation funds are contingent on compliance with grant conditions and satisfactory performance, including having secured sufficient matching funds and making appropriate progress in advancing the evidence levels and growth of subgrantees. Grantees that do not meet these conditions will not receive continuation grants.

The SIF will use the 5 percent set-aside for continued support of the key initiatives that supplement the grant program and are expected to generate sustained impact for the broader social innovation community and nonprofit sector. These initiatives include the national evaluation of the SIF and SIF Knowledge Network and are critical to realizing the full impact potential of the SIF.

The SIF is aligned with CNCS' overall mission to improve lives and strengthen communities. SIF grantees and subgrantees will align with eight of the 16 CNCS performance measures that were established as part of the CNCS strategic plan. SIF is also a fundamental driver

of CNCS objectives relating to Goal 3 – maximizing the value we add to grantees, partners, and participants, especially as relates to improvement in the development and use of evidence.

Enhancements

Several aspects of the SIF model will be developed and implemented in FYs 2012 and 2013. Key examples include:

- Expansion of the SIF Knowledge Network membership and content and initiation of efforts to package and share its work product;
- Formal initiation of the SIF national evaluation project, which was planned during FY 2011 but will significantly ramp up during FY 2012; and
- Launch of other selected strategic initiatives intended to leverage the grant program to advance social innovation in the broader nonprofit sector.

Over the next two years, the SIF will also be adopting a number of additional reforms to increase the impact of its grantmaking, including:

- Strengthening the requirement that all subgrantees must have a plan to reach moderate levels of evidence over the term of the grant;
- Strengthening review procedures to ensure that subgrantees selected by each grantee comply with the minimum evidence standards;
- Better articulating the desired connection between levels of evidence demonstrated by subgrantees and the amount of growth and expansion by subgrantees supported by grantees.
- Reinforcing the desired link between size of grant and level of evidence to ensure that grantees with the most evidence receive larger awards;
- Clarifying the criteria for continued funding of grantees and subgrantees, especially relating to the SIF program's evidence and evaluation requirements;
- Strengthening expert reviewer guidance and training to ensure that all grantees selected have budgeted adequately to support rigorous evaluation.

Innovation, Demonstration, and Assistance. CNCS requests \$3.215 million to fund priority activities of the Call to Service initiative and to conduct strategic meetings, and prepare and publish collateral materials to support development and best practices of performance measurement and impact.

In 2013, CNCS will concentrate Subtitle H resources to advance the following goals:

- Make national service opportunities accessible and attractive to Americans of all backgrounds (Strategic Plan Goal 2); and
- Conduct conferences and convenings, and develop related materials that enhance the knowledge base of best practices, support efforts

to measure results, and increase organization capacity to conduct rigorous evaluations (Strategic Plan Goal 3).

The Call to Service initiative expands the number and reach of citizen volunteering while driving impact and quality programming. In FY 2013, CNCS will focus resources on grants and other support for the MLK Day of Service and the 9/11 National Day of Service and Remembrance. Planned activities include expanding reach to veterans and military families and the organizations that serve them, and to enhance interest in programs serving this unique population. Activities also include creating more effective local relationships that target school improvement efforts, and enhancing relationships with the leadership of Native American communities and faith-based organizations.

The *White House Council for Community Solutions* will continue to encourage the growth and maximize the impact of innovative community solutions and civic participation by all Americans. For more information on the critical work being planned by the council, please visit http://www.serve.gov/council_resources.asp#maincontent.

In the past, significant Subtitle H resources were dedicated to co-convening the National Conference on Volunteering and Service through a cooperative agreement grant through the Points of Light Institute. After weighing priorities, particularly in light of limited resources, CNCS will focus on smaller, more strategic conferences and meetings aligned with the specific goals of our strategic plan. CNCS will continue to fund specific trainings and convening for grantees at the conference, but the agency's role and financial commitment has been reduced significantly.

CNCS will host several smaller scale meetings in FY 2013, participate in larger third party conferences related to our focus areas where a critical mass of CNCS programs are present, and use online learning communities to convene people remotely. These activities are directed towards increasing the knowledge of best practices and building the capacity of national service programs to measure results.

Efficiencies

CNCS will expand its use of Challenge.gov as an efficient vehicle for local nonprofit engagement, beyond the Service Impact Awards and the 9/11 10th Anniversary Challenge. To save on grantee travel costs, CNCS will host meetings at non-government conferences that are widely attended by CNCS-funded programs and other interested organizations. For example, the President's Honor Roll Award Ceremony took place at the American Council on Education Conference (ACE), thereby reducing travel, lodging, and related costs. The President's Volunteer Service Award will operate through a new provider under an arrangement

generating sufficient revenue to be self-sustaining. The Billion + Change initiative will operate through a partnership with the Points of Light Institute.

Whenever feasible, conferences and meetings will expand reach and provide collateral materials through electronic media. Knowledge networks and learning communities launched previously will be supported by CNCS staff. More materials will be made available electronically, thereby reducing funds used for printing and hard copy distribution.

Modernization/Enhancements

The use of available applied learning technologies has enabled us to launch learning communities to capture effective practices through virtual communities. Remote convenings are now considered as priority meeting venues. This provides savings on facilities, travel, lodging, and per diem costs incurred in face-to-face meetings. Creative use of social media and other technologies will further reduce printer and mailing costs.

BUDGET ACTIVITY 10:

Disability Inclusion Grants

(National and Community Service Act of 1990, Title 1, section 129(k))

Program Summary

Pursuant to the NCSA, CNCS seeks to expand opportunities that lead to the meaningful and successful inclusion of Americans with disabilities in national service. Disability Inclusion Grants support all five objectives of Goal 2 in the CNCS strategic plan by helping:

- Make service opportunities accessible and attractive to Americans of all backgrounds;
- Participants to find meaning in their service experience and remain engaged in their communities;
- Participants to have a high quality service experience;
- Participants to find professional, educational or civic opportunities in their service experience; and
- Participants 55 and older and veterans to experience health benefits associated with service.

Further, by strategically aligning national service programs and disability

agencies, we mitigate the real and perceived barriers toward full inclusion of individuals with disabilities in national service programs. CNCS disability inclusion grants have allowed for:

- Outreach activities (such as two national conferences on disability inclusion and service) that provide Americans with disabilities and their supporters with knowledge and understanding of national service, and which bring together representatives from a wide variety of disability and national service organizations to strategize, address barriers, review progress to date, and set goals for full inclusion in national service;
- Collaboration with 22 other federal agencies in Disability.gov.
- Achieving full accessibility at the National Conference on Volunteering and Service, recruitment and training events, and service sites; and
- Development of CNCS promotional materials in alternative formats and ensuring a fully accessible web-based National Service Resource Center.

FY 2011 Accomplishments and Program Impact

In FY 2011, CNCS funded a collaboration with State Service Commissions and the Institute of Community Inclusion at the University of Massachusetts, which implements the National Service Inclusion Project (NSIP) and the National Service toward Employment Project (NextSTEP)¹. This national level collaboration (and local levels through State Inclusion Teams) strengthened the capacity and technical skills of national service programs for disability inclusion. These efforts also resulted in outreach to promote service and volunteering as a viable option for people with disabilities, and research into practices that effectively promote service and volunteering as a pathway to successful transition to employment or post-secondary education. For example, in 2011:

- 48 State Service Commissions partnered with the University Centers of Excellence on Disabilities (UCEDs) to recruit, place, and support people with disabilities in national service programs
- 35 states formed State Inclusion Teams. These teams are a primary mechanism to implement disability inclusion strategic goals at the state level and are typically comprised of representatives from state and local governments and non-profit disability related organizations, UCEDs, national service alumni, parent groups, and CNCS State Offices
- 12 State Service Commissions partnered with veterans organizations to increase awareness of national service that may lead to the recruitment of veterans as volunteers

¹ NSIP is a partnership between the Association of University Centers on Disability (AUCD), the Association on Higher Education and Disability (AHEAD), the National Down Syndrome Congress (NCSC), and the National Council on Independent Living (NCIL). NextSTEP is a partnership with the National Organization on Disability (NOD), the US Business Leadership Network (USBLN), the State Employment Leadership Network, and Denver Options/CTAT.

- 42 State Service Commissions conducted 359 disability inclusion training events to build the capacity and technical skills of service programs and members (a 25 percent increase in training events over the previous year). State Service Commissions now routinely conduct their own introductory and intermediate inclusion trainings due to training they received from NSIP
- 43 states have instituted a formal policy to address requests for reasonable accommodation; 33 states report receiving 219 requests for reasonable accommodation during the year
- Nearly all State Service Commissions have instituted a process for assessing and monitoring the accessibility of service sites
- 100 percent of State Service Commissions conducted targeted outreach to persons with disabilities and their families using recruitment materials in alternative formats
- NSIP trained 2,222 national service members and staff (a 59 percent increase over the previous year) in 108 face-to-face trainings (a 120 percent increase over the previous year) across the nation on a wide variety of inclusion topics ranging from “Providing Reasonable Accommodations 101” to “Understanding the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.” 94 percent of the trainees who gave feedback reported gaining knowledge that they would use to train sub-grantees and in general strengthen the inclusion practices in their programs
- 12,000 (a nearly 79 percent increase over the previous year) individuals representing grantees, sub-grantees, and potential grantees participated in NSIP sponsored web-based and virtual training events and teleconferences, received remote technical assistance, or accessed technical assistance through a fully accessible website
- NSIP developed fifty-two accessible products including written curricula, FAQ sheets, Issue Briefs that inform and/or update the field on training resources, and briefs detailing examples of successful

service stories. These resources are available to all on www.ServiceandInclusion.org or www.nationalserviceresources.gov

- The National Conference on Volunteering and Service was fully accessible to individuals with disabilities, materials were available in alternative formats and 100 percent of requests for reasonable accommodation were addressed

As a part of the CNCS priority effort to engage more veterans in national service, the Engaging Veterans with Disabilities Initiative was launched in 2010 to identify practices that effectively engage veterans with disabilities. The National Service Inclusion Project (NSIP) in partnership with the Denver Options Traumatic Brain Injury Project is conducting this work. Through this project, veterans have reported that a national service experience can provide a relatively less-stressful transition back into the community while remaining a part of a team that is actively continuing to serve the country.

In FY 2010, the National Service Toward Employment Project (NextSTEP) conducted research to understand critical issues among people with disabilities; implemented service-to-work demonstration projects within public schools in 4 cities; promoted service as a pathway to employment among state developmental disabilities (DD) and vocational rehabilitation (VR) agencies and facilitated their partnering with State Service Commissions; collaborated with two State Service Commissions to pilot the placement and tracking of individuals with developmental disabilities (DD) in service programs; convened a learning community that included state vocational rehabilitation personnel and service commission staff; and promoted service as a pathway to employment at eight national service and disability conferences.

By the end of the grant in 2012, NextSTEP will have identified promising practices and program models that can lead to successful outcomes toward employment or post-secondary education for persons with

Table 21. Disability Inclusion Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Disability Inclusion Grants to State Service Commissions	\$3,690	see footnote	\$2,190	\$2,190
National strategies to build capacity for disability inclusion	1,300	see footnote	810	810
Total Budget Authority	\$4,990		\$3,000	\$3,000

**No specific amount was enacted for disability inclusion activities. In accordance with the Kennedy Serve America Act, CNCS will utilize program funding to support this activity in FY2012.*

disabilities who engage in national service and will have developed and disseminated technical assistance tools that will inform the practice of inclusion in national service programs.

FY 2013 Budget Request and Performance Plan

In FY 2013, CNCS requests \$3.000 million to support disability inclusion activities. Grants will focus principally on Objective 1 in Goal 2 (Make national service opportunities accessible and attractive to Americans of all backgrounds). Building on the success of the Engaging Veterans with Disabilities Initiative, the program will focus on outreach to and recruitment of veterans with disabilities. In addition, we will provide targeted technical assistance to State Service Commissions, grantees, and sponsors so they are prepared to accommodate service participants with disabilities. Finally, to support understanding of the number of national service participants with disabilities, we will undertake a census project to establish a first-ever baseline for this work.

Funding priorities of the proposed FY 2013 request include:

- Targeted, direct outreach to veterans with disabilities/wounded warriors to increase the number who are recruited as active participants in national service. This approach will include the development of recruitment materials and methods, and the testing and implementation of practices that effectively connect national service programs to wounded warriors.
- Grants to assist programs to provide reasonable accommodation as required by federal statute. Pursuant to the SAA, virtually all national service members are now eligible to receive an accommodation to complete the essential functions of their service position. A reasonable accommodation can make all the difference to the quality of the member experience and to the participant's retention and successful completion of the program. Grant guidance will be developed in consultation with CNCS programs.
- Regional, basic, and advanced training institutes that cover the gamut of inclusion topics and effective strategies and that, in general, build the technical capacity of national service programs to comply with federal and state anti-discrimination laws. As the number of individuals (including veterans) with disabilities in service increases, concomitant training that builds program capacity to successfully support and retain them is necessary.

Efficiencies

Disability inclusion programming will realize efficiencies by employing practices that allow the agency to maintain acceptable levels of progress toward inclusion goals without unduly compromising the quality of the

work. For example CNCS will continue to:

- Leverage resources, including data, through existing systems and technology and through partnering with agencies with mutual goals and interests;
- Conduct remote and virtual training wherever possible, including training in second life; and
- Cost share, as appropriate, with grantees and other public and private sector partners to implement inclusion activities.

Accountability

By the end of FY 2013, performance measures specific to disability inclusion will be developed in alignment with agency priorities and in collaboration with CNCS programs. In addition, by 2013, we will be able to link our grantee data base to our learning management system in order to track participation of grantees in disability inclusion trainings against disability inclusion performance measures.

BUDGET ACTIVITY 11:

Subtitle J, Training and Technical Assistance

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

Program Summary

Through Subtitle J, the National and Community Service Act authorizes CNCS to provide training and technical assistance (TTA) to improve the programmatic quality of current and potential national service programs and projects, (specifically AmeriCorps and Senior Corps), and requires the agency to report annually on the civic health of the nation.

CNCS seeks to maximize the value it adds to grantees, partners, and participants (Goal 3 in the 2011-2015 Strategic Plan). Training and technical assistance (TTA) is central to this strategic goal. Specifically, CNCS uses TTA to strengthen the collective capacity of the national service network to measure performance. In the 2011-2015 Strategic Plan, CNCS identified specific measurement indicators in order to measure the impact of the federal investment in service. CNCS depends on the critical resources in Subtitle J to reach and teach current and potential grantees so they can align local programs and projects with CNCS performance measures and use appropriate tools and techniques to report on results. The 2013 Subtitle J request is the heart of a unified TTA capacity building strategy to more effectively address training needs related to strategic

plan implementation, prevent duplication of effort, and maximize efficiency of federal funds².

Civic Health Assessment

Section 179A of the National and Community Service Act requires CNCS and its designated partner, the National Conference on Citizenship, to establish and periodically update a Civic Health Assessment, which provides data on the civic health of our nation and communities.

Training and Technical Assistance Activities

In the past, CNCS has advanced two TTA activities as the most cost-effective and efficient ways to deliver critical information and tools to large numbers of AmeriCorps and Senior Corps grantees across the country: 1) Program Development, Assistance, and Training (PDAT) Grants, awarded as an allocation of funds to every State Service Commission by formula to ensure TTA to local programs and projects within each state and 2) a web platform/online infrastructure.

For FY 2013, CNCS proposes to maintain the web platform/online infrastructure. CNCS also plans to award PDAT grants through a competitive process to support an infrastructure of national and local/regional intermediaries to provide TTA activities on CNCS priorities and report on results. This is a change from prior years as funds will not be awarded on a formula basis and eligibility to apply will not be limited to State Commissions. State Commissions will be encouraged to compete for the proposed grants to be awarded in FY 2013.

FY 2011 Accomplishments and Program Impact

Civic Health Assessment

In FY 2011, CNCS released its second installment of the Civic Health Assessment in partnership with the congressionally chartered National Conference on Citizenship. CNCS also took additional steps to refine the concept of civic engagement, including collaborating with the National Academy of Sciences (NAS) to bring together leading researchers and practitioners in civic engagement, and working with the U.S. Census Bureau to strengthen the quality of the data included in the Assessment. NAS is scheduled to publish its final report, including their recommendations for indicators and data collection strategies, in September 2013.

Program Assistance, Development, and Training Grants

Upon the submission of an appropriate plan that meets standards as established in provisions, State Service Commissions have received a formula allocation based on the number of programs and participants in the state. The minimum allocation was \$73,800, the maximum \$145,800. Provisions for PDAT grants authorized commissions to use funds to pay for up to 1.0 FTE equivalent to conduct a wide variety of TTA-related activities in the state. In FY 2011, based on CNCS' review of aggregated data from state progress reports, State Commissions sponsored an estimated 800 training events providing critical information to approximately 30,500 members and 15,000 program staff.

Online Infrastructure

In accordance with the Strategic Plan, TTA activities in FY 2011 sought to build the knowledge base of effective practice and disseminate knowledge products and tools to the national service network. For example, a total of 36 instrument packets were updated or created to aid AmeriCorps applicants and programs in selecting and implementing the national performance measures. Supplementary website pages for the AmeriCorps State and National Pilot Measures were designed and posted in December 2010. In addition, three tutorials were revised or added to the online learning center in spring 2011 including "Introducing the National Performance Measures," "Basic Components of Logic Models," and "Indicators, Targets, and Instruments," bringing the total number of tutorials for AmeriCorps performance measures to six with 2,789 page views and 2,221 unique visitors in 2011.

TTA materials are available through a suite of sites known individually as *The Resource Center*, *The National Service Learning Clearinghouse*, and *AmeriCorps Connect*. In the first two quarters of FY 2011, these sites collectively had 728,871 unique visitors (a measure that calculates activity on site beyond page views or "hits"). Resources available and usage of these sites include:

- 44,153 video views of online training videos posted on our You Tube channel;
- An online learning center with 38 courses enrolling 11,767 individuals;
- 32 active e-mail discussion lists with a total of 39,176 subscriptions;
- 80 national service-related Basecamp projects currently in use for collaboration and project management, supporting 1,482 users;
- 55 WebEx leaders hosting a total of 788 webinar sessions with 4,651 participants;
- 8,590 TTA requests for remote TTA were made and responded to via

² Under the National and Community Service Act and its annual appropriations, the CNCS receives separate funding for training and technical assistance for Social Innovation Fund and VISTA programs. In addition, the CNCS closely coordinates its training and technical assistance activities with conferences, meetings and materials financed under the Subtitle H budget.

Table 22. Training and Technical Assistance Budget Summary (*dollars in thousands*)

Budget Account	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) (2012-2013)
Training and Technical Assistance	\$7,485	\$1,996	\$5,000	\$3,004
Total Budget Authority	\$7,485	\$1,996	\$5,000	\$3,004

phone, individual e-mails, e-mail discussion groups, Basecamp, social media networks, and the websites;

- A login feature recently added to the Resource Center which enables users to submit their own samples, submit events to the calendar, and rate and comment on effective practices and other content; and
- 19 new landing pages created on the Resource Center site to align with content to support Strategic Plan implementation (effective program practices and performance measures in CNCS priority focus areas).

We are currently not able to link TTA recipients using the online platform with CNCS' eGrants system; thus, we are not able to report on the percentage of grantees and sponsors who participated in capacity building activities and opt into performance measures. However, based on an electronic survey sent to those who participated in the above activities (41 percent response rate), we know that:

- 94 percent of surveyed participants reported increasing their knowledge of performance measurement basics;
- 85 percent reported being able to develop a performance measurement plan; and
- 84 percent reported being able to report results/outcomes for their programs.

As CNCS institutes agency-wide performance measures and related grantee and sponsor measures, we need to continue developing the knowledge and skills necessary for grantees and subgrantees to become competent in measuring the outcomes of their work.

FY 2013 Budget Request and Performance Plan

In FY 2013, CNCS requests \$5.000 million for activities authorized under Subtitle J. CNCS will launch a new training and technical assistance strategy through a competitive grantmaking process that will identify highly trained and experienced partners that will assist AmeriCorps and Senior Corps programs in delivering and managing effective programs. In addition, CNCS will continue research on the nation's civic health, which is required by statute, and support other activities that strengthen the capacity of the national service field.

Training and Technical Assistance

Of the total request, \$4.2 million will be used primarily for competitive grants to intermediaries to provide training and technical assistance to current and potential national service programs and projects within targeted service areas or regions. CNCS will seek proposals reflecting comprehensive strategies of capacity building, performance measurement and management, and member/volunteer development and impact, as well as assisting programs in meeting requirements related to fiscal and program compliance.

Successful applicants will demonstrate expertise and experience delivering these activities through a broad range of strategies, including face-to-face and online training, peer to peer or expert consultation, coaching, and mentoring. The competition will be open to private organizations, companies in the private and public sector, as well as State Service Commissions able to work across states. To ensure that the enhanced training and technical strategy is effective, CNCS will adopt performance measures by which providers will report and be assessed.

CNCS is also planning to direct a portion of this funding to support the agency's online learning platform. The purpose of this effort is to offer training to, share best practices with, and promote fiscal and program compliance among grantees. The agency will continue to support a suite of online resources, such as The Resource Center, the National Service Learning Clearinghouse, the VISTA Campus, and AmeriCorps Connect, that together offer access to hundreds of effective practices, training videos, and formal courses that help strengthen our national service partners, nonprofits, and community organizations across the country.

Civic Health Assessment

CNCS requests \$0.8 million to fund the Civic Engagement Supplement to the Current Population Survey, which is conducted in partnership with the Bureau of Labor Statistics and the Census Bureau, and publish a Civic Health Assessment. Authorized by the Serve America Act, the Civic Health Assessment provides a valuable snapshot of how Americans engage civically in their communities through formal and less formal means. This report is used by leaders at the national, state and local level to inform efforts to engage citizens in building solutions to community challenges.

BUDGET ACTIVITY 12:

Evaluation

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

Program Summary

Evaluation at CNCS develops and cultivates knowledge that will enhance the agency's mission and support its strategic goals. Moreover, strengthening the evidence base for national service is a priority outlined in the agency's Strategic Plan. Evaluation supports two objectives of Goal 3: Maximize the value we add to grantees, partners and participants:

- Build on the knowledge base of best practices and support efforts to measure results; and
- Improve organizational capacity to conduct rigorous evaluation of programs to measure outcomes and/or impact.

With funding for evaluation, CNCS delivers quality data to strengthen program performance, promote accountability, and enhance effectiveness. The data will be gathered from two sources: 1) the agency's own quantitative and qualitative research and analysis; and 2) research conducted by grantees, where CNCS provides them with technical assistance to produce quality results. Research and evaluations are also important learning and management tools for understanding trends, demonstrating program impact, and identifying promising practices and effective strategies for improvement.

FY 2011 Accomplishments and Program Impact

In alignment with the 2011-2015 Strategic Plan, CNCS has developed an ambitious evaluation plan to provide high-quality research so that management decisions are based on strong evidence. FY 2011 activities included a balanced mix of rigorous, long-term experimental evaluations and shorter-term policy and management research projects that provide more timely information. The activities build on existing efforts to document participant impacts and examine impacts on service beneficiaries.

The agency's research and evaluation projects are designed to address three main questions:

- 1) Which national service interventions offer evidence of effectiveness in the six focus areas of the agency?
- 2) Does service work? What is the unique value of national service?
- 3) How can CNCS be more effective?

As such, we began new projects in each of these areas, including providing in-depth technical assistance to Social Innovation Fund

grantees on their plans to evaluate the impacts of their subgrantees; conducting an impact evaluation of a large tutoring grantee; and launching the second phase of an assessment to review grantee performance and outcomes (a project which continues to inform efforts to establish performance measures).

In addition, CNCS also worked on the following:

Random Assignment of Youth Corps Evaluation. Research was completed for a random-assignment evaluation of Youth Corps programs (which engage disadvantaged youth in service) across the country to assess their impact on future employment, education, life skills, and civic engagement. This is the first rigorous study of Youth Corps in more than a decade. Findings demonstrate that young adults who participate in youth corps programs made similar, but nevertheless, important strides in three key outcome areas of employment, education attainment, and service to a comparison group of young adults who were also eligible, but did not serve in the program. However, those who served in Youth Corps experienced additional benefits and achieved other significant positive outcomes that set them apart from those who did not participate in the program. For example, they were more likely to have a higher hourly wage, greater annual income, and more job stability than those who did not serve.

Volunteering and Civic Health. CNCS also continued work on the Volunteering in America (VIA) and Civic Life in America (CLA) studies through its partnerships with the U.S. Census Bureau and the Bureau of Labor Statistics. Both the VIA (<http://www.volunteeringinamerica.gov/>) and CLA (<http://civic.serve.gov/>) websites show national demographic trends in volunteering and civic engagement, as well as a variety of statistics from every state and almost 200 communities across the country. This research shows that members of Generation X made significant strides in their volunteer rate, doubling their rate of service since they were teenagers, and that they lead all other generations in several other measures of civic engagement.

Evaluation activities are funded primarily by the Evaluation budget; however, some evaluation activities are funded by other budget activities. For example, the SIF technical assistance and evaluation work is funded by the Social Innovation Fund. While these activities are described below, dollars from sources other than the Evaluation budget are not included in the chart above.

FY 2013 Budget Request and Performance Plan

For FY 2013, CNCS requests \$5.000 million for evaluation and research activities that support the strategies to achieve Goal 3 of the Strategic Plan. This budget request will support research and evaluation studies

Table 23. Evaluation Budget Summary (*dollars in thousands*)

Budget Item(s)	FY11 Enacted	FY12 Enacted	FY13 President's Budget	Increase/ (Decrease) 2012-2013
Evaluation	\$5,988	\$2,994	\$5,000	\$2,006
Total	\$5,988	\$2,994	\$5,000	\$2,006

that provide evidence about what works in the six focus areas, assess the impacts of service interventions, and help CNCS become more effective. As a result, we will continue to build the evidence base and knowledge about service as a solution and improve capacity to conduct rigorous evaluations.

Our work in FY 2013 is guided by the following tactics that enhance accountability and effectiveness:

- Maximize limited resources by designing evaluations that include results and learnings that are applicable and generalizable to other grantees. This will help to save evaluation costs since we will have already determined which generally applicable aspects of the model contribute to impact.
- Enhance CNCS capacity and expertise through collaborations with other federal agencies and experts.
- Build capacity of grantees to conduct rigorous evaluations that will add to the evidence base of high-impact service models and interventions.
- Incorporate best practices in rigorous evaluation such as feasibility studies that strengthen the end result of an impact evaluation and ensure maximum rigor and appropriateness in light of program maturity.
- Integrate learning strategies into projects so that research findings are more easily disseminated.

CNCS plans to initiate or continue a number of tailored evaluation projects in FY 2013. These projects represent new directions in CNCS research, driven in part by the need to support grantee efforts to strengthen their own capacity to provide rigorous evidence. The planned research and evaluation activities together will better enable us to understand what defines a strong member experience, meet statutory mandates, and test the theory of change in all focus areas through grantee evaluations, as well as specifically in the education focus area through the education evaluation, and in the Healthy Futures and Economic Opportunity focus areas through the SIF.

Evaluation of YouthBuild Programs. CNCS will continue its collaboration with the Department of Labor (the lead agency for this project) to conduct a random assignment evaluation of YouthBuild. YouthBuild provides work and life skill opportunities for young adults between

the ages of 16 and 24 who are economically disadvantaged and who demonstrate educational need, usually because they are high school dropouts. The evaluation examines whether YouthBuild grantees are creating more civically engaged citizens, and studies the benefits to communities in which YouthBuild participants serve. This project is grantee-specific in that it looks at YouthBuild programs only and is the first rigorous evaluation of the program. This project will help determine what factors influence members' service experience in support of Goal 2.

Impact Evaluation in the Education Focus Area. CNCS will continue its work on a rigorous impact evaluation of the Minnesota Reading Corps, for which the impact phase of the study began in FY 2012. This work will help determine what services effectively support the agency's work within the education focus area.

SIF National Evaluation. CNCS will be in the second year of this multi-year rigorous evaluation to demonstrate the SIF's success at achieving measurable outcomes and meet the needs of communities, particularly in the economic opportunity and healthy futures focus areas, as well as in youth development. This project will be funded with SIF funds.

Evaluation Review and Monitoring for the SIF. CNCS will continue work on a project to provide technical assistance for SIF grantees and subgrantees on the implementation of rigorous evaluations. Information gathered through the project will identify what works in the Economic Opportunity and Healthy Futures focus areas, as well as in youth development. This project will be funded with SIF funds.

Evaluation and Performance Measurement Technical Assistance (TA). With the FY 2013 budget, CNCS will have limited resources to conduct rigorous grantee evaluations. Therefore, it becomes increasingly important to expand grantees' capacity to develop quality evaluations of their own. This new undertaking will be modeled after the intensive support being provided to SIF grantees. This effort will entail providing TA to grantees to help strengthen their work in evaluation planning and implementation, and in performance measurement implementation to assist in gathering the best data possible to demonstrate the value of their service.

Senior Corps Evaluation. Through a planned collaboration with the National Institute of Aging (located within the National Institutes of Health), CNCS will receive longitudinal data on senior volunteers and beneficiaries of Senior Corps interventions. The survey will collect data on life outcomes and compare the results against national benchmarks obtained from the nationally representative Health and Retirement Survey. The data from this project will provide useful evidence of the value of service sponsored by Senior Corps programs. This project will be funded with Senior Corps funds.

Civic Health Assessment. The SAA directs CNCS to produce an annual report (pending the availability of high-quality data) that describes civic activities nationally, and in America's states and communities. A panel assembled by the National Academies of Science has been tasked to help CNCS re-envision the Civic Health Assessment (CHA). In particular, the panel will discuss the types of civic engagement indicators the government should be collecting, and methods for collecting high-quality data on these indicators. The panel's report is scheduled to be published in September 2013.

BUDGET ACTIVITY 13:

Salaries and Expenses

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

Program Summary

CNCS Salaries and Expenses (S&E) budget activity provides resources for the federal administration of all CNCS programs. Administrative activities, including program development, grant award oversight and monitoring, grants and contract management, financial management, budget formulation and oversight, development of regulations and policy, and information technology system development and support.

FY 2011 Management Performance and Accomplishments

In FY 2011, 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.

Information Technology (IT)

In each of Fiscal Years 2009 through 2011, CNCS' investment in information technology (IT) was significantly higher than FY 2008 funding levels. These funding increases have permitted a major improvement in IT support to

agency business operations and the creation of a more stable and agile IT environment. At the same time, these IT investments have resulted in recurring IT operations and maintenance costs for future years. As a result, current annual fixed/base-level costs for steady-state agency IT operations is approximately 95 percent of the approved FY 2011 IT budget, CNCS could not return to FY 2008 IT funding levels without major IT infrastructure restructuring and, in many cases, without reversing many of the recent IT investments.

In FY 2011, in response to the agency's FY 2011-15 Strategic Plan Goal 4 (to fortify management operations and sustain a capable, responsive and accountable organization) the agency's core financial processing was upgraded and moved to a "cloud computing" environment. The new contract provides CNCS with a commercially maintained federally compliant financial system with increased capability including easier reporting capability, integrated credit card review and processing, and a streamlined user interface. Additional IT accomplishments included the following initiatives:

Stabilized CNCS' IT infrastructure by:

- Improving IT security:
 - Implemented security scanning software and procedures to scan all new code for vulnerabilities before entering production.
- Upgrading the Oracle database management system.
- Enhancing the eGrants grants management system:
 - To allow attachments to be entered into the system in support of recordkeeping requirements and audits.
 - To streamline the grant amendment process, reducing the time and labor required to enter post-award grant amendments to the system.

Created a more agile IT response to CNCS' changing needs:

- Implemented a content management system to streamline the process for changing and publishing content on agency web sites.
- Acquired access to the electronic Official Personnel File system to provide digital storage and electronic access to personnel records.

Improved productivity and service across CNCS using technology:

- Increased capacity and improvements in usability of remote access solutions supporting OMB telework directives.
- Acquired a data warehouse reporting tool to allow faster and more accurate generation of custom reports from the agency IT system database.
- Provided capability within the eGrants system to collect, store, and retrieve new performance measurement data related to the new agency Strategic Plan.
- Implemented a wireless local area network at agency headquarters to provide greater staff mobility and productivity.

Following IT best practices, CNCS is striving for continuous improvement with:

- Continued improvement on internal OIT/CNCS governance, including revitalization of the agency Enterprise Review Board.
- Met OMB directive for open government and transparency.
- Continued improvement in the agency IT security program:
 - More effective security scanning of new codes and systems prior to implementation in production;
 - Greater protection for sensitive data, both at rest and in motion; and
 - Continued good results from annual information security audits.

While additions to IT capacity and functionality over the past two years have resulted in significantly increased operations and maintenance costs, these initiatives will increase staff productivity and position CNCS to more effectively and efficiently carry out its mission over the long term.

Workforce Development and Training

In FY 2011, CNCS launched the CNCS Leadership Institute. The CNCS Leadership Institute will consist of two programs. The first program, *Leadership Crossroads*, is based on the highly successful Department of Interior Pathways to Leadership program, adapted to meet the interests of CNCS. Participants are individuals who have, through successful completion of high level duties or special assignments, demonstrated the potential to take on a significant leadership role in the management of CNCS resources, projects, and/or people.

The second program, The Partnership for Public Service *Annenberg Leadership Institute* is an innovation and leadership laboratory where rising federal leaders learn the best management practices and apply them to pressing national issues. This program is targeted toward senior to mid-level CNCS employees.

FY 2013 Budget Request and Performance Plan

For FY 2013 CNCS requests \$88.000 million to support Salaries and Expenses. This request will support the strengthening and enhancement of our Information Technology Systems so that CNCS is optimally positioned to meet the goals and objectives detailed in the 2011-2015 Strategic Plan. Additional funding will also support the use of overtime to address the lack of staffing increases in recent years and provide a 0.5% cost of living increase.

Information Technology

The FY 2013 IT budget request includes funding of phased modernization of core agency business systems (eGrants and eSPAN). The agency's FY 2013 budget request for systems modernization includes funding for the

acquisition planning of eGrants and eSPAN projects and the beginning of the eGrants redesign and development effort. Additional funding will be required in FY 2014-2015 to provide for the completion of the eGrants modernization phase and the eSPAN modernization. System modernization is a key element of the IT portion of Goal 4 of the agency's recently approved Strategic Plan (to improve the computing environment by shifting to modern software and cloud computing). System modernization will update the aging system architecture to provide better support to recent changes to business processes and priorities (many related to the SAA), reduce the life cycle cost of maintaining the systems, and increase the feasibility of hosting appropriate system elements in the "cloud" for further longer term savings in operating costs.

The FY 2013 IT budget request also allows the agency to meet its new Strategic Plan IT-related objectives by continuing to make improvements to the agency's data warehouse operations (including support of agency-wide performance measures and analysis), public facing systems and websites, IT cost-effectiveness (through consideration of cloud computing, shared services, and other cost-saving options), and enhanced IT security.

FY 2013 IT funding will support agency accountability initiatives by supporting the collection, storage, and analysis of information about grant management activity and grant/program performance. Agency cost-efficiency goals will be supported by using IT capabilities to further automate grant processes, improve remote system access to reduce the need for office facilities, and to reduce the operations and maintenance cost of IT itself. Finally, IT funding will support agency modernization initiatives by modernizing IT systems to allow greater flexibility and reliability in support of new streamlined business processes.

This budget request supports continued investments in core business applications (consolidated IT Help Desk, MyAmeriCorps Portal application, and FISMA compliance).

Enhancements proposed in this request include:

- Initial redesign and development of the core eSpan/eGrants application with the goal of increased productivity, effectiveness, and accountability for CNCS programs and Grantees. CNCS is considering alternative approaches for providing modernized systems at the lowest cost and risk.
- Analysis of viable "cloud computing" technical approaches for migrating agency IT services/systems to the cloud (implementing the Administration's Cloud First policy), and leverage shared IT services (implementing the Administration's guidance on the initiative to Cut Waste), as appropriate. This analysis will be integrated within the agency's IT capital planning and investment control process.

- Procuring the necessary tools and support to meet the heightened security accountability needs of CNCS' systems. Included is the work related to the system certification and accreditation (C&A) process; privacy; incident management activities; and FISMA. The FISMA activities further breakdown to include continuous system security monitoring, penetration testing, reporting, and security control implementation (SP800-53).

Table 24. Salaries and Expenses Budget Summary (*dollars in thousands*)

Object Class	FY11 Enacted	FY12 Enacted	FY12 to FY13 Adjustments	FY13 President's Budget
Personnel compensation				
Full-time permanent	41,704	39,700	199	39,899
Other than full-time permanent	1,397	1,400	10	1,410
Other personnel compensation	849	850	125	975
Total personnel compensation	43,950	41,950	334	42,284
Civilian personnel benefits	12,424	12,525	101	12,626
Travel and transportation of persons	1,932	1,496	129	1,625
Rental payments to GSA	7,060	7,408	325	7,733
Communications, utilities, and Misc. Charges	1,690	1,700	0	1,700
Other services from non-federal sources*	20,246	17,295	4,227	21,522
Supplies and materials	522	469	41	510
Total, Salaries and Expenses	\$87,824	\$82,843	\$5,157	88,000
Full-time Equivalent	524	512	0	512

* In prior budget submissions this line item has been divided between Information Technology and other services. The IT investment for FY 2013 is \$16,536. This funding represents the S&E portion of CNCS' IT costs. It does not reflect the IT costs covered by program funds.

Office of Inspector General | PART IV

Office of Inspector General

Program Summary/Mission

The Office of Inspector General (OIG), Corporation for National and Community Service (CNCS), conducts audits and investigations of CNCS grantees, programs, and operations with the goal of detecting and preventing fraud, waste, and abuse. The OIG further recommends revisions to CNCS policies and practices, with the goal of promoting economy and efficiency. The OIG keeps the CNCS Chief Executive Officer, Board of Directors and the Congress fully informed of its work and findings.

FY 2013 Budget Request Summary

Our request for a \$5,400,000 budget for FY 2013 reflects our effort to begin rebuilding the OIG's human capital and capabilities in the wake of the large reduction we sustained in FY 2012. This reduction forced us to release many of our staff, including a number of investigators and auditors, and to suspend or greatly curtail most of our audit and investigative activity. Our FY 2013 request would allow us to begin rebuilding our staff to 20 FTEs, including seven audit personnel, five investigators, three information technology specialists, three persons in the immediate office of the Inspector General, and two support personnel. Our request also includes funding for the training needed to give new employees the skills they will need to provide effective oversight of CNCS, its programs, and its grantees.

Table 25. Office of the Inspector General Budget Summary (*dollars in thousands*)

Budget Activities	FY11 Enacted	FY12 Enacted	FY13 Request	Increase/ (Decrease) (2012-2013)
Audits	\$3,252	\$1,065	\$2,391	\$1,326
Investigation	1,703	1,050	1,213	163
Support	2,630	1,510	1,173	(337)
Information Technology	0	367	573	206
Training	92	0	43	43
CIGIE	7	0	7	7
Total Budget Authority	\$7,684	\$3,992	\$5,400	\$1,408
Reimbursable Authority *	103	0	**120	0
Total Budget Available for Obligations	\$7,787	\$3,992	\$5,520	\$1,528

* Reimbursable authority authorized for FY 2011.

** Reimbursable authority requested for FY 2013

The OIG's Three-Year Work Plan for FYs 2011-2013 was designed to meet our high-priority performance goals of effectively carrying out our statutory mission, and implementing innovative and more cost-effective oversight methods while recognizing the need for overall restraint in federal spending.

Audits, investigations, and evaluations are the primary tools we use to protect federal taxpayer dollars invested in national service, bring sanctions against wrongdoers, and assist CNCS in improving its policies, programs, and operations. We have divided this budget request into four key sections: Investigations Section, Audit Section, Support Section, and Information Technology.

Our request includes \$7K to support the Council of Inspectors General on Integrity and Efficiency, as required by the Inspector General Reform Act of 2008. The act also requires that Inspectors General specify the amount necessary for staff training. The Inspector General certifies that our proposed staff training budget of \$43K for FY 2013, which encompasses audit, investigations, information technology, and support personnel, meets our training requirements.

Investigations Section

The Investigations Section requires an allocation of \$1.213 million for FY13. This amount will allow us to hire and train three new criminal investigators and one criminal analyst. Our agents are required to travel to all 50 states and U.S. Territories to pursue their investigations, coordinate with federal, state, and local prosecutorial authorities, and conduct outreach activities, including Fraud Awareness Briefings. For example, our major cases during FY 2011 involved CNCS grants and programs in American Samoa, the U.S. Virgin Islands, and Puerto Rico.

During FY 2011, our Investigations Section opened 42 cases, closed 35 actions, and recovered more than \$447,850 in stolen or misused funds. It also identified more than \$1,666,000 in cost avoidance. In the 1st quarter of FY 2012 alone, our investigators recovered more than \$1,167,000 and identified more than \$4,650,000 in potential recoveries.

In FY 2011, we expanded our Fraud Awareness Program and initiated a "dedicated agent" liaison program. Each of our special agents is assigned a geographical area in the United States and has an established liaison with the State Program Offices in their area. This program provides us the opportunity to conduct fraud awareness training and to provide the State Program Offices a dedicated OIG special agent to whom they can report fraud or address their concerns that relate to fraud, waste, and abuse. We plan to renew this program in FY 2013.

In FY 2013, we hope to expand this program to include the State Commissions, which are major recipients of CNCS grant funds. Our fraud awareness briefings and liaison program have resulted in the opening of at least four cases since the initiatives were launched in March 2011. The cases were opened following allegations reported by CNCS staff and increased calls to our Fraud Hotline.

A key initiative for FY 2013 is the hiring of a criminal analyst to continue development and refinement of our Analytical/Intelligence effort, which began operations in FY 2011. The initial effort provided our auditors and investigators with trend analyses, research of various public and federal databases, and the beginning of expert data mining of the agency's IT systems. This person will also field all Fraud Hotline complaints and assist in the evaluation of these complaints for referrals in-house, to CNCS management or to other federal agencies.

Audit Section

The Audit Section requires an allocation of \$2.391 million for FY 2013. This amount will allow us to rebuild by hiring and training two auditors and an audit manager. With sufficient FY 2013 funding, the OIG can conduct grant audits and agreed-upon procedure engagements that support the CNCS mission.

During FY 2013, we anticipate conducting a number of audits/evaluations that were scheduled to be performed in FY 2012. These include an evaluation of internal controls and related potential cost savings in the AmeriCorps NCCC program; and an evaluation of the Professional Corps model and the pre-professional training programs to determine whether these programs are 1) providing a valid service, 2) fairly available across regional boundaries, and 3) addressing unmet community needs.

CNCS is responsible for complying with the Improper Payments and Elimination and Recovery Act (IPERA) of 2010. It requires agencies to annually identify programs and activities susceptible to improper payments, estimate the annual amount, and submit the estimate to Congress. In FY 2011, CNCS estimated it had no overpayments and one minor improper payment of \$2. It also stated that it has sufficient controls to prevent improper payments. In FY 2013 we will perform a review of the CNCS assessment of improper payments and evaluate its compliance with IPERA, Executive Orders, and applicable OMB guidance.

We also plan to audit CNCS' space utilization at its headquarters location. As a result of recent budget constraints and the promotion of telework opportunities, many agencies are seeking methods to use workspaces more efficiently and effectively. Performing this scheduled

audit will determine whether CNCS utilizes its space in an efficient and economic manner, and will identify further potential cost-savings.

We further plan a FY 2013 review of CNCS conference spending. Following the guidance contained in OMB Memorandum M-11-35, dated September 21, 2011, we will examine whether CNCS plans and executes its conferences in the most efficient and cost-effective manner.

During FY 2011, our Audit Section issued 21 reports that identified \$959,792 in questioned costs and \$581,528 in funds that could be put to better use. Our audits included 213 recommendations to improve CNCS and grantee operations, and also resulted in the termination of grants to a number of grantees and sub-grantees.

In FY 2011, the Audit Section issued an agreed-upon procedures report on the American Samoa Special Services Commission. The report identified significant questioned costs, including extensive personal travel charged to the grants, and revealed serious deficiencies in all facets of the program. Based on our findings, CNCS placed a manual hold on the Commission's grant drawdowns, and delayed future awards pending resolution of all investigative and audit issues. In addition, the Governor of American Samoa informed CNCS that all Commission employees were relieved of their duties and the office was closed.

The Audit Section continued in FY 2011 to concentrate on staff-produced, high-priority performance reviews that have a global impact on CNCS and its grantees. For example, we conducted an evaluation of CNCS's inaugural Social Innovation Fund (SIF) grant award process in response to requests from Congress and CNCS management. We found that the SIF policies and procedures were applied in a fair and objective manner; however, CNCS deviated slightly from its existing grant application and review procedures. CNCS management generally concurred with our recommendations and issued a policy statement to increase transparency in the Grant Application Review Process (GARP).

Prior OIG audits and investigations repeatedly revealed findings and questioned costs whereby the AmeriCorps programs approved partial education awards to early-exited members in spite of improper Compelling Personal Circumstances (CPC) justifications in accordance with Title 45 C.F.R. § 2522.230 and insufficient supporting documentation. For these reasons, the OIG conducted an audit in FY 2011 to determine whether the AmeriCorps members exited the program based on a legally valid justification. We also assessed CNCS' internal controls surrounding the CPC's review and authorization process. We noted a wide-spread non-compliance for approximately 75 percent of our tested population, resulting in total questioned costs of \$328,574, of which \$120,352 was identified as improper payments.

Support Section

The OIG Support Section requires \$1.173 million for FY 2013 to meet the needs of OIG management, and audit, investigative, and information technology (IT) staff in the areas of physical security, human resources, budgeting, and accounting.

The support budget provides funding for the staff of the immediate office of the Inspector General. It also includes all OIG common services, including rent, commuter benefits, supplies, and materials.

We are continuing to streamline our financial and administrative policies and procedures with a revised telework policy, implementation of a property management system, and a data information management system. We expect to achieve full implementation of these new initiatives by the end of FY 2013. Our strategic goal for the Support Section is to promote office efficiency, increase productivity, and create a more environmentally conscious workplace.

Information Technology (IT)

For FY 2013, our IT Section requires \$573K as we seek to rebuild our staff and further improve the technologies which support our auditors and investigators. In FY 2013, we plan on hiring an IT specialist focused on evaluations of CNCS' systems and security and to redouble our efforts to identify and apply new and more efficient technologies, including full virtualization and cloud computing.

Specific IT initiatives for 2013 include:

- Continued development of two new specialized information systems for our Audit and Investigative sections;
- Further development of a third new information system that will allow us to perform quantitative and qualitative analyses of grantee performance, allowing us to better identify potential fraud before it occurs;
- Implementation of new telework technologies using Virtual Private Network (VPN); and
- Bolstering our information security capabilities using leading edge technologies and practices.

Strategic Goals and Performance Measures

The OIG operates independently from CNCS but, to the extent not inconsistent with its independence, works with CNCS to achieve what is best for CNCS' service programs, its participants, and the Americans they serve. The OIG designed its strategic goals to promote economy, efficiency, and effectiveness and to detect and prevent fraud, waste and abuse, and mismanagement in CNCS programs and operations. The

general purpose of these goals is to improve CNCS' ability to meet its responsibilities and achieve its mission.

In FY 2013, the OIG will focus on areas intended to enhance the management and overall performance of CNCS. It will provide information designed to further CNCS' progress toward achieving its strategic goals and will help CNCS identify existing vulnerabilities, as well as those that may emerge from changes in its operations or environment.

The OIG's Investigation Section will continue to conduct investigations when it obtains information that suggests misuse of CNCS funds; will aggressively seek sanctions, including monetary recoveries, from wrongdoers; will give Fraud Awareness Briefings to CNCS employees, volunteers, and stakeholders; and will participate in projects that strengthen agency operations.

The OIG's FY 2013 audit and investigative plans are designed, to the best of the OIG's ability, to assist CNCS in meeting 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.

With the proposed FY 2013 budget, the OIG will be able to perform the congressionally required annual audit of the CNCS financial statements; the annual FISMA evaluation; examinations of risk-assessed and selected CNCS grants and operations; and assessments of CNCS efforts to protect the financial integrity of the National Service Trust.

Goal 1. Reduce program vulnerabilities, strengthen program integrity, and CNCS' efforts to efficiently manage its programs and implement effective internal controls. We will do this by providing timely and independent information to the agency's Board of Directors, Chief Executive Officer, senior management, and Congress regarding the effectiveness and efficiency of CNCS programs and operations.

Strategies

- Continuously monitor and assess risk in CNCS programs and operations to identify those critical to the achievement of our goals; and
- Identify resources needed to address those critical risks.

Performance Measures

- Identify OIG direct resources dedicated to critical risk or high impact areas;
- Quantify the number of audit or evaluation recommendations for which management decisions are achieved within one year of report issuance;
- Quantify the number of audits or evaluations delivered within time

frames agreed to with stakeholders;

- Quantify the number of completed investigations that result in a referral for action to the Department of Justice, state or local law enforcement officials, or relevant administrative authority;
- Quantify the number of closed investigations that result in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary recovery;
- Identify the number of inquiries not acted upon for formal audit or investigation that resulted in the inquiry being routed to the proper agency, office, or official; and
- Measure the impact of audits, evaluations, or investigative inquiries in which CNCS management's action resulted in positive change, cost savings, compliance, or greater efficiency.

Goal 2. Look ahead, anticipate change, stay flexible, and be prepared to meet new challenges.

Strategies

- Hire, train, develop, motivate, and effectively lead a high-performing and diverse front-line supervisory and executive workforce with the technical, management, and leadership skills to meet OIG's goals;
- Hire, train, develop, and motivate non-supervisory employees by providing opportunities for skill enhancement and career advancement;
- Continuously acquire and deploy state-of-the-art technology, equipment, and other physical resources necessary for OIG to meet its goals; and
- Enhance internal OIG communication so all staff understand OIG's priorities and the contribution their work makes toward fulfilling OIG's mission.

Performance Measures

- Assess the quality of OIG work through internal reviews and external peer reviews; and
- Obtain feedback from OIG stakeholders.

Goal 3. Make public the results of our reviews, to the extent allowable by law and privacy considerations, through a robust OIG website and social media tools, and look for ways to operate in an environmentally conscious or "green" manner.

Strategies

- Operate a publicly accessible OIG website;
- Keep the website current with postings of our audits, evaluations, or reviews;
- Communicate OIG matters of importance to agency employees and grantees through our website, e-mail, and social media outlets;
- Maximize use of OIG employee telework;

- Enhance our use of electronic reporting and communications; and
- Practice economy of supplies and equipment.

Performance Measures

- Ensure that all official OIG reports will be posted within the time period specified in the Inspector General Reform Act of 2008;
- Increase the use of telework where operationally sound;
- Increase the use of report distribution via electronic media; and
- Purchase equipment with Energy Star or similar energy-efficiency ratings.

Table 26. Obligations by Object Classification—OIG (*dollars in thousands*)

	FY11 Enacted	FY12 Enacted	FY13 Request	Increase/ (Decrease) 2012-2013
Total number of permanent positions	37	38	22	(18)
Full-time equivalent employment (FTE)	34	15	22	7
11.1 - Full-Time Permanent	3,503	2,538	2,516	(22)
11.3 - Other than full-time permanent	0	0	0	0
11.5 - Other personnel compensation	221	0	155	155
11.7 - Military personnel compensation	0	0	0	0
11.8 - Special personal services payments	0	0	0	0
Total, personnel compensation	3,724	2,538	2,671	133
12.1 - Civilian personnel benefits	1,044	747	721	(26)
12.2 - Military personnel benefits	0	0	0	0
13.0 - Benefits for former personnel	0	501	0	(501)
21.0 - Travel and transportation of persons	303	33	120	87
22.0 - Transportation of things	3	0	0	0
23.1 - Rental payments to GSA	324	81	164	83
23.2 - Rental payments to others	0	0	0	0
23.3 - Communications, utilities, and misc. charges	48	6	43	37
24.0 - Printing and reproduction	6	0	5	5
25.1 - Advisory and assistance services	0	0	0	0
25.2 - Other Services	2,151	81	1,634	1,553
25.3 - Other purchases from Government accounts	0	0	0	0
25.4 - Operation and maintenance of facilities	0	0	0	0
25.5 - Research and development contracts	0	0	0	0
25.6 - Medical care	0	0	0	0
25.7 - Operation and maintenance of equipment	0	0	0	0
25.8 - Subsistence of support of persons	0	0	0	0
26.0 - Supplies and Materials	50	5	25	20
31.0 - Acquisition of Equipment	31	0	17	17
32.0 - Acquisition of land and structures	0	0	0	0
33.0 - Investments and loans	0	0	0	0
41.0 - Grants, subsidies, and contributions	0	0	0	0
42.0 - Insurance claims and indemnities	0	0	0	0
43.0 - Interest and dividends	0	0	0	0
44.0 - Refunds	0	0	0	0
94.0 - Financial transfers	0	0	0	0
Total Obligations	7,684	3,992	5,400	(1,408)
Control Total	7,684	3,992	5,400	(1,408)

Appendices | PART V

Appendix A. Corporation for National and Community Service Enacted Budget From FY 1994–2013 Request (*dollars in thousands*)

Activity	FY94 Enacted	FY95 Enacted	FY96 Enacted	FY97 Enacted	FY98 Enacted
Total, Operating Expenses	543,503	651,587	566,844	586,499	653,975
National Service Trust	\$98,751	\$115,070	\$56,000	\$59,000	\$70,000
AmeriCorps State and National Grants	155,500	219,000	215,000	215,000	227,000
Innovation, Demonstration, and Assistance ²	31,900	30,000	29,850	30,000	30,000
Evaluation	4,600	5,500	5,000	5,000	5,000
AmeriCorps NCCC	10,000	18,000	18,000	18,000	18,000
Learn and Serve America	40,000	46,000	43,000	43,000	43,000
State Commissions Admin. Grants ¹	24,750	28,723	24,918	25,000	27,000
Partnership Grants	5,000	5,830	5,500	5,500	5,500
AmeriCorps VISTA	42,724	47,700	41,235	41,235	65,235
Special Volunteer Programs	-	-	-	-	-
National Senior Service Corps	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
Disability Placement Funds	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account^{1,2}	31,151	31,160	28,541	27,850	28,129
Office of the Inspector General	944	2,000	2,000	2,000	3,000
Total, CNCS	\$575,598	\$684,747	\$597,385	\$616,349	\$685,104

¹ NCSA administrative expenses are included in the State Commission Admin. Grants Program line item prior to FY 2004

² 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.

Appendix A. Corporation for National and Community Service Enacted Budget
From FY 1994–2013 Request (*dollars in thousands*) (*continued*)

Activity	FY99 Enacted	FY00 Enacted	FY01 Enacted	FY02 Enacted	FY03 Enacted
Total, Operating Expenses	682,266	696,545	729,112	698,501	745,755
National Service Trust	\$70,000	\$70,000	\$69,846	\$0	\$99,350
AmeriCorps State and National Grants	237,000	233,395	230,492	240,492	173,863
Innovation, Demonstration, and Assistance ²	28,500	28,500	28,437	28,488	35,269
Evaluation	5,000	5,000	4,989	5,000	2,981
AmeriCorps NCCC	18,000	17,892	20,954	24,896	24,838
Learn and Serve America	43,000	43,000	42,905	43,000	42,721
State Commissions Admin. Grants ¹	28,356	27,895	30,932	30,991	32,289
Partnership Grants	5,500	7,741	28,936	29,000	14,901
AmeriCorps VISTA	73,000	80,574	83,074	85,255	93,674
Special Volunteer Programs	-	-	-	5,000	9,9935
National Senior Service Corps	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
Disability Placement Funds	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account^{1,2}	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
Total, CNCS	\$714,395	\$731,659	\$766,330	\$735,708	\$786,062

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² 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.

Appendix A. Corporation for National and Community Service Enacted Budget
From FY 1994–2013 Request (*dollars in thousands*) (continued)

Activity	FY04 Enacted	FY05 Enacted	FY06 Enacted	FY07 Enacted	FY08 Enacted
Total, Operating Expenses	867,833	856,574	837,936	805,760	782,744
National Service Trust	\$129,233	\$142,848	\$138,600	\$117,720	\$122,539
AmeriCorps State and National Grants	312,147	287,680	264,825	264,825	256,805
Innovation, Demonstration, and Assistance ²	11,159	13,227	16,280	29,771	18,893
Evaluation	2,982	3,522	3,960	3,960	3,891
AmeriCorps NCCC	24,853	25,296	36,730	26,789	23,782
Learn and Serve America	42,746	42,656	37,125	37,125	37,459
State Commissions Admin. Grants ¹	11,929	11,904	12,516	12,516	11,790
Partnership Grants	14,913	14,384	14,850	0	0
AmeriCorps VISTA	93,731	94,240	95,464	95,468	93,800
Special Volunteer Programs	9,976	4,960	-	-	-
National Senior Service Corps	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
Disability Placement Funds	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account^{1,2}	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
Total, CNCS	\$935,367	\$927,006	\$909,959	\$881,047	\$856,331

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² 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.

Appendix A. Corporation for National and Community Service Enacted Budget
From FY 1994–2013 Request (*dollars in thousands*) (continued)

Activity	FY09 Enacted	FY10 Enacted	FY11 Enacted	FY12 Enacted	FY13 President's Budget
Total, Operating Expenses	811,639	1,041,521	967,594	960,053	961,242
National Service Trust	\$131,075	\$197,000	\$199,260	\$211,797	\$208,744
AmeriCorps State and National Grants	271,196	372,547	349,300	344,348	345,000
Innovation, Demonstration, and Assistance ²	18,893	60,500	60,379	53,280	53,215
Evaluation	3,891	6,000	5,988	2,994	5,000
AmeriCorps NCCC	27,500	29,000	28,942	31,882	30,110
Learn and Serve America	37,459	39,500	0	0	0
State Commissions Admin. Grants ¹	11,790	17,000	16,966	13,441	15,990
Partnership Grants	0	0	0	0	0
AmeriCorps VISTA	96,050	99,074	98,876	94,820	95,300
Special Volunteer Programs	-	-	-	-	-
National Senior Service Corps	213,785	220,900	207,883	207,491	207,883
RSVP	58,642	63,000	50,299	50,204	50,299
Foster Grandparent Program	108,999	110,996	110,774	110,565	110,774
Senior Companion Program	46,144	46,904	46,810	46,722	46,810
Senior Demonstration Program	0	0	0	0	0
Disability Placement Funds	0	5,000	4,990	0	3,000
Training & Technical Assistance	0	7,500	7,485	1,996	5,000
Salaries & Expense Account^{1,2}	71,715	88,000	87,824	82,843	88,000
Office of the Inspector General	6,512	7,700	7,684	3,992	5,400
Total, CNCS	\$889,866	\$1,149,721	\$1,075,577	\$1,048,884	\$1,062,642

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² 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.

Appendix B: Summary of CNCS Programs

The following exhibit provides information about CNCS programs and other activities.

Program/Activity	Description	FY13 Request <i>(in Thousands)</i>
Major Programs		
AmeriCorps State and National	Grant programs designed and managed by community organizations that build and strengthen the infrastructure of the nonprofit sector, increasing the scope and quality of services available to those most in need. Federal funds are heavily leveraged via partnerships with states, local communities, and private organizations.	\$345,000.00
AmeriCorps VISTA	Anti-poverty program that provides opportunities for individuals 18 years or older for a full year of service in low-income communities. VISTA members support the efforts of nonprofits and communities to build and enhance sustainable anti-poverty programs.	\$95,300.00
AmeriCorps NCCC	Team-based service performed by youth, 18-24 years of age, serving in campus-based residential programs and supporting community and national-based organizations, tribes, educational institutions, local municipalities, and state and national parks.	\$30,110.00
National Service Trust	Provides funds for the Segal AmeriCorps Education Award for eligible national service participants. A full-time education award is \$5,550 for AmeriCorps members who start service in FY 2012.	\$208,744.00
State Commission Administration Grants	Formula grants to State Service Commissions, matched dollar for dollar with state funds, which support Commissions in conducting grant competitions and monitoring sub-grantee performance.	\$15,990.00
Senior Corps-RSVP	Grants awarded to eligible sponsors to develop and manage flexible non-stipend opportunities for volunteers age 55 and older to help improve their lives while delivering a wide range of community services to nonprofits and public agencies.	\$50,299.00
Senior Corps-FGP	Grants awarded to community organizations for stipended service for volunteers age 55 and older to support children and youth with special or exceptional needs. Volunteers meeting income eligibility requirements receive an hourly cash stipend.	\$110,774.00
Senior Corps-SCP	Grants awarded to community organizations for stipended service for volunteers age 55 and older to help individuals, primarily frail seniors, to remain independent in their homes. Volunteers meeting income eligibility requirements receive an hourly cash stipend.	\$46,810.00
Innovation and Demonstration Activities	Supports and encourages new forms of service and civic participation. Includes funding for the Social Innovation Fund, Serve America Fellowships, a national Call to Service Campaign, and 9/11 Day of Service and Remembrance.	\$53,215.00
Disability Grants	Disability grants provide Americans with disabilities the opportunity to participate in strengthening their communities through volunteering and service.	\$3,000.00
Training and Technical Assistance	The Serve America Act authorizes a new subtitle J for training and technical assistance for programs under the national service laws.	\$5,000.00
Evaluation	Evaluation at CNCS is dedicated to developing and cultivating knowledge that will enhance the mission and support the strategic goals of CNCS and of national and community service programs.	\$5,000.00
Salaries and Expenses	Funds for administering and managing National and Community Service programs.	\$88,000.00

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 services, 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, and (3) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Minimum Living allowance of \$12,000 for full-time members in program Year 2012. A Living allowance is not required for less than full-time members or EAP members.
AmeriCorps NCCC	An AmeriCorps NCCC member must (1) be between the ages of 18 and 24 years old, and (2) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Yes. The Living Allowance (\$400/month for 10 months), lodging and meals. Team Leaders earn \$1136 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. Living Allowance: In FY12 range is projected to be \$892/month to \$1590/month (based on regional cost of living and tied to the poverty rate.)
Senior Corps	<ol style="list-style-type: none"> 1. RSVP 2. Foster Grandparent Program 3. Senior Companion Program Senior Corps programs use the term “volunteer” to describe a participant enrolled in a Senior Corps programs and supported by the grant award.	
RSVP	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, and (3) s/he must reside in or nearby the community served by RSVP.	No.
Foster Grandparent Program	To be a Foster Grandparent volunteer, an individual must (1) be 60 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, 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 receive \$2.65/hour tax free.
Senior Companion Program	To be a Senior Companion, an individual must (1) be 60 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, the individual must have an income that is within the income eligibility guidelines (within 200 percent of poverty).	Yes, if income guidelines are met (200% of poverty), then receive \$2.65/hour tax free.
Learn and Serve America - K-12 and Higher Education Programs	School-based participants must (1) be youth ages 5 to 17 and/or children with disabilities as defined in section 602 of the Individuals with Disabilities Education Act (20 USC 1401, et seq). (2) Higher Education participants can include students, faculty, staff, and other community volunteers.	No.
Learn and Serve America - Summer of Service	Summer of Service program participants must be enrolled in any of grades 6 through 12 at the end of the summer concerned (giving priority to programs that enroll youth who will be enrolled in any of grades 6 through 9 at the end of the summer concerned) during the summer months.	No.
SIF - see Appendix I		

Appendix C: Summary of Program Benefits for Participants *(continued)*

Program	Term of Service	Health care	Childcare	Segal AmeriCorps Education Award
AmeriCorps State and National	An AmeriCorps member serves full-time (1,700 hours up to 12 months) or part-time (up to 900 hours in up to 2 years).	Full-time members must receive health care benefits except for EAP. Less than full-time members may not receive health care with CNCS funds.	Only members are eligible to receive childcare. Rate established by state Child Care Development Grant (CCDG).	Yes.
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/month per child.	Yes.
AmeriCorps VISTA	Full-time for one year.	Yes. CNCS administered health plan.	Yes. Maximum \$400/month per child.	Yes or may select an end of service stipended accrued at the rate of \$125/month.
Senior Corps				
RSVP	Open enrollment-no set schedule. Can serve as few or as many as the volunteer chooses (volunteer hours vary).	No.	No.	No.
Foster Grandparent Program	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	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.
Learn and Serve America - K-12 and Higher Education Programs	Not applicable.	No.	No.	No.
Learn and Serve America - Summer of Service	Not less than 100 hours of service during the summer months.	No.	No.	Education award of \$500 (or, at the discretion of the Chief Executive Officer, \$750 in the case of a participant who is economically disadvantaged).
SIF - see Appendix I				

Appendix D: Grantee Match Requirements

At a Glance

AmeriCorps State and National

For grants made from FY 2012 Appropriations, AmeriCorps State and National grantees must meet the following minimum requirements based on the number of years they have been operating their AmeriCorps program.

Minimum grantee 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 Education Award Program

No match requirement.

AmeriCorps

Fixed amount grants—no match requirement.

AmeriCorps NCCC

No match requirement.

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.

Appendix E: AmeriCorps Members by Program Type: FY 1996–2013

Program	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct	Actual 1999 Awarded	Pct	Actual 2000 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%
Total	28,620		48,798		50,586		55,667		65,402	

Program	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct	Actual 2005 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%
Total	72,841		69,280		31,991		74,523		73,220	

Appendix E: AmeriCorps Members by Program Type: FY 1996–2013 *(continued)*

Program	Actual 2006 Awarded	Pct	Actual 2007 Awarded	Pct	Actual 2008 Awarded	Pct	Actual 2009* Awarded	Pct	Actual 2010** 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%
Total	77,634		73,583		74,635		88,620		89,631	

Program	Actual 2011 Awarded	Pct	Projected 2012 Awarded	Pct	Projected 2013 Awarded	Pct
Education Award Program	16,906	20.5%	17,168	20.8%	17,201	20.9%
National Direct	N/A					
Professional Corps	N/A					
State Formula and Competitive	N/A					
Competitive Grants (new for 2010)	35,459	43.0%	34,795	42.2%	34,809	42.2%
State Formula Only (new for 2010)	21,082	25.6%	21,505	26.1%	21,454	26.0%
Territories	286	0.3%	305	0.4%	305	0.4%
Tribes	204	0.2%	232	0.3%	232	0.3%
Other State and National	-					
VISTA Ed Awards	5,507	6.7%	6,000	7.3%	6,000	7.3%
VISTA Stipends	1,797	2.2%	1,300	1.6%	1,400	1.7%
NCCC	1,200	1.5%	1,200	1.5%	1,200	1.5%
Total	82,441		82,505		82,601	

* FY 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.

Appendix F: AmeriCorps Members by Service Term: FY 1996–2013

Program	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct	Actual 1999 Awarded	Pct	Actual 2000 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>	<i>14,627</i>	<i>51.1%</i>	<i>20,253</i>	<i>41.5%</i>	<i>20,430</i>	<i>40.4%</i>	<i>19,864</i>	<i>35.7%</i>	<i>22,088</i>	<i>34.0%</i>
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%
Total	28,620		48,798		50,586		55,667		65,042	

Program	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct	Actual 2005 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>	<i>25,365</i>	<i>34.8%</i>	<i>26,420</i>	<i>38.1%</i>	<i>11,373</i>	<i>35.6%</i>	<i>26,332</i>	<i>35.3%</i>	<i>24,875</i>	<i>34.0%</i>
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%
Total	72,841		69,280		31,991		74,523		73,220	

Program	Actual 2006 Awarded	Pct	Actual 2007 Awarded	Pct	Actual 2008 Awarded	Pct	Actual 2009* Awarded	Pct	Actual 2010** 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>	<i>27,223</i>	<i>35.1%</i>	<i>27,059</i>	<i>36.8%</i>	<i>28,822</i>	<i>38.6%</i>	<i>32,941</i>	<i>37.2%</i>	<i>32,151</i>	<i>35.9%</i>
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%
Total	77,634		73,583		74,635		88,620		89,631	

Program	Actual 2011 Awarded	Pct	Projected 2012 Awarded	Pct	Projected 2013 Awarded	Pct
Full-time	38,043	46.1%	41,034	49.8%	40,628	49.3%
<i>Full-time S/N</i>	<i>31,357</i>	<i>38.0%</i>	<i>33,434</i>	<i>40.6%</i>	<i>33,428</i>	<i>40.5%</i>
Part-time	9,785	11.9%	8,779	10.6%	8,378	10.2%
Reduced Part-time	34,613	42.0%	33,691	40.9%	33,594	40.7%
Total	82,441		83,504		82,600	

* FY 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.

Appendix G: AmeriCorps Programs over \$500,000

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2011 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 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 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 education award. The organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required and the Grantee Share is zero. In all other cases, the Grantee Share is the sum of other federal and all non-federal funds.

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	NY	Teach For America	\$9,648,366	\$0	\$9,648,366	0%
National Direct	MA	YouthBuild USA, Inc.	\$8,959,462	\$7,637,224	\$16,596,686	46%
National Direct	MA	City Year, Inc.	\$6,773,000	\$7,293,000	\$14,066,000	52%
National Direct	WI	Public Allies, Inc.	\$6,331,000	\$6,634,828	\$12,965,828	51%
State Competitive	WA	WA State Employment Security Department	\$6,166,000	\$5,284,037	\$11,450,037	46%
Fixed Amount	MD	National Association of Community Health Centers, Inc.	\$6,097,000	\$0	\$6,097,000	0%
State Competitive	MS	Mississippi Institutions of Higher Learning	\$4,546,305	\$2,383,083	\$6,929,388	34%
State Competitive	MN	Minnesota Education Corps	\$4,225,000	\$3,059,428	\$7,284,428	42%
Fixed Amount	MD	Notre Dame Mission Volunteers Program, Inc.	\$3,971,625	\$0	\$3,971,625	0%
Fixed Amount	GA	Habitat for Humanity International, Inc.	\$3,900,000	\$0	\$3,900,000	0%
Fixed Amount	MS	Digital Opportunity Trust USA	\$3,640,000	\$0	\$3,640,000	0%
State Competitive	MN	Minnesota Education Corps	\$3,575,000	\$3,045,956	\$6,620,956	46%
State Competitive	WA	WA State Employment Security Department	\$3,350,000	\$2,425,865	\$5,775,865	42%
State Competitive	MA	City Year, Inc.	\$2,921,000	\$2,921,010	\$5,842,010	50%
Fixed Amount	MA	Citizen Schools, Inc.	\$2,781,979	\$0	\$2,781,979	0%
National Direct	NJ	Education Works	\$2,624,390	\$2,971,254	\$5,595,644	53%
State Competitive	MA	City Year, Inc.	\$2,415,000	\$2,415,000	\$4,830,000	50%
National Direct	NY	Local Initiatives Support Corporation	\$2,152,742	\$2,639,690	\$4,792,432	55%
National Direct	MA	Jumpstart for Young Children, Inc.	\$1,964,021	\$2,093,588	\$4,057,609	52%
State Competitive	CA	Napa County Office of Education	\$1,960,000	\$2,029,364	\$3,989,364	51%
State Competitive	WA	WA State Department of Ecology	\$1,920,000	\$3,072,384	\$4,992,384	62%
National Direct	PA	Greater Pittsburgh Literacy Council	\$1,872,000	\$1,809,393	\$3,681,393	49%
State Competitive	MT	Montana Conservation Corps, Inc.	\$1,872,000	\$3,073,892	\$4,945,892	62%
State Competitive	MA	City Year, Inc.	\$1,764,000	\$2,324,000	\$4,088,000	57%

Appendix G: AmeriCorps Programs over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	DC	Experience in Action d/b/a Experience Corps	\$1,753,552	\$1,483,635	\$3,237,187	46%
State Formula	NY	Western New York AmeriCorps	\$1,689,498	\$1,154,536	\$2,844,034	41%
State Competitive	NY	Harlem Children's Zone	\$1,651,000	\$2,022,049	\$3,673,049	55%
National Direct	OR	Jesuit Volunteer Corps Northwest	\$1,569,013	\$1,088,740	\$2,657,753	41%
State Competitive	MA	City Year, Inc.	\$1,550,000	\$1,950,000	\$3,500,000	56%
National Direct	DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$1,506,886	\$1,237,356	\$2,744,242	45%
State Competitive	MA	City Year, Inc.	\$1,495,000	\$2,255,000	\$3,750,000	60%
National Direct	DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$1,425,337	\$1,275,856	\$2,701,193	47%
State Competitive	PA	Keystone SMILES Community Learning Center	\$1,415,345	\$1,182,185	\$2,597,530	46%
State Competitive	WV	West Virginia University Research Corp.	\$1,404,500	\$1,027,201	\$2,431,701	42%
State Formula	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	\$1,378,612	\$1,172,115	\$2,550,727	46%
State Competitive	ID	Lewis-Clark State College	\$1,366,319	\$1,932,050	\$3,298,369	59%
Fixed Amount	NY	New York City Office of the Mayor	\$1,365,000	\$0	\$1,365,000	0%
State Formula	PA	Allegheny County Department of Human Services	\$1,364,795	\$1,162,382	\$2,527,177	46%
State Competitive	CA	Bay Area Community Resources/BAYAC AmeriCorps	\$1,363,753	\$2,097,717	\$3,461,470	61%
State Formula	MA	City Year, Inc.	\$1,350,000	\$1,150,000	\$2,500,000	46%
State Competitive	HI	Kupu	\$1,256,020	\$680,857	\$1,936,877	35%
National Direct	DC	The Corps Network	\$1,226,425	\$1,330,924	\$2,557,349	52%
National Direct	PA	Health Federation of Philadelphia	\$1,198,486	\$970,668	\$2,169,154	45%
National Direct	AZ	Communities In Schools of Arizona	\$1,191,994	\$2,180,946	\$3,372,940	65%
State Competitive	CA	California Conservation Corps	\$1,185,750	\$1,557,833	\$2,743,583	57%
Fixed Amount	DC	The Corps Network	\$1,088,000	\$0	\$1,088,000	0%
State Competitive	MA	Jumpstart for Young Children, Inc.	\$1,057,778	\$914,785	\$1,972,563	46%
State Formula	NY	After-School Corporation (The)	\$1,056,259	\$1,691,602	\$2,747,861	62%
National Direct	CA	Playworks Education Energized	\$1,039,999	\$2,846,718	\$3,886,717	73%
Fixed Amount	MN	Duluth Public Schools	\$1,033,200	\$0	\$1,033,200	0%
State Competitive	CA	Administrative Office of the Courts	\$1,018,884	\$723,978	\$1,742,862	42%
State Formula	TX	Central Dallas Ministries	\$1,008,697	\$542,394	\$1,551,091	35%
National Direct	NY	Up2Us, Inc.	\$1,005,420	\$1,020,959	\$2,026,379	50%
State Competitive	CA	Child Abuse Prevention Council, Inc.	\$996,561	\$1,512,398	\$2,508,959	60%

Appendix G: AmeriCorps Programs over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	MN	Admission Possible	\$728,000	\$0	\$728,000	0%
State Competitive	WA	Educational Service District 101	\$720,591	\$523,892	\$1,244,483	42%
State Competitive	TX	CIS of Central Texas	\$709,521	\$709,980	\$1,419,501	50%
National Direct	DC	AIDS United	\$702,000	\$1,507,753	\$2,209,753	68%
State Formula	MI	The Guidance Center	\$695,657	\$694,781	\$1,390,438	50%
State Competitive	MD	Department of Natural Resources - Maryland Conservation Corps	\$686,222	\$955,652	\$1,641,874	58%
State Formula	NY	Erie Regional Housing Development Corporation, Inc.-The Belle Center	\$677,542	\$447,819	\$1,125,361	40%
State Competitive	KY	Homeless And Housing Coalition of Kentucky	\$674,144	\$647,987	\$1,322,131	49%
State Formula	FL	Florida Department of Environmental Protection	\$668,824	\$413,912	\$1,082,736	38%
State Formula	OK	Oklahoma Community Service Commission	\$664,802	\$481,413	\$1,146,215	42%
State Formula	NY	Teach For America	\$655,762	\$260,349	\$916,111	28%
State Competitive	CA	City of Sacramento - START	\$650,740	\$2,029,333	\$2,680,073	76%
National Direct	MA	TechMission, Inc.	\$650,000	\$516,145	\$1,166,145	44%
State Formula	MN	Minnesota Education Corps	\$639,971	\$704,280	\$1,344,251	52%
State Formula	GU	University Of Guam	\$639,903	\$354,013	\$993,916	36%
State Competitive	MT	The University of Montana	\$639,492	\$602,520	\$1,242,012	49%
State Competitive	WI	Public Allies, Inc.	\$637,000	\$679,794	\$1,316,794	52%
State Competitive	NY	Monroe Community College	\$633,470	\$539,623	\$1,173,093	46%
State Competitive	WA	Kitsap Community Resources	\$630,005	\$496,533	\$1,126,538	44%
State Formula	NY	Western New York AmeriCorps	\$629,334	\$235,430	\$864,764	27%
State Competitive	MA	City Year, Inc.	\$625,000	\$554,246	\$1,179,246	47%
Fixed Amount	NY	FoodCorps, Inc.	\$625,000	\$0	\$625,000	0%
State Competitive	NV	Great Basin Institute	\$613,695	\$1,863,910	\$2,477,605	75%
State Formula	MN	Minnesota Education Corps	\$609,084	\$724,413	\$1,333,497	54%
Fixed Amount	MD	Catholic Volunteer Network	\$608,000	\$0	\$608,000	0%
State Formula	TX	United Way of El Paso County	\$607,990	\$268,867	\$876,857	31%
National Direct	DC	American National Red Cross	\$604,363	\$561,966	\$1,166,329	48%
State Competitive	CA	Shasta County Child Abuse Prevention Council	\$603,889	\$731,823	\$1,335,712	55%
State Competitive	CA	Kern County Superintendent of Schools	\$600,000	\$1,432,207	\$2,032,207	70%
State Competitive	MN	Minnesota Conservation Corps	\$598,000	\$250,259	\$848,259	30%
Fixed Amount	MI	B - H - K - Child Development Board	\$586,500	\$0	\$586,500	0%

Appendix G: AmeriCorps Programs over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	AZ	Coconino County Community Services	\$585,000	\$0	\$585,000	0%
Tribal	CA	Hoopa Valley Tribe and Hoopa Forestry Division	\$585,000	\$335,449	\$920,449	36%
State Formula	MI	Michigan Nonprofit Association	\$585,000	\$0	\$585,000	0%
Fixed Amount	WA	Washington Campus Compact	\$585,000	\$0	\$585,000	0%
State Competitive	MA	City Year, Inc.	\$579,601	\$579,600	\$1,159,201	50%
National Direct	CO	Southwest Conservation Corps	\$576,915	\$1,764,467	\$2,341,382	75%
State Competitive	WI	Operation Fresh Start, Inc.	\$564,126	\$572,581	\$1,136,707	50%
State Formula	TX	Pharr-San Juan-Alamo ISD	\$563,622	\$272,059	\$835,681	33%
State Formula	NC	East Carolina School of Education-Project Heart	\$562,208	\$602,416	\$1,164,624	52%
State Formula	FL	Palm Beach County Literacy Coalition	\$559,991	\$312,583	\$872,574	36%
State Competitive	IN	Boys & Girls Clubs of Wayne County Indiana, Inc	\$559,284	\$408,290	\$967,574	42%
State Competitive	MO	Partnership For Youth, Inc.	\$557,790	\$481,486	\$1,039,276	46%
State Competitive	CA	California Conservation Corps Watershed Stewards	\$541,435	\$1,005,297	\$1,546,732	65%
State Competitive	NC	UNCG - Office of Research Services	\$538,010	\$2,083,804	\$2,621,814	79%
National Direct	CA	Reading Partners	\$532,000	\$2,058,785	\$2,590,785	79%
State Formula	PA	Family Services of Butler Memorial Hospital	\$531,061	\$451,940	\$983,001	46%
National Direct	MA	New Sector Alliance, Inc.	\$530,395	\$1,081,628	\$1,612,023	67%
National Direct	ME	Goodwill Industries of Northern New England	\$530,000	\$600,056	\$1,130,056	53%
State Competitive	NY	Fund for the City of New York	\$529,888	\$201,910	\$731,798	28%
State Formula	NY	Teach For America	\$525,000	\$225,000	\$750,000	30%
Fixed Amount	TN	Knoxville Knox County Community Action Committee	\$519,975	\$0	\$519,975	0%
State Competitive	NH	Student Conservation Association, Inc.	\$518,922	\$652,407	\$1,171,329	56%
State Competitive	WI	Public Allies, Inc.	\$518,505	\$461,384	\$979,889	47%
State Competitive	CA	Reading Partners	\$517,285	\$1,761,967	\$2,279,252	77%
Fixed Amount	NV	WestCare Foundation, Inc.	\$512,080	\$0	\$512,080	0%
State Formula	MA	Media and Technology Charter High (MATCH) School	\$506,775	\$396,700	\$903,475	44%
State Competitive	IA	Iowa Dept. of Natural Resources	\$506,727	\$483,997	\$990,724	49%

Appendix H: FY 2012 AmeriCorps Formula Grant Allocation

State	FY07	FY08	FY09	FY10	FY11	FY12
Alabama	1,267,542	1,208,480	1,223,964	2,096,427	1,975,058	2,234,591
Alaska	500,000	500,000	500,000	628,908	600,000	670,356
Arizona	1,699,504	1,655,251	1,706,598	2,684,552	2,541,103	2,861,476
Arkansas	774,707	740,256	749,672	1,529,436	1,446,096	1,630,233
California	10,048,095	9,545,212	9,650,323	12,148,399	11,434,561	12,949,034
Colorado	1,310,082	1,269,497	1,296,835	2,194,924	2,081,365	2,339,579
Connecticut	965,963	914,565	919,240	1,725,420	1,625,390	1,839,133
Delaware	500,000	500,000	500,000	628,908	600,000	670,356
District of Columbia	500,000	500,000	500,000	628,908	600,000	670,356
Florida	4,985,769	4,765,982	4,812,036	6,406,461	6,030,290	6,828,676
Georgia	2,580,803	2,492,439	2,542,955	3,692,285	3,480,668	3,935,624
Hawaii	500,000	500,000	500,000	628,908	600,000	670,356
Idaho	500,000	500,000	500,000	628,908	600,000	670,356
Illinois	3,536,630	3,356,211	3,387,256	4,652,573	4,363,343	4,959,199
Indiana	1,740,074	1,656,958	1,674,203	2,630,739	2,473,848	2,804,117
Iowa	821,895	780,274	788,309	1,566,338	1,478,904	1,669,567
Kansas	761,809	724,901	735,690	1,507,400	1,426,002	1,606,745
Kentucky	1,159,240	1,107,584	1,120,874	1,973,447	1,861,609	2,103,506
Louisiana	1,181,755	1,121,093	1,158,038	2,028,911	1,916,845	2,162,626
Maine	500,000	500,000	500,000	628,908	600,000	670,356
Maryland	1,547,755	1,467,129	1,479,080	2,405,211	2,268,004	2,563,725
Massachusetts	1,774,160	1,684,237	1,706,017	2,683,869	2,527,919	2,860,748
Michigan	2,782,468	2,630,074	2,626,360	3,736,079	3,487,319	3,982,303
Minnesota	1,424,109	1,357,265	1,370,594	2,270,179	2,138,098	2,419,794
Mississippi	802,176	762,188	771,523	1,548,929	1,460,700	1,651,010
Missouri	1,610,315	1,535,042	1,552,069	2,495,001	2,347,800	2,659,432
Montana	500,000	500,000	500,000	628,908	600,000	670,356
Nebraska	500,000	500,000	500,000	1,188,844	1,126,535	1,267,194
Nevada	687,795	669,903	682,664	1,452,654	1,371,819	1,548,390
New Hampshire	500,000	500,000	500,000	628,908	600,000	670,356
New Jersey	2,404,583	2,268,171	2,279,600	3,342,767	3,138,900	3,563,070
New Mexico	538,709	514,408	520,985	1,255,243	1,191,311	1,337,970
New York	5,320,993	5,039,253	5,117,103	6,719,208	6,291,855	7,162,034

Appendix H: FY 2012 AmeriCorps Formula Grant Allocation *(continued)*

State	FY07	FY08	FY09	FY10	FY11	FY12
North Carolina	2,440,949	2,366,125	2,421,310	3,552,559	3,349,993	3,786,689
North Dakota	500,000	500,000	500,000	628,908	600,000	670,356
Ohio	3,163,463	2,994,378	3,015,582	4,226,295	3,952,744	4,504,827
Oklahoma	986,470	944,597	956,288	1,778,016	1,682,813	1,895,196
Oregon	1,019,969	978,580	995,066	1,821,215	1,720,924	1,941,241
Pennsylvania	3,428,770	3,246,599	3,268,248	4,557,316	4,272,742	4,857,664
Puerto Rico	1,082,538	1,359,316	1,038,117	1,865,355	1,702,427	1,988,291
Rhode Island	500,000	500,000	500,000	628,908	600,000	670,356
South Carolina	1,190,983	1,150,994	1,176,154	2,050,467	1,936,479	2,185,602
South Dakota	215,505	225,995	219,882	628,908	600,000	670,356
Tennessee	1,664,359	1,607,716	1,631,695	2,591,202	2,442,686	2,761,974
Texas	6,478,999	6,242,197	6,386,955	8,352,573	7,930,333	8,903,046
Utah	702,825	690,780	718,438	1,496,749	1,422,988	1,595,392
Vermont	500,000	500,000	500,000	628,908	600,000	670,356
Virginia	2,106,462	2,013,873	2,039,745	3,085,600	2,911,928	3,288,955
Washington	1,762,751	1,689,112	1,719,474	2,705,875	2,561,330	2,884,204
West Virginia	501,190	500,000	500,000	1,196,061	1,130,733	1,274,887
Wisconsin	1,531,433	1,462,767	1,477,601	2,391,278	2,248,015	2,548,874
Wyoming	500,000	500,000	500,000	628,908	600,000	670,356
TOTAL	86,503,598	83,239,403	83,936,545	125,781,666	118,551,479	134,071,246

Appendix I: Social Innovation Fund

Impact Area	Grantees	Awarded	Grant Duration	Description	Initial Award FY
Economic Development					
	Jobs for the Future, Inc.	\$7.7 million	2 year funding	Jobs for the Future, Inc. and the National Fund for Workforce Solutions (NFWS) will expand their targeted training and technical assistance to at least 23,000 low-income individuals over three years while also addressing the critical skill needs of more than 1,000 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	1 year funding	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 – to five new cities and 7,500 total participants. 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	1 year funding	The Mayor’s Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) will replicate five 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	\$3 million	2 year funding	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	\$2.0 million	2 year funding	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
Healthy Futures					
	Foundation for a Healthy Kentucky	\$2 million	2 year funding	The Foundation for a Healthy Kentucky will improve access to needed health services, reduce health risks and disparities, and promote health equity in six to 10 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. Competitively pre-selected subgrantee: Barren River District Health Department (\$250,000).	FY10

Appendix I: Social Innovation Fund *(continued)*

Impact Area	Grantees	Awarded	Grant Duration	Description	Initial Award FY
	Missouri Foundation for Health	\$2 million	2 year funding	The Missouri Foundation for Health is investing in seven 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
Healthy Futures <i>(Continued)</i>					
	National AIDS Fund	\$3.6 million	1 year funding	The National AIDS Fund will support innovative strategies that increase access to care and improve health outcomes for at least 3,500 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	\$2 million	2 year funding	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.	FY10
	Corporation for Supportive Housing	2.3 million	2 year funding	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 from homeless individuals with complex health needs who frequent multiple public crisis systems.	FY11
YOUTH DEVELOPMENT					
	New Profit, Inc.	\$5 million	1 year funding	New Profit, Inc. collaborates with five to six 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 nearly 8,000 young people in low-income communities throughout the country. Competitively pre-selected subgrantees: College Summit (\$2 million); iMentor (\$750,000); Year Up (\$2 million).	FY10

Appendix I: Social Innovation Fund *(continued)*

Impact Area	Grantees	Awarded	Grant Duration	Description	Initial Award FY
	The Edna McConnell Clark Foundation	\$10 million	1 year funding	The Edna McConnell Clark Foundation is combining large grants, strategic business planning, rigorous evaluation, and capital aggregation to increase the scale and impact of nine 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. Competitively pre-selected subgrantees: Bell (\$2 million); CAS-Carrera (\$1.5 million); CEO (\$2.25 million); CHSNC (\$2 million); CII (\$2 million); Communities In Schools (\$2.5 million); Gateway to College Network (\$2 million); Reading Partners (\$2 million); SEED Foundation (\$2 million).	FY10
	Venture Philanthropy Partners	\$4 million	2 year funding	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. Competitively pre-selected subgrantees: College Summit National Capital Region (\$372,000); KIPP DC (\$656,000); Latin American Youth Center (\$500,000); Year Up National Capital Region (\$207,000).	FY10
	United Way for Southeastern Michigan	\$4 million	2 year funding	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 10 needy communities in greater Detroit and surrounding areas.	FY11
	Mile High United Way	\$3.6 million	2 year funding	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
MULTI-ISSUE: ECONOMIC OPPORTUNITY AND YOUTH DEVELOPMENT AND SCHOOL SUPPORT					
	United Way of Greater Cincinnati	\$2 million	2 year funding	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

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