

Congressional Budget Justification

FISCAL YEAR 2016



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

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Message from the CEO



For more than two decades, the Corporation for National and Community Service (CNCS) has tapped our nation's greatest resource—the American people—to get things done.

Our AmeriCorps, Senior Corps, and Social Innovation Fund programs tackle the nation's most pressing challenges – educating students for the jobs of the 21st century, assisting veterans and military families, helping communities rebuild after disasters, increasing economic opportunity, preserving the environment, and promoting health and wellbeing.

The Fiscal Year 2016 Budget will continue this smart approach of investing in national service to improve communities. Through targeted investments, CNCS will engage millions of Americans in service, expand economic opportunity, bolster civic and faith-based organizations, support evidence-based solutions, and drive community impact through increased competition and efficiency.

Expanding Partnerships

National service is a model of public-private partnership. CNCS leverages hundreds of millions in additional resources from non-CNCS sources to expand opportunities to serve and strengthen community impact.

President Obama created the Task Force on Expanding National Service to expand the positive impact of national service including expanding opportunities to serve through partnerships with other federal agencies and the private sector. Through the Task Force, CNCS has leveraged new investments, launched new corps, and created thousands of new opportunities for Americans to serve. Building on this success, CNCS will continue to work with other organizations to create new service partnerships that meet critical challenges and create pathways to opportunity for those who serve.

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

Economic Opportunity

The Budget will continue our focus on expanding economic opportunity by using national service and social innovation to strengthen education, support youth, help seniors live independently, connect returning veterans to employment, teach financial literacy, and more.

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

Evidence and Results

Guided by the Serve America Act and our Strategic Plan, CNCS will continue to target resources on a core set of critical problems, use performance measures to assess progress, conduct program evaluations, use evidence in decision-making, and share effective practices with the broader nonprofit sector.

Through the Social Innovation Fund, CNCS expands the knowledge base of proven program models that can be replicated in communities across the country. The Social Innovation Fund will also leverage substantial private sector support for the growth of evidence-based programs that improve the lives of low-income individuals. The Pay for Success pilot seeks to leverage private funds to finance services, with government paying only after results occur.

Efficiency and Accountability

CNCS is committed to enhancing competition, increasing efficiency, and reducing burdens. These steps will help the agency and its network of grantees focus more optimally on meeting mission goals. CNCS will also continue to foster a culture of integrity, accountability, and transparency by fortifying its internal controls, oversight, and monitoring.

National Service Works for America

America has always been at its best when citizens work together, joined in common purpose. A sense of shared responsibility is woven into the fabric of our nation.

For decades, successive Administrations of both parties have invested in national service as a smart way to tap the ingenuity and can-do spirit of the American people.

We look forward to building on this great foundation and creating more opportunities for Americans to make a difference in their communities.

In Service,



Wendy Spencer

Chief Executive Officer

OVERVIEW | PART I

Service and social innovation have always been a vital part of the American character. From the earliest days of our nation, Americans have stepped forward to help their neighbors, working together in creative ways to solve problems and strengthen communities.

As citizens, we recognize that we have responsibilities as well as rights. One of the ways Americans express their citizenship is by serving their communities. National service, volunteerism, and social innovation show the best of the American spirit and ingenuity – people turning toward problems instead of away and working together to find community solutions. As President Obama said in the 2014 State of the Union, “Citizenship demands a sense of common cause; participation in the hard work of self-government; an obligation to serve in our communities.”

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

CNCS focuses its resources on the most pressing challenges facing our nation:

- Educating students for the jobs of the 21st century
- Supporting individuals, families, and neighborhoods on the road to economic recovery
- Addressing the needs of military families and a new generation of veterans returning from war
- Helping communities rebuild after natural disasters
- Promoting health and wellbeing
- Preserving the nation’s parks and public lands

Through its national service programs, like AmeriCorps and Senior Corps, CNCS engages more than five million Americans in service and volunteerism each year at more than 60,000 locations across the country, from large cities to small towns to rural areas.

In addition to CNCS’s national service programs, the CNCS Social Innovation Fund (SIF) improves the lives of people in low-income

communities by mobilizing public and private resources to replicate and scale promising and evidence-based solutions in three priority areas of need: economic opportunity, youth development, and healthy futures.

At a time when public, private, and nonprofit organizations are struggling to meet the nation’s most pressing challenges, and when tough choices are being made at every level to maximize limited resources, the SIF represents a new way of doing business for the federal government.

Partnerships

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

As the nation’s largest grantmaker for community transformation through service, volunteering, and social innovation, CNCS supports thousands of organizations, including schools, food banks, homeless shelters, health clinics, youth centers, veteran’s service facilities, hospitals, and other organizations. CNCS’s programs help these organizations expand their reach and impact through their direct service and by recruiting and managing volunteers. Each year, the modest federal investment by CNCS leverages more than \$800 million in additional resources from non-CNCS sources to strengthen community impact.

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

On the federal level, CNCS in recent years has developed innovative partnerships with other agencies to meet critical challenges and expand opportunities for those who serve. FEMA Corps, a unit of the AmeriCorps

National Civilian Community Corps (NCCC), strengthens disaster capacity, prepares young people for emergency management careers, and saves significant taxpayer dollars. School Turnaround AmeriCorps, a partnership between the U.S. Department of Education and AmeriCorps, brings hundreds of new AmeriCorps members into some of the nation's lowest-performing schools to boost student academic achievement, attendance, high school graduation rates, and college and career readiness.

Building on the success of these partnerships, President Obama in 2013 created the President's Task Force on Expanding National Service (Task Force), co-chaired by the White House's Domestic Policy Council and CNCS. Among other activities, the Task Force was charged with developing interagency and public-private partnerships to expand national service opportunities to meet national priorities. Through recent partnerships, up to \$35 million in additional resources have been committed to national priorities, which combined with CNCS contributions will create approximately 4,500 new opportunities for everyday Americans to serve.

CNCS has worked with a number of federal and private sector partners to launch new AmeriCorps service opportunities that address critical challenges, including:

- justice AmeriCorps, a partnership between CNCS and the Department of Justice, is engaging approximately 100 lawyers and paralegals annually as AmeriCorps members to provide legal services to unaccompanied immigrant children.
- ServiceWorks is a three-year project to help low-income youth develop the skills they need to prepare for college and careers. Through this collaboration between AmeriCorps, Points of Light, and the Citi Foundation, 225 AmeriCorps members will engage youth ages 16-24 in a volunteer response effort in 10 cities.
- Through Youth Opportunity AmeriCorps, CNCS and the Department of Justice's Office of Juvenile Justice and Delinquency Prevention are investing up to \$10 million over three years to enroll disconnected youth in national service programs.
- The Financial Opportunity Corps, a partnership with Bank of America and Points of Light, engages AmeriCorps VISTA in bringing financial coaching to 10 communities around the nation.
- The U.S. Forest Service and AmeriCorps have joined in a new 21st Century Conservation Service Corps partnership to engage approximately 300 AmeriCorps members and other youth in gaining valuable career skills and experience while restoring the nation's forests and grasslands.

In addition to implementing these initiatives, CNCS is continuing to work with other federal agencies and the private sector to develop other service corps to meet the nation's most important challenges while providing

pathways to opportunity for those who serve.

Economic Opportunity

In all its programs, CNCS seeks to expand economic opportunity – helping disconnected youth, new Americans, veterans, military families, seniors, people with disabilities, and others acquire the skills, education, and training they need for productive employment.

CNCS programs expand economic opportunity in two ways. First, national service and the SIF grantees support the beneficiaries of our programs by expanding individual opportunity, building family stability, and creating more sustainable, resilient communities. When programs help seniors live independently in their homes, or provide tutoring to help students graduate, or work alongside a low-income family to build a new home, they are driving economic independence.

Second, national service is a pathway to education and employment for those who serve. AmeriCorps provides national service participants with valuable skills, leadership abilities, and experience to help jump-start their careers. In recognition of the skill building that AmeriCorps provides its participants, in September 2014 President Obama launched Employers of National Service, an initiative to connect national service alumni to jobs that take advantage of the skills they have developed through their service. In addition to gaining valuable experience to help them find employment, AmeriCorps alumni have earned an estimated \$2.87 billion in educational awards over the last 20 years to help them pay for college or pay back student loans.

CNCS research reinforces the positive connection between volunteering and employment. As shown in its seminal study, *Volunteering as a Pathway to Employment*, CNCS found that volunteers have a 27 percent higher likelihood of finding a job after being out of work than non-volunteers. This link was stable across socioeconomic variables such as gender, age, ethnicity, geographical area, or job market conditions. Volunteering can increase a person's social connections, professional contacts, skills, and experience – all factors that are positively related to finding work. Thus the millions of volunteers engaged through CNCS programs each year not only help their communities, they may improve their own employment future.

By helping more Americans graduate, pursue higher education, and find work, national service may provide immediate benefits to the community and significant long-term benefits to service recipients and those who serve.

Evidence and Results

CNCS has made it a priority to develop a knowledge and evidence base

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

CNCS will continue to strengthen performance reporting by its grantees, conduct research and evaluation on all of the agency's programs, support grantees and sponsors in conducting evaluations and using data to strengthen their impact, and disseminate effective practices to the broader nonprofit sector. For example, the SIF mobilizes public and private resources to test and grow solutions that have evidence of impact. Through rigorous evaluation, the SIF contributes to the knowledge base of proven program models that can be replicated in communities across the country, including other CNCS-funded programs.

Efficiency and Accountability

CNCS is committed to increasing efficiency in its program and financial operations, streamlining processes and reducing burdens, and supporting grantees and project sponsors in achieving their objectives. Among other activities, CNCS is working to increase efficiency by enhancing the agency's accounting and financial management systems, streamlining grant applications, making grants processes more nimble and user-friendly, developing more efficient grant monitoring tools, and aligning CNCS toward mission goals.

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

BUDGET REQUEST AND PERFORMANCE PLAN | PART II

FY 2016 Budget Request and Performance Plan

The FY 2016 Budget request of \$1.18 billion will support CNCS and its thousands of state and local partners in activities to improve lives, strengthen communities, foster civic engagement, and engage millions of Americans in national service and volunteerism.

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

The Budget request will support CNCS efforts to develop partnerships, strengthen competition, align resources, and leverage investments. The FY 2016 Budget will help CNCS and the network it supports to meet community needs with higher levels of impact, accountability, and efficiency.

The CNCS FY 2016 Budget request will:

- Support a record high of approximately 90,150 Americans serving through AmeriCorps in programs addressing the critical challenges identified in the Serve America Act: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. AmeriCorps members solve problems and provide vital support to communities, helping thousands of nonprofit and faith-based organizations expand their reach and impact on pressing local problems. AmeriCorps seeks to expand economic opportunity for those who serve by providing valuable skills, experiences, and support for pursuing higher education.
- Continue the goals of the President's Task Force on Expanding National Service by partnering with federal agencies, the private sector, State Service Commissions, higher education institutions, and nonprofits to expand national service opportunities and tackle national priorities. Building on the success of FEMA Corps and School Turnaround AmeriCorps, CNCS will implement new partnerships including justice AmeriCorps, Youth Opportunity AmeriCorps, USDA Forest Service AmeriCorps, ServiceWorks, and others. CNCS will continue to seek investments from the corporate and philanthropic communities and other federal agencies to expand opportunities for Americans to serve.

- Continue to invest in the growth of evidence-based programs that improve the lives of low-income individuals by increasing the use of evidence-based approaches in AmeriCorps and Senior Corps, and through the Social Innovation Fund and its Pay for Success initiative. These investments spur fresh social sector investment for results.
- Create opportunities for nearly 270,000 older Americans to serve in Senior Corps programs as Foster Grandparents, Senior Companions, and RSVP volunteers. The Budget also advances the adoption of evidence-based models that demonstrate effectiveness, introduces competition into the Foster Grandparent Program and Senior Companion Program, and provides opportunities for grantees in these programs to apply for additional AmeriCorps funding to support their service activities.
- Strengthen the nation's infrastructure for national service and volunteering by increasing investments in 53 governor-supported State Service Commissions, the Volunteer Generation Fund, and national days of service, including the MLK Day of Service and the September 11th Day of Service and Remembrance.

The FY 2016 Budget supports critical investments in programs and activities that will continue to address the social and economic challenges facing our communities. Specifically, this Budget proposes the following:

AmeriCorps State and National: The request of \$425.1 million for AmeriCorps State and National, an increase of \$89.6 million over the FY 2015 enacted level, will support approximately 81,200 AmeriCorps members who will provide direct service to communities across the country. This represents an increase of approximately 12,500 AmeriCorps members above the FY 2015 projected level. With this funding, AmeriCorps State and National will continue to invest in evidence-informed and evidence-based community solutions, providing a critical source of human capital to meet pressing community needs across the country and a pathway to economic and educational opportunities for Americans who serve.

In particular, within this request CNCS plans to support three new initiatives:

- **Opportunity Youth.** The Budget enables 13,000 disconnected youth to serve as AmeriCorps members during the summer, giving them an opportunity to help their communities while exploring potential career paths, developing skills, and earn an education award they can use for college.

- **Resilience Corps.** The Budget includes 200 AmeriCorps positions for a Resilience Corps pilot program. CNCS will partner with the National Oceanic and Atmospheric Administration to develop and implement disaster preparedness training for AmeriCorps members, and the members will assist communities in planning for and addressing the impacts of climate change.
- **Encore Initiative.** The Budget includes more than 4,000 member positions for seniors. In addition to engaging retired Americans as AmeriCorps members to help solve community service challenges, Encore will provide an opportunity for current evidence-based Senior Corps Foster Grandparent Program and Senior Companion Program grantees to expand their programs through AmeriCorps funding.

AmeriCorps VISTA: The request of \$96.9 million will support an estimated 7,700 full-time and summer AmeriCorps VISTA members focused on capacity building for anti-poverty projects. AmeriCorps VISTA will continue to promote evidence-informed activities, and direct resources to projects that demonstrate promise in pre-K readiness and K-12 success. Additionally, AmeriCorps VISTA projects will focus on helping the needy obtain safe and affordable housing, improving Americans' access to food and healthcare, and supporting veterans and their families.

AmeriCorps National Civilian Community Corps (AmeriCorps NCCC): The request of \$30.5 million for AmeriCorps NCCC will support an estimated 1,200 members in direct, team-based national service. AmeriCorps NCCC members gain skills, opportunity, and leadership abilities while meeting pressing community needs in the areas of disaster response, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

National Service Trust: The request of \$237.1 million, in addition to anticipated carryover, will fund Segal AmeriCorps Education Awards for approximately 90,150 eligible AmeriCorps members who complete their terms of service. The FY 2016 maximum award for full-time service is \$5,805.¹

Governor-Supported State Service Commissions: The request of \$17 million, an increase of nearly \$1 million over the FY 2015 enacted level, will fund governor-supported State Service Commissions in performing their critical oversight and strategic functions. State Commissions administer approximately two-thirds of AmeriCorps grant funds and play a key role in identifying local needs, monitoring subgrantees, and leading citizen service efforts in their states.

Senior Corps: The request of \$202.1 million for Senior Corps (RSVP, Foster Grandparent Program, and Senior Companion Program) will support

an estimated 270,000 Americans, age 55 and older. By introducing competition into these programs, providing robust support to help grantees implement evidence-based models, and providing a path for Senior Corps programs that use evidence-based models to deliver their mentoring, supportive services, and other activities to expand through AmeriCorps, the 2016 Budget enhances the capacity for Senior Corps volunteers to meet critical needs in their communities. Senior Corps volunteers improve educational outcomes for at-risk and special needs youth, connect veterans and military families to needed services, respond to disasters, and help low-income seniors stay in their homes and avoid costly institutional care.

Social Innovation Fund: The Budget invests \$70 million in the Social Innovation Fund to test promising new approaches to major challenges, leverage private and philanthropic capital to meet these needs, and expand evidence-based programs that demonstrate measurable outcomes. The 2016 Budget continues to propose that up to 20 percent of funds be available for Pay for Success projects. Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after results occur.

Volunteer Generation Fund: The request of \$5 million, an increase of \$1.2 million above the FY 2015 enacted level, will help nonprofit and voluntary organizations across the country broaden their volunteer base, more effectively recruit and retain volunteers, expand opportunity for those who serve, and increase their impact on community challenges. CNCS will focus investments on volunteer management practices that increase volunteer recruitment and retention, key steps to increasing the stability of nonprofit operations and helping organizations increase their impact.

Innovation, Demonstration, and Other: The request of \$3.6 million will support Call to Service initiatives to engage more Americans in service including the Martin Luther King, Jr. Day of Service and the September 11th Day of Service and Remembrance. Funding will also support dissemination of effective practices and training to CNCS grantees to strengthen financial and grants management to increase accountability and impact.

Evaluation: The request of \$5 million supports the design and execution of research and evaluation studies and will facilitate the use of evidence and evaluation by CNCS and national service organizations. This funding level supports research to increase the evidence and knowledge base for CNCS programs. These efforts will strengthen CNCS's efforts to promote a culture of evidence and evaluation within the agency and among grantees by facilitating evidence-based and evidence-informed grantmaking, and lead to increasingly relevant technical assistance.

¹ The Segal AmeriCorps Education Award level may be adjusted for increases in the FY 2016 Federal Pell Grant to which it is tied.

Salaries and Expenses: The request of \$86.2 million supports Information Technology operations, modernization, and staffing levels needed to ensure efficient agency operations and program delivery. The additional funding will bolster operations to support the national service growth envisioned in this Budget.

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

TABLE 1. CNCS FY 2016 Budget Summary (dollars in thousands)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Difference (FY15 vs. FY16)	% Difference (FY15 vs. FY16)
Operating Expenses	\$756,849	\$758,349	\$855,208	\$96,859	13%
AmeriCorps State and National	\$335,430	\$335,430	\$425,105	\$89,675	27%
AmeriCorps VISTA	\$92,364	\$92,364	\$96,885	\$4,521	5%
AmeriCorps NCCC	\$30,000	\$30,000	\$30,500	\$500	2%
State Service Commission Support	\$15,038	\$16,038	\$17,000	\$962	6%
Senior Corps	\$202,117	\$202,117	\$202,117	-	-
Social Innovation Fund	\$70,000	\$70,000	\$70,000	-	-
Volunteer Generation Fund	\$3,800	\$3,800	\$5,000	\$1,200	31%
Innovation, Demonstration, and Other	\$3,100	\$3,600	\$3,601	\$1	.03%
Evaluation	\$5,000	\$5,000	\$5,000	-	-
Subtitle J, Training and Technical Assistance	-	-	-	-	-
Disability Inclusion Grants	-	-	-	-	-
National Service Trust	\$207,368	\$209,618	\$237,077	\$27,459	13%
Salaries and Expenses	\$80,737	\$81,737	\$86,176	\$4,439	5%
Office of the Inspector General	\$5,000	\$5,250	\$6,000	\$750	14%
TOTAL	\$1,049,954	\$1,054,954	\$1,184,461	\$129,507	12%

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FY 2014 ACCOMPLISHMENTS | PART III

In FY 2014, CNCS continued to provide targeted, critical support through its national network of State Service Commissions, grantees, and partners, to deliver services to communities throughout the country.

Accomplishments for Fiscal Year 2014 are described in further detail in the program chapters. A partial sample of these accomplishments is listed below, grouped by goals set out in the agency's Strategic Plan:

Goal 1: Increase the impact of national service on local needs in communities served by CNCS-supported programs

- Engaged more than 73,600 AmeriCorps members and approximately 269,764 Senior Corps volunteers in results-driven service to strengthen education, support veterans and military families, help communities recover from disasters, expand economic opportunity, preserve the environment, provide health services, and more.
 - Created new public-private and interagency partnerships through the President's Task Force on Expanding National Service to engage more Americans in meeting national priorities and expanding educational and economic opportunity for those who serve.
 - Awarded the fifth year of funding for the Social Innovation Fund (SIF) to experienced grant-makers with strong track records of success in expanding the impact of high-performing organizations and improving the lives of people in low-income communities. During FY 2014, the SIF funded seven new grantee intermediaries, provided continuation funding to existing grantees, awarded \$12 million in inaugural Pay for Success grants to eight organizations, provided oversight and guidance on evaluation, and disseminated best practices and lessons learned with the broader nonprofit sector.
 - Provided critical support to Americans affected by natural and man-made disasters, including direct assistance to homeowners in the cleanup and gutting of their homes, volunteer coordination, and documentation match that may be used for the state's cost share for FEMA grants. In 2014, AmeriCorps members and Senior Corps volunteers responded to floods in Southeast Michigan and Clarksville, MO, the Oso, Washington mudslide, the Bay Area earthquake, and more. CNCS continued to deploy FEMA Corps members to respond to disasters and support disaster survivors.
 - Continued to implement and expand STEM AmeriCorps, a multi-year initiative to engage AmeriCorps members in mobilizing STEM professionals to inspire young people to excel in science, technology, engineering, and math and build the pipeline for future STEM careers. CNCS placed 256 AmeriCorps VISTA members in six southern states to connect 20,600 at-risk students to STEM opportunities. In addition, CNCS launched a new partnership with US2020 and Citizen Schools to support 25 AmeriCorps VISTAs in seven cities to recruit STEM professionals to serve as mentors, and placed additional AmeriCorps VISTA members serving with the Maker Education Initiative to five new underserved communities.
- Launched \$24 million in new AmeriCorps partnerships as part of the Administration's My Brother's Keeper (MBK) initiative. This included strong contributions from the private sector and federal agencies to connect young people to mentoring, support networks, and job skills to help them reach their full potential. Youth Opportunity AmeriCorps, a partnership with the Department of Justice, will connect disconnected youth with service opportunities that will lead to more education and job readiness; a partnership with AT&T and MENTOR will enable AmeriCorps members to help recruit mentors and receive mentoring-related services themselves.
 - Developed Operation AmeriCorps, a new program to help tribal and local leaders address their community's most pressing local challenges. In this new program, which was initiated in the summer of 2014, tribal and local leaders will identify a high-priority local challenge that AmeriCorps members can address in a relatively short period of time. Unlike other CNCS programs, applicants may request AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC resources in a single application.
 - Expanded support for Native American communities by awarding 17 tribal AmeriCorps grants totaling \$3 million to support 255 AmeriCorps members serving in tribal communities – the largest number of grants and AmeriCorps members supported through tribal grants in the past decade.
 - Launched new partnerships to support community solutions. These include the Shaping Our Appalachian Region (SOAR) initiative to improve the economy and quality of life in rural Eastern Kentucky and the AmeriCorps Urban Public Safety Corps to reduce crime and blight in Detroit.
 - Supported the expansion of the Foster Grandparent Program to every first and second grade school in Syracuse, New York to improve student education achievement. The Syracuse School District

invested \$350,000 in this expansion, which was supplemented by additional funds and technical assistance from CNCS.

Goal 2: Strengthen national service so that participants engaged in CNCS-supported programs consistently find opportunity, satisfaction, and meaning

- Launched Employers of National Service, an initiative to recognize the valuable skills and experience gained by AmeriCorps and Peace Corps alumni and provide additional opportunities for them to apply their skills in the workplace. Employers of National Service connects national service alumni with leading employers to create recruitment, hiring, and advancement opportunities. More than 150 companies, nonprofits, and public agencies have signed on as Employers of National Service since President Obama launched the initiative in September 2014 including Disney, Comcast, CSX, Miami-Dade County Public Schools, and the cities of Philadelphia and Nashville.
- Recognized the 20th anniversary of AmeriCorps and the impact of the more than 900,000 Americans who have served in AmeriCorps over the past two decades. Four presidents participated in this nationwide recognition. President Obama hosted a ceremony at the White House with President Bill Clinton; President George H.W. Bush participated in an AmeriCorps pledge ceremony at his home in Kennebunkport, Maine; and President George W. Bush and Laura Bush taped a tribute video that was played at ceremonies across the country. Numerous governors, mayors, and other elected officials and community leaders joined the 95 events that took place from coast to coast.
- Continued national Call to Service initiatives which engaged hundreds of thousands of Americans in projects on the Dr. Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance. Many projects focused on supporting veterans, soldiers, and military families.
- Worked with the President's Task Force on Expanding National Service and the U.S. Office of Personnel Management to promote national service as a talent pipeline for federal agencies. As a result of the Task Force's work, the Office of Personnel Management issued guidance to all federal agencies encouraging them to recruit AmeriCorps alumni for open positions in their agencies.
- Established a new position to support Disability Inclusion to strengthen and expand opportunities to serve for persons with disabilities and coordinate this work across CNCS's programs. To fill this new role, CNCS hired a highly qualified Strategic Advisor for Disability and Inclusion.
- Enhanced disability inclusion efforts by signing an agreement with the Department of Labor's Office of Disability Employment Policy to strengthen coordination and information sharing. This agreement

will promote the engagement of people with disabilities in national service as a pathway to develop skills and experience for gainful employment.

Goal 3: Maximize the value we add to grantees, partners, and participants

- Through the funding of AmeriCorps programs across the nation, established an infrastructure that recruited and managed more than four million community volunteers through AmeriCorps to multiply the impact of national service participants and strengthen nonprofit and faith-based organizations across the country. AmeriCorps VISTA members raised more than \$160 million in cash and in-kind resources in support of anti-poverty programs.
- Launched the inaugural Social Innovation Fund Pay for Success grant competition, making available \$12 million in grants to help cities, states, and nonprofits develop Pay for Success projects where governments pay service providers only when there are demonstrable results. The Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after results occur.
- Expanded the use of competition to increase quality and impact, including a new competition for justice AmeriCorps and continued implementation of competition for regional training events, School Turnaround AmeriCorps, and RSVP.
- Strengthened relationships with governors, mayors, and other local elected officials across the country. These officials are important partners in identifying local needs and ensuring national service resources are effectively meeting those needs. On April 1, 2014, 1,760 mayors from all 50 states and the District of Columbia, Guam, and Puerto Rico participated in the second annual Mayors Day of Recognition for National Service. Together, these mayors represent more than 110 million citizens or one-third of all Americans. On June 23, 2014, the United States Conference of Mayors unanimously passed a resolution recognizing national service as "a critical and effective solution to community challenges facing mayors across the country." CNCS has also worked closely with many governors and lieutenant governors on strategies to promote national service and volunteerism to address critical challenges in their states.
- Released a rigorous third-party evaluation of Minnesota Reading Corps. The evaluation found that elementary students tutored by AmeriCorps members achieved significantly higher literacy levels than students without such tutors, and that the impacts were statistically significant even among students at higher risk of academic failure. Additionally, a quasi-experimental outcome evaluation of the Minnesota Reading Corps Pre-Kindergarten program completed in FY

2014 shows strong positive impacts on 4- and 5-year-old students in five areas of literacy skills in both public school settings and Head Start programs.

- Completed an analysis of a cross-sectional evaluation of Foster Grandparent Program (FGP) and Senior Companion Program (SCP) volunteers as compared to similar volunteers not engaged in national service. The evaluation showed that national service participants tended to be African-American and Latino older adults as compared to a comparison sample of volunteers outside of national service, demonstrating that FGP and SCP engage a diverse group of Americans 55 and older in volunteering and civic engagement.
- Strengthened volunteer recruitment and management practices in 18 states through the Volunteer Generation Fund.
- Supported five regional training events led by governor-supported State Service Commissions that engaged more than 1,000 staff from AmeriCorps and Senior Corps grantees, State Service Commissions, and other partners. These trainings focused on performance measures, compliance with grant requirements, evaluation strategies, best practices, and used a peer-to-peer approach that leveraged the knowledge and skills of the field to advance the mission of national service.
- Hosted a third Senior Corps Virtual Conference to share performance measurement tools, tips, and methods with Senior Corps grantees. Successfully introduced National Performance Measures in the Foster Grandparent, RSVP, and Senior Companion Programs.

Goal 4: Fortify management operations and sustain a capable, responsive, and accountable organization

- Continued to implement an Integrity Framework for internal controls to further develop a culture of heightened accountability among staff at the agency and its network of governor-supported State Service Commissions and grantees.
- Expanded partnerships between CNCS and other federal agencies to increase opportunities for service in AmeriCorps and address the agency's national priorities.
- Implemented a number of enhancements to the agency's accounting and financial management systems to improve operational efficiency, including the reconciliation of CNCS accounts with Treasury's new government-wide Treasury Account Symbol system.
- Maintained the agency's unmodified audit opinion for the 15th consecutive year.
- Began to plan and implement a number of Information Technology enhancements that will improve the effectiveness and efficiency of CNCS grantmaking in alignment with the Administration's goal of delivering better, faster, and smarter services to citizens and businesses.

TABLE 2. FY 2014 CNCS Priority Goals, Measures, and Contributing Programs

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

TABLE 2. FY 2014 CNCS Priority Goals, Measures, and Contributing Programs *(continued)*

Goal	Focus Area	Measure ID & Name	ACSN	VISTA	NCCC	SC	SIF
Goal 3 - Maximize the value we add to grantees, partners and participants	Capacity Building	Percent of organizations that implement evaluations that demonstrate stronger evidence of program effectiveness than prior to receiving CNCS national service participants or funding.					•
	Capacity Building	Number of community volunteers recruited and/or managed by CNCS-supported organizations or National Service Participants.	•	•	•	•	
Goal 4 - Fortify management operations and sustain a capable, responsive, and accountable organization	IT	Complete modernization of IT infrastructure.					CNCS Office of the COO
	Financial Management	Ensure that no material internal control or compliance issues are identified in annual financial statement audit.					CNCS Office of the COO
	Grants Management	Award and close grants and contracts within prescribed timeframes.					CNCS Office of the COO

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

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

FY 2014 – FY 2018 CNCS Strategic Plan Update

CNCS is currently updating its FY 2014 - FY 2018 Strategic Plan, which the agency expects to release in late 2015. This revised plan continues CNCS's focus on growing national service, leveraging evaluation to drive community impact and social innovation, and expanding economic opportunity for those who serve and the beneficiaries of service. While working toward these goals, CNCS will also renew its commitment to strengthening and aligning its operations to support innovative community solutions and national service growth.

BILL LANGUAGE AND ANALYSIS | PART IV

Operating Expenses

(including transfer of funds)

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”), [\$758,349,000] \$855,208,000, notwithstanding sections 198B(b)(3), 198S(g), 501(a)(6), 501(a)(4)(C), and 501(a)(4)(F) of the 1990 Act: *Provided*, That of the amounts provided under this heading: (1) up to 1 percent of program grant funds may be used to defray the costs of conducting grant application reviews, including the use of outside peer reviewers and electronic management of the grants cycle; (2) \$70,000,000 shall be available for expenses [authorized under section 501(a)(4)(E)] *to carry out section 198K* of the 1990 Act; (3) [\$16,038,000] \$17,000,000 shall be available to provide assistance to State commissions on national and community service, under section 126(a) of the 1990 Act and notwithstanding section 501(a)(5)(B) of the 1990 Act; (4) [\$30,000,000] \$30,500,000 shall be available to carry out subtitle E of the 1990 Act; and (5) [\$3,800,000] \$5,000,000 shall be available for expenses authorized under section 501(a)(4)(F) of the 1990 Act, which, notwithstanding the provisions of section 198P shall be awarded by CNCS on a competitive basis: *Provided further*, That for the purposes of carrying out the 1990 Act, satisfying the requirements in section 122(c)(1)(D) may include a determination of need by the local community: *Provided further*, That not to exceed 20 percent of funds made available to carry out section [501(a)(4)(E)] *198K* of the 1990 Act may be used for Social Innovation Fund Pilot Program-related performance-based awards for Pay for Success projects and shall remain available through September 30, [2016] 2017: *Provided further*, That, with respect to the previous proviso, any funds obligated for such projects shall remain available for disbursement until expended, notwithstanding 31 U.S.C. 1552(a): *Provided further*, That any funds deobligated from projects under section [501(a)(4)(E)] *198K* of the 1990 Act shall immediately be available for activities authorized under section 198K of such Act. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2015.*)

NATIONAL SERVICE TRUST

For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, [\$209,618,000] \$237,077,000, 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, 2015.*)

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, [\$81,737,000] \$86,176,000. (*Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2015.*)

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 [2015] 2016, 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. 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. In addition to the requirements in section 146(a) of the 1990 Act, use of an educational award for the purpose described in section 148(a)(4) shall be limited to individuals who are veterans as defined under section 101 of the Act.

SEC. 405. For the purpose of carrying out section 189D of the 1990 Act:

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

SEC. 406. (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).

SEC. 407. Section 101 of the 1990 Act is amended in paragraph (30)(B) by inserting “or approved national service position” after “assistance”.

SEC. 408. Section 148 of the 1990 Act is amended by striking subsection (f)(2)(A)(i) and redesignating subsection “(A)(ii)” as “(A)”.

SEC. 409. Section 198K(e) of the 1990 Act is amended by inserting “3 to” following “make such grants for periods of” and inserting “3 to” following “renew the grants for additional periods of”.

SEC. 410. Notwithstanding sections 137(a) (3) and (4) of the 1990 Act, national service programs carried out under section 121 of the Act may select disadvantaged youth who are age 14 or older at the time the individual begins the term of service to serve in less than full time positions for disadvantaged youths during the months of May through September. For purposes of section 146(d) of the Act, any disadvantaged youth who is under age 17 at the time the individual begins the term of service shall be treated as an individual eligible to receive a summer of service educational award under section 146(d)(1). (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2015.)

OFFICE OF INSPECTOR GENERAL

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, [\$5,250,000] \$6,000,000. (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2015.)

TABLE 3. Appropriations Language Analysis

Language Provision/Change	Explanation
Administrative Provisions	
<p>1. Senior Corps Competition. Add: 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 allows CNCS to conduct Senior Corps grant competitions. While Senior Corps grants were competitive when first awarded, certain provisions of the Domestic Volunteer Service Act of 1973 allow continuous, non-competitive renewal of program grants. Competitive grantmaking increases the impact of federal appropriations by awarding grants only to those that are challenged to be high-quality.</p>
<p>2. Refined Definition of Participant Add: Section 101 is amended in paragraph (30)(B) by inserting “or approved national service position” after “assistance”.</p>	<p>This language makes the definition of “participant” consistent in all parts of the 1990 Act.</p>
<p>3. Education Award Transfer Add: Section 148 of the Act is amended by striking subsection (f)(2)(A)(i) and redesignating subsection “(A)(ii)” as “(A)”.</p>	<p>This language extends the opportunity to transfer a Segal AmeriCorps Education Award earned by individuals 55 and older through AmeriCorps State and National to those who earned the Award through AmeriCorps VISTA and other programs.</p>
<p>4. SIF Add: Section 198K(e) of the 1990 Act is amended by inserting “3 to” following “make such grants for periods of” and inserting “3 to” following “renew the grants for additional periods of”.</p>	<p>This language allows CNCS to award grants for 3 to 5 years, as opposed to awarding only 5 year grants. This flexibility allows the funding of strong grantees that may be able to achieve project goals in a shorter period of time or that only need federal capital for the first few years.</p>

TABLE 3. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
<p>5. Youth Summer Programming Add: Notwithstanding sections 137(a) (3) and (4) of the 1990 Act, national service programs carried out under section 121 of the Act may select disadvantaged youth who are age 14 or older at the time the individual begins the term of service to serve in less than full-time positions for disadvantaged youths during the months of May through September. For purposes of section 146(d) of the Act, any disadvantaged youth who is under age 17 at the time the individual begins the term of service shall be treated as an individual eligible to receive a summer of service educational award under section 146(d)(1).</p>	<p>This language provides the opportunity for disadvantaged youth to serve in AmeriCorps during the summer months.</p>

ORGANIZATIONAL STRUCTURE | PART V

FIGURE 1. CNCS Field Offices

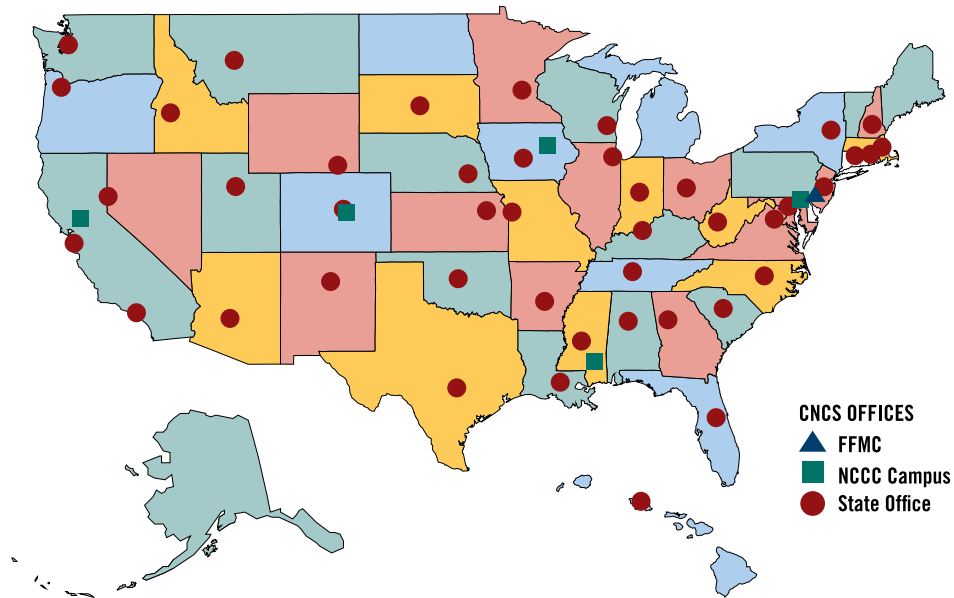
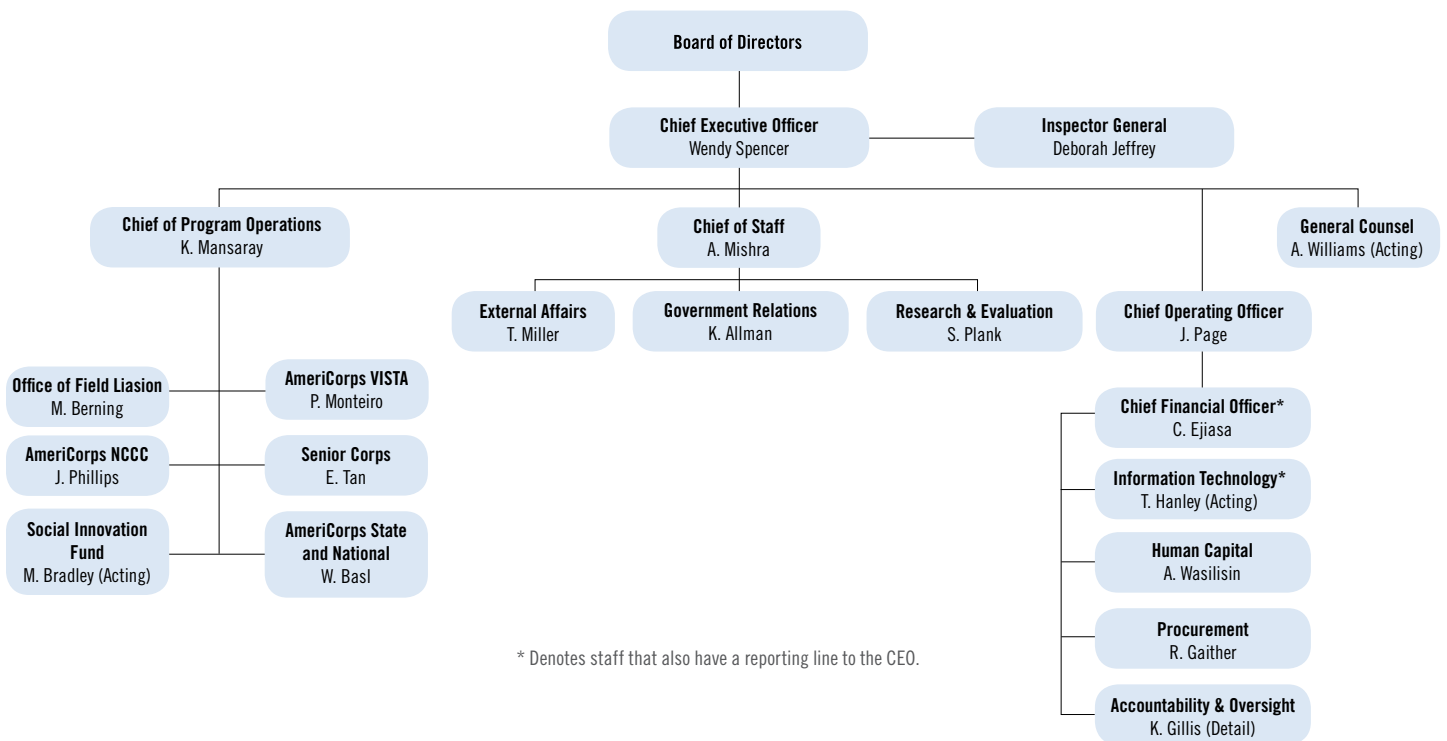


FIGURE 2. CNCS Organizational Chart



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BUDGET ACTIVITIES | PART VI

BUDGET ACTIVITY 1:

AmeriCorps State and National

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

FY 2016 Performance Plan

Over more than two decades, AmeriCorps State and National has engaged hundreds of thousands of members in intense impact-oriented service in every state and territory. These AmeriCorps members have dedicated millions of hours of service in communities across the nation:

- Tutoring children who are struggling to succeed academically
- Responding to large-scale natural disasters, rebuilding trails, and combating invasive species
- Building homes for low-income families
- Creating community gardens and teaching good nutrition, and
- Helping returning veterans and their families reintegrate into civilian life

CNCS is increasing the allowable cost per member to account for statutorily-required increases in the member living allowance. Additionally, similar to the general inflation experienced by all Federal programs, the increase in the cost per member is needed because each year the cost to run an AmeriCorps program increases, including the mandatory expenses that CNCS requires such as criminal history checks and evaluation and data collection. CNCS believes that increasing the cost per MSY is important to maintaining quality programming while also meeting these statutory requirements.

For FYs 2015 and 2016, the Cost per Member Service Year (MSY) includes no-cost member slots (such as professional corps) that will receive the education awards and loan forbearance benefits but no programmatic funding (except in unique instances where programs can demonstrate limited resources and require additional program dollars to operate).

TABLE 4. AmeriCorps State and National Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Levels	FY15 Enacted Level	FY16 President's Budget	Increase/ Decrease (FY15-FY16)
Formula Grants to States	\$114,071	\$115,729	\$146,592	\$30,863
Competitive Grants	\$202,614	\$202,308	\$258,378	\$56,070
Set-asides for U.S. Territories	\$3,231	\$3,278	\$4,152	\$874
Set-asides for Indian Tribes	\$3,231	\$3,278	\$4,152	\$874
Education Award Program	\$4,696	\$3,250	\$2,000	(\$1,250)
Childcare	\$4,231	\$4,232	\$5,576	\$1,344
Grantmaking Support	\$3,354	\$3,354	\$4,251	\$897
Total Budget Authority*	\$335,430	\$335,430	\$425,105	\$89,675
Total State and National Members (est.)	64,674	68,658	81,200	12,542

* Budget account items may not sum to total budget authority due to rounding.

The request of \$425.1 million for AmeriCorps State and National, an increase of \$89.6 million over the FY 2015 enacted level, will support approximately 81,200 AmeriCorps members who will provide direct service to communities across the country. This represents an increase of approximately 12,500 AmeriCorps members above the FY 2015 projected level. With this funding, AmeriCorps State and National will continue to invest in evidence-informed and evidence-based community solutions, providing a critical source of human capital to meet pressing community needs across the country and a pathway to economic and educational opportunities for Americans who serve.

In particular, within this request CNCS plans to support three new initiatives:

- **Opportunity Youth.** The Budget enables 13,000 disconnected youth to serve as AmeriCorps members during the summer, giving them an opportunity to help their communities while exploring potential career paths, developing skills, and earn an education award they can use for college.
- **Resilience Corps.** The Budget includes 200 AmeriCorps positions for a Resilience Corps pilot program. CNCS will partner with the National Oceanic and Atmospheric Administration to develop and implement disaster preparedness training for AmeriCorps members, and the members will assist communities in planning for and addressing the impacts of climate change.
- **Encore Initiative.** The Budget includes more than 4,000 member positions for seniors. In addition to engaging retired Americans as AmeriCorps members to help solve community service challenges, Encore will provide an opportunity for current evidence-based Senior Corps Foster Grandparent Program and Senior Companion Program grantees to expand their programs through AmeriCorps funding. By encouraging more retired Americans to apply their lifetime of skills and experiences through AmeriCorps, CNCS moves toward the Serve America Act goal of having seniors account for 10 percent of AmeriCorps members.

CNCS is increasing the allowable cost per member to account for statutorily-required increases in the member living allowance. Additionally, similar to the general inflation experienced by all Federal programs, the increase in the cost per member is needed because each year the cost to run an AmeriCorps program increases. This increase includes the mandatory expenses that CNCS requires such as criminal history checks and evaluation and data collection. CNCS believes that increasing the cost per MSY is important to maintaining quality programming while also meeting these statutory requirements.

Partnerships

AmeriCorps State and National will continue to answer the Administration's call for agencies to leverage results-driven partnerships. Through the President's Task Force on Expanding National Service, CNCS has created new partnerships that provide an opportunity for more Americans to participate in national service. These innovative partnerships include School Turnaround AmeriCorps (with the Department of Education); 21st Century Conservation Service Corps (with the U.S. Forest Service); and justice AmeriCorps and Opportunity Youth Corps (with the Department of Justice). From helping children improve academic gains and commitment to school, to providing legal assistance for unaccompanied minors, CNCS's partnerships help address the nation's most pressing social challenges.

The partnerships have resulted in real progress in local communities across the country. AmeriCorps looks forward to continuing and building new partnerships such as the Springfield College School Turnaround Initiative, which will place 48 AmeriCorps members in nine designated turnaround schools in Massachusetts. AmeriCorps members serve as academic coaches, academic support specialists, and school counselors supporting School Turnaround Plans to address academic and nonacademic risk factors that affect student achievement and dropout and graduation rates. Members provide students with regular feedback and support; teach problem-solving and coping skills; provide one-on-one/small-group instruction or counseling; collaborate with teachers and counselors; and build strong, trusting relationships with students.

Evidence and Results

AmeriCorps State and National will continue to promote effective and efficient solutions to social challenges by using a grantmaking process that selects the strongest service models, taking into account the level of evidence for each intervention. In the FY 2015 Notice of Funding Opportunity, for the second year, applicants were required to submit logic models and provide evidence that their proposed intervention will lead to the outcomes identified in their theory of change. Applicants were required to describe studies and evaluations that provide evidence that the proposed intervention is effective for the proposed population and community challenge. They were also required to describe where this evidence places them in the tiered evidence levels.

Applicants classifying their evidence as moderate or strong must submit up to two studies, evaluation reports, briefs, or peer-reviewed articles. For each report cited, they must include the date of the report, a description that shows its relevancy to the proposed program model, the methodology used in the study, and the strength of the findings (e.g. confidence level). For current grantees, their evaluation report is considered as part of the evidence base of the program.

Application reviewers evaluate applicants' evidence level by assessing:

- 1) How closely the program model evaluated in the studies matches the one proposed by the applicant;
- 2) The methodological quality of the studies presented (e.g., statistical power, internal and/or external validity, sample size, etc.);
- 3) The recency of the studies, and
- 4) The strength of the findings, with preference given to findings that demonstrate with confidence levels a large and persistent positive effect on participants.

AmeriCorps State and National will also continue its training and technical assistance to grantees focused on evaluation and performance measures through webinars and online classes. CNCS believes that this process helps to support all AmeriCorps State and National grantees in implementing the most effective practices possible, while also using data to continuously improve their programs

Economic Opportunity

In partnership with Governor-supported State Service Commissions and national nonprofits, AmeriCorps State and National expands economic opportunities through a majority of its investments. For example, CNCS is developing a summer Opportunity Youth initiative that will provide 13,000 summer positions to help connect disadvantaged young people to opportunities to address critical needs through service. Youth will engage in experiential learning that introduces them to service, career exploration, and skill building, all while earning a living allowance and an education award that they can use to help pay for college. AmeriCorps members will focus on activities like rebuilding their communities and helping to restore trust through service in parks – urban and rural, creating safe places to congregate, and addressing the academic summer slide along with other pressing community needs

AmeriCorps' role in reducing the college loan indebtedness, a pressing national issue, through the National Service Trust is another area in which it hopes to increase economic opportunity. In FY 2014, individuals who successfully completed their term of service in AmeriCorps qualified to receive nearly \$220 million, which was used to reduce college loan debt or cover the costs of future education.

Efficiency

AmeriCorps State and National has further streamlined its Notice of Funding Opportunity and its grant making process to be more nimble, user-friendly, and responsive to trends identified at the state level. The NOFO underwent two major changes – increasing the use of a plain language revision and shortening the overall length by 61 percent. The application required submission of logic models that allowed both the

applicant and the reviewers to better understand an applicant's theory of change and the federal government's potential investment.

Changes were also made to the grant negotiation phase to better target federal funding to the programs who need it most, which in some cases continues to lower the cost of some AmeriCorps programs to the federal government which allows CNCS to support more members overall. These changes also allow a wider variety of non-profits able to operate AmeriCorps programs by make applying for AmeriCorps a viable option, including for small non-profits and those operating in rural communities. The changes also enable Governor-supported State Service Commissions, in their role as grantmakers, to engage more non-profits in their states.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

Partnerships

justice AmeriCorps

In collaboration with the Department of Justice's Executive Office of Immigration Review (EOIR), CNCS launched this initiative as part of the 2014-15 program year to improve the adjudication of immigration court proceedings, appellate reviews, and administrative hearings. One hundred Attorneys and paralegals will serve as AmeriCorps members and provide legal services to unaccompanied immigrant children under the age of 16. These children must meet the following conditions in 19 cities: they are not in the custody of the Office of Refugee Resettlement or the Department of Homeland Security, they have received a Notice to Appear in removal proceedings before the EOIR, and they have not had their cases consolidated with removal proceedings against a parent or legal guardian.

Evidence and Results

During FY 2014, AmeriCorps State and National continued to support its grantees' increased attention to, understanding of, and implementation of evaluation. The FY 2014 grant competition required applicants to submit logic models and discuss the proposed intervention evidence base, as well as how the intervention will lead to the outcome identified in the applicant's theory of change. Applicants were scored against a four-tiered evidence level scale: pre-preliminary, preliminary, moderate, and strong.

AmeriCorps State and National collaborated with CNCS's Office of Research and Evaluation to help build the evaluation capacity of the program's grantees in the following ways:

- School Turnaround AmeriCorps: Conducted ongoing research to study the effects that AmeriCorps members providing direct service in schools have on the success of turnaround models and to understand the mechanisms by which this happens

- **Evaluation Bundling:** Conducted a multi-site quasi-experimental program evaluation that seeks to draw causal conclusions about the overall impact of a selection of Youth Opportunity AmeriCorps interventions
- **Minnesota Reading Corps:** Conducted a rigorous randomized controlled trial of the program
- **Direct technical assistance to grantees:** Provided one-on-one consultation with grantees to refine their logic model. This led to greater understanding of their impact, and the development of stronger evaluation plans and implementation. The consultations also helped CNCS identify potential service interventions to take to scale

A more detailed narrative on evaluation in the context of AmeriCorps State and National can be found in the Evaluation section.

Economic Opportunity

AmeriCorps State and National grantees helped expand economic opportunity in the nation's communities through a range of interventions that strengthened not only individual economic opportunity but also community economic opportunity.

In Florida, AmeriCorps Goodwill Goodworks provided employment services (barrier assessment and job skills training) to 1,372 economically disadvantaged individuals resulting in 796 of those individuals securing employment. In Maryland, Civic Works strengthened Baltimore's communities through education, skills development, and community service. The program recruited Baltimore residents and provided them with opportunities to serve Baltimore-area residents while improving their own futures. Civic Works' Service Corps engaged 128 AmeriCorps members, who leveraged an additional 1,000 volunteers to educate students, make housing more affordable, and help low-income communities access and learn about healthy food in Baltimore City. In 2014, Civic Works AmeriCorps members made 867 houses safer and more affordable, repaired 233 houses for older adults, and retrofitted 632 houses to make them more energy efficient. A total of 753 families reported that they were better able to afford monthly housing costs.

The University of Virginia VA College Advising Corps (VCAC) is a public service program to address the widening gap in college access for low income, first generation, and underrepresented students. VCAC's mission is to increase the number of these students entering and completing higher education. VCAC is a joint venture of UVA, College Advising Corps, and AmeriCorps. During the life of the program, VCAC has conducted 131,564 one-on-one appointments with students; 20,472 classroom visits and workshops; 9,982 meetings with parents; 3,937 campus tours;

assisted 7,503 on SAT preparation; completed 8,818 FAFSAs; and enrolled over 10,000 students in post-secondary institutions. The program became the model for the national College Advising Corps, now present in 14 states and 423 high schools.

In 2014, AmeriCorps members helped to bring \$6,984,885 in institutional aid and \$1,756,472 in scholarships to students throughout Virginia. This program has experienced increases in college matriculation in the vast majority of our partner high schools, with results ranging from 2 to 14 percent between 2008-2012 graduates. This amounts to thousands of students who have continued on to post-secondary education.

Other Focus Area Accomplishments Education

Education is the single largest priority area for AmeriCorps State and National grantees. During FY 2013, the most recent year for which data is available, 53 percent of all current AmeriCorps State and National grantees were focused on education. AmeriCorps State and National grantees are providing education services in the neighborhoods of one in 10 public schools (10,010 out of 103,483 total public schools). AmeriCorps State and National grantees are serving students from one out of four persistently low achieving schools.

In Utah, the Read. Graduate. Succeed. program is a governor/mayor initiative that has three components: 1) As part of the Read Today program, AmeriCorps members recruit, train, and coordinate volunteers to individually tutor students in elementary schools who have been identified as needing extra help by their classroom teachers and principals. For the 2014 academic year, more than 8,000 individuals volunteered at their local schools and gave approximately 173,000 hours of service. More than 6,000 students improved their academic performance in literacy. 2) The Destination Graduation component places AmeriCorps members in high schools to help increase high school graduation rates and support students' efforts to engage in post-secondary education. 3) AmeriCorps members serving through Mentoring for Success focus on improving attendance. Of the 1,300 students mentored, the average attendance increased 92 percent.

In West Virginia, Energy Express is an eight week summer reading and nutrition program located in low-income and rural communities to slow or stop the "summer slide." In 2014, 500 summer AmeriCorps members served 3,000 students entering first through six grades at 74 sites in 37 counties. The program provided students with 20,028 books and 139,520 meals. The children experienced significant increases in letter-word recognition, reading fluency, passage comprehension, and broad reading. Overall, 63 percent of the students who completed the program maintained or increased their reading achievement scores.

Environmental Stewardship

In Montana, the Montana Conservation Corps (MCC) continues to serve as a cost-effective program that makes a significant impact on Montana-specific community needs. 245 MCC members worked to create or improve 650 miles of trails to help preserve the state's 30 million acres of state and federal lands. MCC AmeriCorps members improved 54,881 acres of parks and public and tribal lands. Some of their largest projects are removing invasive species. Without the assistance of MCC members, hundreds of miles of trail would be left unmaintained, thousands of acres of habitat would not receive critical protection, and parks would not receive needed restoration. Additionally, MCC AmeriCorps members recruited or managed 1,438 volunteers and completed eight projects in partnership with tribal entities. MCC AmeriCorps members also collaborate with the state's seven Indian Reservations to weatherize homes and educate homeowners and renters on energy efficient practices.

Disaster Support

Fifteen AmeriCorps State and National grantees support AmeriCorps Disaster Response Teams that provide a combined total of 3,000 specially trained AmeriCorps members ready to deploy to disaster-stricken areas. AmeriCorps members provided direct assistance to homeowners in the cleanup of their homes, volunteer coordination in the cleanup efforts, and

documentation for soft matches that may be used for the state's cost share for FEMA grants.

In response to the August 2014 Southeast Michigan floods, CNCS deployed 100 AmeriCorps members and staff from nine different AmeriCorps Disaster Response Team programs. Over the course of 70 days, AmeriCorps members served 17,058 hours, assessed 424 homes, mucked/gutted 351 homes, and cleared over 6,382 cubic yards of debris. While there was a concerted response from many organizations, in many locations, AmeriCorps members were the only resources available to some low-income residents.

On Saturday March 22, a major mudslide occurred near Oso, Washington when a portion of a hillside collapsed. AmeriCorps State and National through the Washington Conservation Corps deployed nine crews consisting of 76 total members serving over 12,000 hours. AmeriCorps crews established the first responders base camp in Darrington. This required the construction of yurts to serve as a base to manage logistics, food services, laundry, waste disposal, and sleeping quarters. Within just a few days, response organizations filled this camp. It swelled to a population of more than 500. In total, the WCC served 13,700 meals to responders and collected and distributed 6,350 pounds of donations.

TABLE 5. AmeriCorps State and National Vital Statistics

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Target	FY16 Target
Appropriation (in thousands)	\$344,348	\$326,336	\$335,430	\$335,430	\$425,105
Number of member slots awarded (or estimated)	67,400	63,400	64,674	68,658	81,200
Cost per MSY*	\$7,549	\$7,772	\$7,668	\$7,813*	\$8,273*

* For FYs 2015 and 2016, the Cost per MSY includes no-cost member slots (such as professional corps) that will receive the education awards and loan forbearance benefits but no programmatic funding (except in unique instances where programs can demonstrate limited resources and require additional program dollars to operate).

BUDGET ACTIVITY 2:

AmeriCorps VISTA

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

FY 2016 Performance Plan

AmeriCorps VISTA was created to help reduce poverty and build economic opportunity throughout the country. Established and authorized in 1964 as Volunteers in Service to America, the program became part of the AmeriCorps network of programs in 1993. AmeriCorps VISTA primarily supports efforts to alleviate poverty by engaging individuals ages 18 and older in a year of full-time service. These AmeriCorps VISTA 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.

Partnerships

Mentoring, Opportunity Youth, and Workforce Development Initiatives

To support the My Brother’s Keeper initiative (MBK), AmeriCorps VISTA will help young adults gain the education they need to become employed in today’s workforce and will help them find entry-level jobs. Support will

include the following pipeline-to-jobs endeavors:

- Promoting collaborative efforts to connect various programs focused on youth mentoring
- Coordinating programs focused on selected MBK Task Force focus areas:
 - Entering school ready to learn with a focus on closing the word gap, ensuring access to high quality early care and education, and expanding health and developmental screenings
 - Promoting reading at grade level by the third grade through joint book reading and in-home literacy programs, and increasing the capacity of successful reading proficiency programs
 - Facilitating college access by improving access to college advising and support tools and offering Free Application for Federal Student Aid support to targeted populations
 - Creating workforce development projects that support programs focused on increasing entry-level job, mentorship, and apprenticeship options

Refugee Resettlement

In FY 2016, AmeriCorps VISTA will work to assist refugees resettling by:

- Connecting targeted populations with programs focused on English as a Second Language and computer literacy
- Providing training in interview skills, resume writing, mentoring

TABLE 6. AmeriCorps VISTA Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President’s Budget	Increase/Decrease (FY15-FY16)
Subsistence Allowance	\$54,382	\$54,867	\$58,345	\$3,478
Post-Service Stipend	\$1,668	\$1,668	\$1,716	\$48
Healthcare	\$10,868	\$10,896	\$11,326	\$430
Childcare	\$1,328	\$1,328	\$1,372	\$45
Workers Compensation	\$936	\$940	\$950	\$10
Travel, Relocation, and Settling In	\$3,113	\$3,113	\$3,203	\$90
Supervision and Transportation	\$5,236	\$5,114	\$5,262	\$148
Grantmaking Support	\$670	\$443	\$181	(\$262)
Training	\$11,907	\$11,825	\$12,292	\$467
Evaluation, Administration, etc.	\$870	\$784	\$784	\$0
Recruitment and Outreach	\$1,385	\$1,385	\$1,453	\$68
Total Budget Authority*	\$92,364	\$92,364	\$96,885	\$4,521
Total AmeriCorps VISTA Members	7,782	7,782	7,700	(12)

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

programs, as well as other professional development opportunities for youth and adults

- Expanding access to social services including health care, food access, and transportation
- Countering trafficking in persons via awareness and prevention campaigns and support systems for victims of trafficking

STEM AmeriCorps

In FY 2016, AmeriCorps VISTA will help to expand STEM education by supporting additional partnerships, such as those with US 2020 and the California State University system. These partnerships engage students, faculty/staff, and community partners in long-term solutions for bolstering the number of underrepresented students who pursue and obtain STEM-related degrees.

Evidence and Results

In alignment with the Administration's goal of using data more effectively, AmeriCorps VISTA will launch a pilot program aimed at building the research and evaluation capacity of nonprofit sponsors serving low-income communities. The goal is twofold: (1) to build the local sponsors' capacity in this critical area, and (2) ultimately inform evaluations of the AmeriCorps VISTA program nationally.

In addition, AmeriCorps VISTA will focus on performance metrics, identifying inefficiencies, and tracking outcomes based on investments made by the sponsor during the fiscal year for meaningful evaluation.

Economic Opportunity

Promise Zones

AmeriCorps VISTA is supporting the Promise Zone Initiative, a part of the President's plan to create economic opportunity for distressed families through broad support for the geographic area in which they live.

The first five Promise Zones are located in San Antonio, Philadelphia, Los Angeles, Southeastern Kentucky, and the Choctaw Nation of Oklahoma. Each location received a broad package of support to relieve poverty, including five AmeriCorps VISTA members each. Among other tasks, the AmeriCorps VISTA members will help to build the capacity of the Promise Zones to work with federal agencies, coordinate key stakeholders and create the community's project evaluation. Examples of AmeriCorps VISTA activities in the Promise Zones include:

- Enrolling more children into pre-K, boosting interest in math and science in high school, and enhancing public safety in San Antonio
- Attracting private investments and new business, expanding home ownership, and increasing the quality of pre-kindergarten programs in Philadelphia

- Focusing on access to affordable housing and help more people obtain the training they need to get jobs in Los Angeles
- Assisting the Promise Zone to attract new business and creating jobs in new industries, expanding technical training, and helping more kids access higher education in Kentucky
- Improving educational outcomes by partnering with school districts throughout the region to share data for continuous program improvement and bolstering early literacy and parent support programs in the Choctaw Nation in Oklahoma

In developing these initiatives, AmeriCorps VISTA will continue to coordinate with other federal and local agencies through the ongoing work of the President's Task Force on Expanding National Service and by supporting the Administration's Promise Zone and Strong Cities Strong Communities initiatives. In addition, through pilot programs in partnership with NeighborWorks America and Chapin Hall at the University of Chicago, AmeriCorps VISTA will explore ways to use its resources to help nonprofits expand their evaluation and data-driven management capacity. CNCS will also continue to expand programming to support low-income veterans and military families and to increase convenient and intergenerational solutions to help families access food year round.

AmeriCorps VISTA will also contribute to the Operation AmeriCorps initiative by building organizations' capacity to provide the unemployed with help finding a job, assist in feeding the hungry, and develop the means by which projects can provide financial literacy training.

Efficiency

Planned enhancements to the My AmeriCorps Portal to fully automate member transactions, track online pre-service terms and conditions training, and automate the travel voucher process, are expected to increase member support while reducing processing time and staff workload.

Strengthening Member Development and Support

Based on AmeriCorps VISTA's assessment, structured learning opportunities that provide personalized feedback and guidance have the greatest effect on members' development and successful completion of their assignment. The greatest returns on investment are in the coaching and supervision from the sponsor and the VISTA Pre-Service Orientation for members. In FY 2016, AmeriCorps VISTA will develop more resources, building on the existing online course for site supervisors, with new materials for member support and coaching to better prepare sponsors and supervisors to support AmeriCorps VISTA members.

50th Anniversary of AmeriCorps VISTA

Building on the partnerships developed through the 50th Anniversary

of AmeriCorps VISTA, the renewed engagement of our alumni, and the ideas and support garnered through the anniversary events, AmeriCorps VISTA continues to refine its future recruitment efforts. While celebrating 50 years, AmeriCorps VISTA has surveyed recruitment practices among sponsors and grantees, analyzed recruitment potential, and tested messages, images, and taglines. FY 2016 offers the opportunity to apply that knowledge by exploring new approaches to engaging future AmeriCorps VISTA members and leaders with these new tools.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

Partnerships

Building on its long history of public-private partnerships, AmeriCorps VISTA created and expanded collaborations with federal agencies, nonprofits, and the private sector in FY 2014. During FY 2014, approximately 20 percent of all AmeriCorps VISTA living allowances for members were supported through cost-share agreements funded by the local communities served. This cost-share program enabled CNCS to support nearly 1,600 additional AmeriCorps VISTA members in FY 2014. Other examples of public-private partnerships, which enabled AmeriCorps VISTA to support 200-300 additional AmeriCorps VISTA members besides those funded through the traditional cost share framework, are described below.

ServiceWorks

Supported by the Citi Foundation, AmeriCorps and Points of Light, ServiceWorks is a groundbreaking, national program that uses volunteer service as a strategy to help 18,000 low-income youth and young adults in 10 cities develop the skills they need to prepare for college and careers. The program, which will deploy 225 AmeriCorps VISTA members over three years, will engage youth ages 16–24 in service and build a large-scale volunteer response to the crisis of low college and career attainment.

Financial Opportunity Corps

During FY 2014, in partnership with Bank of America and the Points of Light Institute, AmeriCorps VISTA launched the Financial Opportunity Corps to support low and moderate-income households. This initiative placed 20 AmeriCorps VISTA members at local nonprofit, public, and faith-based organizations throughout the country. The AmeriCorps VISTA members build local capacity at their sites by launching and supporting proven financial coaching programs to help low- and moderate-income households achieve financial stability.

Additional Partnership Highlights (CNCS funding only)

Shaping Our Appalachian Region (SOAR)

This initiative was launched by Kentucky Governor Steve Beshear (D) and Congressman Hal Rogers (R-KY) to help meet the challenges in eastern Kentucky related to unemployment and poverty, and help the region develop and put into action new locally-oriented strategies to attack persistent challenges. Through this investment of more than \$1.05 million, more than 50 AmeriCorps VISTA members will provide more than 100,000 volunteer hours over the next year to eastern Kentucky families and individuals in the areas of job creation and retention, youth engagement, education success, and health and human services. These AmeriCorps VISTA members recruit and manage volunteers, raise funds, and build the capacity of 16 local nonprofit and education organizations that tackle poverty and expand opportunity to 50 counties in rural Kentucky's Appalachian region.

One Star: Barbara Bush Houston Literacy Foundation

The foundation's mission is to improve the quality of life of Houstonians across all age groups through the power of literacy. AmeriCorps VISTA supports this project by building and sustaining volunteer management technology in addition to leveraging tools that increase awareness and use of literacy data and information.

In FY 2014, AmeriCorps VISTA placed 7,782 AmeriCorps VISTA members (including 5,838 full-time and 1,944 Summer Associates), in more than 4,000 communities and organizations across the country. The capacity-building activities performed by the AmeriCorps VISTA members varied depending on the local needs, but some activities were common among many sponsors.

For example, 81 percent of all sponsors assigned one or more of their AmeriCorps VISTA members to resource development, and these members raised more than \$160 million in cash and in-kind resources in support of anti-poverty programs. Similarly, 88 percent of sponsoring organizations assigned one or more of their AmeriCorps VISTA members to build their capacity to recruit and manage community volunteers. These AmeriCorps VISTA members meaningfully engaged an estimated 1.4 million community volunteers in serving their communities.

FY 2014 was an important year for AmeriCorps VISTA as the program continued developing performance measurement tools to measure the impact of AmeriCorps VISTA projects. Staff completed technical requirements for a new project application and reporting system, which will assist applicants in developing project plans that incorporate CNCS

national performance measures, capture data to demonstrate progress, and increase accountability. These new systems will be fully implemented for FY 2015 and will improve resource allocation decisions and outcome measurement.

Economic Opportunity

Economic Opportunity remains a critical AmeriCorps VISTA focus area, encompassing nearly a third of the new projects developed in FY 2014. Faith-based and community organizations used AmeriCorps VISTA resources to create or expand projects that help people find employment, move into safe and affordable housing, and become financially independent. An Alliance of Arizona AmeriCorps VISTA members serving with United Way of Northern Arizona in Flagstaff helped strengthen the VITA (Volunteer Income Tax Assistance) program to increase the United Way's ability to assist low-income taxpayers throughout northern Arizona. With VISTA's assistance, the United Way was able to enlist more than 200 volunteers to help over 5,000 families and individuals to receive free tax services and claim over \$2 million in Earned Income Tax Credits.

Veterans and Military Families

AmeriCorps VISTA continued to expand programming to support new projects that assist low-income veterans and military families, as well as enhance existing projects to better serve low-income veterans. The AmeriCorps VISTA program encourages all projects, particularly those that serve veterans and military families, to recruit veterans to serve as AmeriCorps VISTA members. AmeriCorps VISTA members assigned to the Oregon National Guard Service Member and Family Support Directorate focused on the needs of 8,600 military service members and more than 19,000 family members in the areas of health, nutrition, and employment.

Training and Development Initiatives

The AmeriCorps VISTA Campus—the online learning website containing and coordinating self-directed tutorials, research materials, facilitator-led courses, webinars, forums, and social media links—was upgraded

in FY 2015 to better connect supervisors to their AmeriCorps VISTA members. Developments on the AmeriCorps VISTA Campus include upgraded pre-service materials to ensure terms of service, benefits of service, and expectations of roles and conduct throughout service are made available to as many types of learners as possible. The enhancements included a performance measures application – supported on mobile devices and desktop computers – to capture real time data and reports. The demand for accredited AmeriCorps VISTA Campus courses continues to outpace available space. In FY 2014, 1,469 registrants completed the 13 weeks of study.

Many of AmeriCorps VISTA's training opportunities are delivered via the online Campus. However, face-to-face events are also essential to members' success. CNCS assessed and refined its Pre-service Orientation in FY 2013 and FY 2014. Some of those refinements include providing full access to skills development courses and focusing on communication strategies, professional behavior in the workplace, and poverty theories of change that are related to service assignment descriptions. CNCS will use best practices from this effort to inform training improvements across the agency's portfolio.

In addition to orientation improvements, AmeriCorps VISTA continued to promote its Professional Development Plan, which permits AmeriCorps VISTA leadership staff to mandate or recommend materials to support AmeriCorps VISTA members. AmeriCorps VISTA members who participate on Campus can earn badges redeemable for university credit.² The American Council on Education (ACE) currently accredits two Campus courses for a total of six credits in undergraduate disciplines. A third course is in development for accreditation in Non-Profit Management. AmeriCorps VISTA's partnership with Roger Williams University also offers a member the opportunity to earn 90 credits toward an undergraduate degree in nonprofit management upon presentation of a fully successful portfolio.

TABLE 7. AmeriCorps VISTA Vital Statistics

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Target	FY16 Request
Appropriation (in thousands)	\$94,820	\$89,861	\$92,364	\$92,364	\$96,885
Number of New Members Enrolled	7,300	7,211	7,782	7,782	7,700
Number of Member Service Years (MSYs)	5,600	5,591	5,559	5,550	5,720
Cost per MSY	\$16,932	\$16,072	\$16,615	\$16,642	\$16,938

² Badges must be presented in an AmeriCorps VISTA member's service portfolio and are currently accepted for credit at Roger Williams University.

BUDGET ACTIVITY 3:

AmeriCorps National Civilian Community Corps

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

FY 2016 Performance Plan

AmeriCorps NCCC is a residential, team-based program that provides opportunities for young Americans between the ages of 18 and 24 to address pressing national and community needs in all 50 states through 10 months of full-time, intensive national service. The service, training, and certification provided by AmeriCorps NCCC increase employment skills, leadership abilities, and economic opportunity for young adults – particularly those from disadvantaged circumstances.

Partnerships

FEMA Corps

Building on AmeriCorps NCCC disaster work and a 19-year history of working together on disaster response and recovery efforts, the Department of Homeland Security’s Federal Emergency Management Agency (FEMA) and CNCS launched an innovative partnership in 2012 to further strengthen the nation’s ability to respond to and recover from disasters while expanding professional disaster management opportunities for young people. For FY 2016, CNCS anticipates continuing its partnership with FEMA to address critical needs with a renewed Inter-Agency Agreement. CNCS anticipates enrolling approximately 1,000 FEMACorps members in FY 2016.

Pacific Region Partnership with John Muir Charter School

Another example of an AmeriCorps NCCC partnership includes the John Muir Charter School in Sacramento, CA. AmeriCorps NCCC places a Muir teacher with a team made up of members from the program’s Pacific

Region Campus who are seeking a high school diploma or GED. The teacher supports the members in their scholastic work and prepares them for testing. Once achieved, corps members would graduate with a GED or high school diploma and be eligible to use their Segal Education Award. AmeriCorps NCCC anticipates expanding this partnership opportunity to serve members in all five campuses.

Evidence and Results

In keeping with the program’s focus, AmeriCorps NCCC will continue to prioritize resources and track results in the following areas:

- Suppression and prevention of wildfires
- Assistance to homeless people, at-risk youth, and veterans
- Environmental education
- Volunteer recruitment
- Energy conservation
- Tax preparation support

Economic Opportunity

AmeriCorps NCCC will continue its work expanding economic opportunities of those in need, such as providing assistance to homeless and at-risk youth. Service activities may include: mentoring, tutoring, and working with the Veterans Administration to provide food, clothing, and shelter to the homeless.

Youth from Disadvantaged Circumstances

AmeriCorps NCCC continues to expand participation by recruiting a diverse member community to serve across the country, as approximately 40 percent of AmeriCorps NCCC members are from disadvantaged circumstances. Since focusing on the goal of the Serve America Act to recruit and place youth from disadvantaged circumstances into AmeriCorps NCCC, the program has enhanced its outreach and recruitment efforts to appeal to a broader demographic of organizations and potential members. CNCS anticipates continuing to aggressively engage members of different backgrounds in FY 2016.

TABLE 8. NCCC Budget Summary (dollars in thousands)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President’s Budget	Increase/Decrease (FY15-FY16)
Program Support	\$13,145	\$12,055	\$12,055	0
Program Operations	\$16,855	\$17,945	\$18,445	\$500
Total Budget Authority	\$30,000	\$30,000	\$30,500	\$500
Total Annualized Members¹	1,011	1,011	1,011	0

¹ See Operation AmeriCorps presented earlier in this Budget.

Operation AmeriCorps

AmeriCorps NCCC will contribute to the Operation AmeriCorps initiative by offering its flexible, campus-based model and more than 20 years of experience providing service solutions.³ Service options will include providing disaster response and relief, helping to improve community infrastructure, and urban and rural development.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

In FY 2014, AmeriCorps NCCC enrolled approximately 1,000 members and recruited or managed an additional 24,000 volunteers in efforts to improve communities throughout the country. The program continued to serve in the focus areas identified in the Serve America Act and in CNCS's Strategic Plan: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

In support of CNCS's work in these strategic focus areas, NCCC teams spent 36 percent of total project hours on urban and rural development, 30 percent on environmental stewardship and conservation, 24 percent on nationwide disaster services, 8 percent on infrastructure improvement, and 2 percent on energy conservation projects.

In FY 2014, AmeriCorps NCCC members:

- Suppressed or contained wildfires on 35,331 acres, removed 1,179 acres of brush or undergrowth to prevent fires, and performed prescribed burns on more than 17,662 acres to prevent further wildfire spreading
- Assisted 17,809 homeless people, 24,247 at-risk youth, and 5,917 veterans
- Taught 11,579 people in environmental classes/workshops
- Planted 41,261 new trees

- Recruited and coordinated 24,212 volunteers
- Constructed 281 houses, weatherized 69 homes and outfitted 137 homes with energy-efficient modifications
- Returned approximately \$13 million tax dollars to American communities through tax preparation services

AmeriCorps NCCC traditional members participated in disaster response and recovery efforts in 27 states in FY 2014, including continued recovery efforts in the aftermath of the Colorado floods and in the Atlantic states affected by Hurricane Sandy. In addition, AmeriCorps NCCC teams provided support following tornadoes in Tupelo, Mississippi, as well as unaccompanied minors humanitarian efforts in Texas and Arizona. The program supported disaster response efforts in partnership with FEMA, the American Red Cross, governor-supported Commissions, and local municipalities throughout the United States.

In addition to capturing the previously discussed performance information, AmeriCorps NCCC conducts project sponsor surveys, which provide outcome evidence on the community impact of the AmeriCorps NCCC program model. The FY 2013 results show two primary outcomes of AmeriCorps NCCC projects. First, AmeriCorps NCCC service enhanced the capacity of the sponsoring organization to meet community needs. Second, collaborating with AmeriCorps NCCC expanded or enhanced the sponsoring organization's community impact. Furthermore, 95 percent of the sponsors enhanced their ability to provide services, including increasing the number of people they could serve and the amount of service they could provide.

Supporting Disaster Survivors

In FY 2014, FEMA Corps teams provided vital services to survivors of the Washington mudslides and Alaskan floods. Support services to the Washington mudslide survivors included providing 2,810 meals to

TABLE 9. FY 2014 NCCC Project Accomplishments¹

Issue Area	Team Service Hours Completed ²	Percentage of Total Team Service Hours
Natural and Other Disasters	274,880	24%
Infrastructure Improvement	85,182	8%
Environmental Stewardship and Conservation	337,865	30%
Energy Conservation	23,625	2%
Urban and Rural Development	415,482	36%
Total	1,137,044²	100%

¹ All data submitted as of 12/22/2014.

² 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.

survivors, supporting eight disaster services facilities, and registering 112 people at shelters with the National Emergency Management Information System. In Alaska, FEMA Corps members assisted with sheltering and feeding survivors.

Disaster survivors also continue to benefit from innovative practices FEMA Corps helped to pilot, such as Disaster Survivor Assistance Teams. These groups go door-to-door with tablet computers in areas struck by disasters, registering residents who are in need of assistance. This greatly reduces burden on survivors when seeking access to government support by allowing them to submit information without having to travel to a central facility. The Administration has highlighted this effort as a great example of government delivering services better, faster, and more efficiently – a core element of President Obama’s Management Agenda.

Since the program’s inception, FEMA Corps teams have operated laundry services, received, inventoried and/or distributed 82 tons of food, and supported 722 disaster service facilities. In addition, FEMA Corps has

served in 119 cities across 38 states, completing more than 7,422 damage or needs assessments, answering more than 35,612 registration or helpline calls, and conducting more than 79,878 case reviews for disaster survivors.

Member Development and Impact

AmeriCorps NCCC is a strong contributor to the agency’s strategic goal of providing professional, educational, and life benefits to service participants. The most recent performance measures survey for the AmeriCorps NCCC Program found that 90 percent of members report that the AmeriCorps NCCC training and experience helped them to improve in sensitivity and respect for differences. In addition, 84 percent of members report that the training and experience strengthened their commitment to community service. The survey also found 86 percent of respondents are likely to motivate others to strengthen their commitment to community service in the next year. Lastly, 79 percent intend to volunteer more frequently.

TABLE 10. AmeriCorps National Civilian Community Corps Vital Statistics

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Target	FY16 Target
Appropriations (in thousands)	\$31,882	\$30,214	\$30,000	\$30,000	\$30,500
Number of Member Service Years	1,200	1,200	1,200	1,200	1,200
Annualized Enrollment	1,011	1,011	1,011	1,011	1,011
Cost Per MSY	\$27,909	\$29,885	\$29,674	\$29,674	\$30,168
Cost Per MSY in Constant 2009 Dollars	\$27,252	\$27,503	\$26,800	\$26,248	\$26,136

BUDGET ACTIVITY 4:

State Service Commission Support Grants

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

FY 2016 Performance Plan

When Congress created CNCS in 1993, it envisioned national service as a shared federal-state partnership, providing a central role for governors in designing and implementing national service through governor-supported State Service Commissions (Commissions). Commissions perform vital functions and are invaluable partners to CNCS. More than 1,000 private citizens serve as governor-appointed commissioners, leading and guiding national service efforts in their states by identifying local needs, directing federal and state resources, ensuring oversight and accountability, tracking performance measures and community impact, and leading citizen service efforts in their states and territories.

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

Commissions establish state-wide goals for national service and volunteer action and actively pursue them in collaboration with other CNCS programs, volunteer centers, Voluntary Organizations Active in Disasters (VOAD), and other partners. Their activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, and developing volunteer centers. Commissions support key governor initiatives, such as decreasing high school dropout rates, increasing mentoring efforts, supporting people with disabilities, helping veterans make the transition to civilian life, and coordinating volunteers in

response to disasters. In addition to the training and technical assistance activities, they have frontline responsibility for ensuring grantees comply with all federal rules and regulations and oversee and monitor their subgrantees.

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

Commissions will support CNCS's mission to improve lives and strengthen communities through service by focusing on the following priority objectives in FY 2016.

Partnerships

Through partnerships with the private sector and state and local governments, Commissions will advance the Administration's goal to develop results-driven partnerships that expand service opportunities and meet state and local needs. For example, the Iowa Commission will implement recommendations from the Governor's Council on National Service to increase service opportunities through public and private partnerships. The California Commission established the California Volunteers Service Enterprise Initiative which is building a network of training centers to prepare organizations throughout the state to integrate volunteers into their work and organizational infrastructure. This method of integration allows them to reduce their costs and increase efficiency. The initiative is a partnership with volunteer centers, the Taproot Foundation, and private corporations such as Boeing, Chevron, Deloitte, Gap, and Hewlett Packard. The initiative draws on the expertise of the partners to increase effectiveness and efficiency in nonprofit organizations.

Economic Opportunity

AmeriCorps programs supported by Commissions will advance economic opportunity through several avenues, including the recruitment of

TABLE 11. State Commission Support Grants Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
State Service Commission Support Grants	\$15,038	\$16,038	\$17,000	\$962
Total Budget Authority	\$15,038	\$16,038	\$17,000	\$962

opportunity youth to serve as AmeriCorps members and addressing their education and job training needs. For example, Serve Wisconsin supports five economic opportunity programs in six counties that are enhancing youth self-sufficiency through construction of affordable housing, completion of high school, and development of independent living skills.

Evidence and Results

The requested funding level will increase Commission capacity to implement performance-based culture. Commissions will use the funds to support training for applicants and grantees on performance measures, monitor their subgrantees to ensure program impact in local communities, and evaluate their programs. In addition, in FY 2014, Commissions were required to establish and track performance measures for their Commission activities. The Commissions need support and capacity to track and report the results of their own activity as well as subgrantee impact.

For example, the Texas Commission, OneStar Foundation, maintains a strong focus on developing evidence-based AmeriCorps programs that demonstrate direct impact on the communities they serve. OneStar conducts webinars and bi-monthly coaching calls and provides self-assessment tools and an evaluation plan review checklist to ensure that commission-funded programs have a strong understanding of performance measurement and evidence-based requirements results. As part of these efforts, OneStar commissioned a rigorous, scientifically-based independent evaluation of its AmeriCorps programs.

Efficiency

Commissions, along with CNCS, will explore more efficient approaches to ensure accountability among AmeriCorps programs. CNCS will continue its partnership with Commissions to deliver training to more CNCS programs at lower cost through a series of regional conferences. The training conferences, planned and conducted by Commissions and CNCS staff, train program staff on AmeriCorps and federal grant requirements. The trainings also feature both CNCS and Commission procedures for oversight and monitoring as well as tracking and reporting on performance measures. For example, the Pennsylvania commission, PennSERVE, developed an innovative desk monitoring review process that could be replicated by other Commissions. These efficiencies included avoiding the need for some more costly on-site reviews, making onsite monitoring more targeted and efficient, and allowing the Commission to monitor programs earlier in the year.

FY 2014 ACCOMPLISHMENTS (In Addition to Accomplishments Listed in Part III)

Commissions are responsible for conducting a variety of activities in their

states to ensure accountability and maintain a strong network of service delivery. These activities include training, performance reviews, site visits, risk assessments, and other oversight activities. In addition, those Commissions with AmeriCorps National Direct operating sites in their states support and connect those sites to the AmeriCorps network in the state.

As a result of revisions CNCS made to the application requirements for their grants, Commissions are providing more extensive information to CNCS about their goals and performance measures for their support grants. CNCS requires Commissions to report their plans and activities in three major areas: AmeriCorps Grant Outreach and Selection, Program Compliance and Performance, and Collaboration and Sustainability. In addition, Commissions must select and report on specific capacity-building performance measures. This allows CNCS to aggregate and track both outputs and outcomes across the State Commission network.

State Commissions have supported the development of programs for the governor and Mayor Initiative within AmeriCorps. Through this initiative, governors partner with mayors to develop AmeriCorps programs to tackle pressing challenges in their states. Since this initiative launched in 2013, 11 states have launched governor and Mayor Initiative programs, engaging approximately 675 AmeriCorps members in addressing a range of issues including dropout prevention, childhood literacy, job readiness, environmental stewardship, human trafficking, and economic opportunity. As one example, the Michigan Community Service Commission supports the AmeriCorps Urban Safety Corps in Detroit. This program engages 36 AmeriCorps members in increasing public safety by boarding up vacant properties, establishing neighborhood block clubs, installing home safety equipment, and engaging thousands of volunteers. The program, a partnership between Wayne State University and the Detroit Police Department, combines the crime targeting capabilities of CompStat with the community organizing capabilities of AmeriCorps members to reduce crime in the Midtown, Jefferson East, and other neighborhoods.

Partnerships

As the centers for national service and volunteer activity in their states, Commissions have a long history of developing partnerships that strengthen service and expand volunteer opportunities. Through interagency and public-private partnerships, Commissions advance the Administration's goal to expand service opportunities and increase the impact of citizens in solving problems.

In FY 2014, Iowa's Commission on Volunteer Service worked with Gov. Terry Branstad to launch the Governor's Council on National Service in Iowa. This new Council convened prominent leaders from the private sector, higher education, local government, and state government to

develop recommendations and a plan for Iowa to expand national service positions through new sources of funding. The Council and the Governor have announced multiple new efforts to grow national service in Iowa.

For example, Iowa's Green Corps is expanding through new private and local efforts as well as a new funding model for private and municipal utilities and rural electric cooperatives to support Iowa's goals in energy conservation and renewable energy. Other new partnerships are being developed in the areas of early literacy, STEM, rural fire and EMS, mentoring, and water quality.

The Texas Commission, the OneStar Foundation, partnered with the Bush School of Government and Public Service at Texas A & M University to identify the best mechanisms to build the capacity of the nonprofit sector to address community problems. This has resulted in the Commission developing other governmental and private sector partnerships to increase collaboration among nonprofit agencies across the state, and to increase effectiveness in addressing immediate economic recovery needs and other social services challenges. Texas has now expanded this type of partnership with 10 universities

BUDGET ACTIVITY 5:

National Service Trust

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

FY 2016 Performance Plan

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 to provide funds for Segal AmeriCorps Education Awards for eligible AmeriCorps members, including VISTA and NCCC, 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)
- Repay eligible interest expenses

The Budget request will support approximately 90,150 new AmeriCorps member enrollments in the Trust, in line with the following principles³:

- An estimated average Trust cost per member service year (MSY) of \$4,268
- Full-time members comprise approximately 45 percent of the portfolio
- No increase to the National Service Trust Reserve. As established by the Strengthen AmeriCorps Program Act, a portion of the funds in the Trust are held in reserve and are for use only in the event that the estimates used to calculate obligations differ from actual results. The reserve currently totals \$46.7 million for the General Fund and \$3.5 million for the Recovery Act Fund. To date, no reserve funds have been used. CNCS will continue to monitor the factors used to estimate Trust funding and make adjustments in the future if necessary.

Economic Opportunity

More than 90,150 new members will benefit from the opportunity to earn an education award that will help pay for student loans, education expenses, or eligible interest. This will reduce awardees' debt burden and free up their capital to help pay rent, purchase homes, or go on to obtain further skills. In other words, they will be better positioned to achieve economic success.

Efficiency

CNCS monitors and adjusts several factors to ensure the effective and efficient administration of Trust dollars. The agency used assumptions noted with each of the following factors to calculate the Trust budget request for FY 2016:

Member Service Years (MSY). AmeriCorps State and National, AmeriCorps VISTA, and NCCC members will comprise approximately 55,551 MSYs. An additional 1,342 AmeriCorps VISTA members are projected to choose a cash stipend in lieu of an education award, and therefore do not affect funding in the Trust.

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

Earning Rate. Based on the Strengthen AmeriCorps Program Act legislation, the FY 2016 calculation assumes that about 84 percent of full-time members enrolled in the Trust will complete their service and earn an award, which is consistent with the Trust model. This typically ranges from 77 to 86 percent depending on term type.

Full Value of the Award. This calculation assumes that members earning an award will earn the full value based on their earning category (e.g., full-time, part-time, and reduced part-time). Historically, CNCS has found that about 4 percent of members exit programs early and receive a slightly reduced award.

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

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
National Service Trust	\$207,368	\$209,618	\$237,077	\$16,808
Total Budget Authority	\$207,368	\$209,618	\$237,077	\$16,808

³ Includes approximately 8,600 no cost slots.

Usage Rate. Based on Trust model projections, for FY 2016, CNCS is projecting 88 percent of the awards earned will be used, which includes a factor of 100 percent for members over age 55. Under the Serve America Act, education awards earned by members over age 55 can be transferred to an eligible beneficiary. CNCS is projecting that all transferable awards will eventually be used.

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

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

By statute, the value of the education award is linked to the maximum level for Pell Grants each year. For FY 2016, the estimated value of the education award for a full-time member who completes his or her term of service is \$5,805.

FY 2014 Accomplishments (In Addition To Accomplishments Listed in Part III)

Segal AmeriCorps Education Award. Since CNCS's inception in FY 1993, AmeriCorps members have earned more than \$2.87 billion in education awards and used over \$2.02 billion of that \$2.87 billion to fund their education and repay student loans. In addition, CNCS made \$82.19 million in interest forbearance payments, covering the interest costs of outstanding student loans for AmeriCorps members during their terms of service.⁴

⁴ FY 2014 data will be available and included in this analysis after October 1, 2014.

BUDGET ACTIVITY 6:

Retired and Senior Volunteer Program (RSVP)

(Domestic Volunteer Service Act of 1973, Title II)

FY 2016 Performance Plan

RSVP will engage the skills, talents, and experience of approximately 232,384 volunteers age 55 and older, participating in approximately 627 federally-funded projects, to meet a wide range of community needs. Volunteers serve in community organizations to help them deliver critical services and fulfill their missions. Using skills they have developed over a lifetime, RSVP volunteers are making an impact by helping seniors live independently in their homes, tutoring and mentoring at-risk youth, expanding economic opportunity for veterans and their families, and helping communities recover from disasters. While serving their community, RSVP volunteers also improve their own lives by staying active and civically engaged, which leads to physical and mental health benefits.

Partnerships

Senior Corps RSVP has answered the Administration’s call for agencies to further leverage results-driven relationships within and outside of the government by developing an extensive network of partners, including Area Agencies on Aging, Community Service Block Grants, Volunteer Centers, United Ways, social services agencies, faith-based organizations, and many others.

Older Americans, who have time, experience, and expertise, are in an excellent position to support communities through volunteering. CNCS and the Administration for Community Living (ACL) at the Department

of Health and Human Services, have entered into a Memorandum of Understanding to use volunteer service activities to bolster the ability of older adults and persons with disabilities to support communities in need throughout the United States. ACL and CNCS will leverage federal investments to achieve community integration for all older adults, specifically individuals with disabilities, and to support the expansion of evidence-based fall prevention and health promotion programs. CNCS is also participating in development of the civic engagement track of the 2015 White House Conference on Aging.

Evidence and Evaluation

In 2013, the Centers on Medicare and Medicaid (CMS) published its *Report to Congress: The Centers for Medicare & Medicaid Services’ Evaluation of Community-based Wellness and Prevention Programs under Section 4202 (b) of the Affordable Care Act*. CMS reported that, “These analyses found some promising evidence suggesting that four nationally disseminated programs: (EnhanceFitness (EF), Arthritis Foundation Exercise Program (AFEP) & Arthritis Foundation Tai Chi Program (AFTCP), and Matter of Balance (MOB)) may have driven down total healthcare costs for participating beneficiaries.” These promising evidence-based models rely on activities that are well suited to RSVP grantees and volunteers. CNCS is supporting the expansion of these models in the RSVP network, and will continue to elevate evidence-based programming as a critical component of RSVP grant activities.

As part of CNCS’s effort to understand and increase the results of its programs in alignment with the Administration’s call to do what works, Senior Corps RSVP has successfully implemented agency performance measures across its portfolio. RSVP grantees that are renewing and continuing their grants in FY 2016 will also be required to link federal funding to the number of volunteers engaged in national performance measures.

TABLE 13. RSVP Budget Summary (dollars in thousands)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President’s Budget	Increase/Decrease (FY15-FY16)
Grants to Projects				
Continuing Grants, Extensions, Supplemental (one time funds)	\$33,851	\$29,337	\$32,220	\$2,883
Administrative Renewals			\$13,841	\$13,841
New Grants	\$13,262	\$17,798	\$1,074	(\$16,724)
Subtotal, grants	\$47,113	\$47,135	\$47,135	\$0
Grant making and Business Support	\$1,790	\$1,768	\$1,768	\$0
Total Budget Authority	\$48,903	\$48,903	\$48,903	\$0

In FY 2016, the Senior Corps application process will include validated selection criteria that contain information on past performance. In accordance with the provisions of the Serve America Act, CNCS will begin assessing RSVP grants that were competitively awarded, and will either administratively renew successful grants or terminate unsuccessful grantees. CNCS will continue to require all administratively renewed grants to demonstrate full compliance with CNCS national performance measure goals.

CNCS will also be investing in evaluations of both the potential benefits and impact of volunteering to better align future grant funds to Administration and congressional priorities. CNCS is planning research to explore the potential health benefits of volunteering in RSVP that will be based in part on the results of the 2014 RSVP Volunteer Survey described below. In addition, in FY 2013, AARP Experience Corps was competitively awarded the RSVP grant in Chicago, Illinois to implement an evidence-based intergenerational volunteer model that also engages AmeriCorps members. Based on the results of a feasibility study scheduled to be funded in FY 2015, CNCS plans to conduct an impact evaluation of the AARP Experience Corps model.

In addition to promoting partnerships and working to strengthen results, with the requested funding CNCS will:

- Award new three-year RSVP grants
- Award second and third year continuation funds to grantees that competed in FY 2014 and FY 2015; these continuation grants will link federal funding to performance

Efficiency

Senior Corps grantees are required to conduct criminal history checks as specified by CNCS regulations for grant funded staff in RSVP projects. The rules governing compliance with criminal history checks specify multiple elements, and have specific requirements based on the enrollment or hire date of either a volunteer or a staff person. To help Senior Corps grantees confirm full compliance, Senior Corps is developing a dynamic tool that will, based on input from the user, verify the current status of each individual staff person subject to the criminal history checks, and flag areas where additional steps must be taken to fully comply with regulations. This tool will allow grantees to easily assess their compliance with a complex statutory requirement, providing for more efficient oversight and monitoring. The tool is scheduled to be available February 2015.

Non-Grant Activities

Funding for non-grant activities will support CNCS Information Technology (IT) Modernization, outreach activities and materials, including Senior Corps Week. In addition, Senior Corps will develop a training and technical

assistance plan to prepare all Senior Corps grantees for competition, including providing technical assistance for current grantees as they prepare to apply for AmeriCorps funding.

FY 2014 Accomplishments (In Additional to Accomplishments Listed in Part III)

RSVP supported CNCS's mission to improve lives and strengthen communities through service by focusing on the following priority objectives in FY 2014:

In FY 2014, RSVP volunteers delivered more than 40.4 million hours of service in their communities. Across the network of federally funded grantees, 232,384 unduplicated budgeted volunteers served in community organizations (volunteer stations) nationwide to deliver essential services through local organizations that deliver meals to the homes of isolated older adults, or schools where volunteers tutor at-risk youth.

In FY 2014, CNCS released the Notice of Funding Opportunity for the FY 2015 RSVP competition. The results of this competition will be announced in the second quarter of FY 2015 and will represent the successful competitive renewal of the entire RSVP grant portfolio as required by the 2009 Kennedy Serve America Act. This third competition also marks the adoption of CNCS's national performance measures by all 617 RSVP grants has focused the RSVP grantees on increasing community impact. Working through such networks as Area Agencies on Aging, Community Action Agencies, Volunteer Centers, United Ways, social services agencies, faith-based organizations, and many others, RSVP volunteers:

- Served 329,400 veterans in activities such as transportation and employment service referrals
- Mentored nearly 78,000 children
- Provided independent living services to 797,000 adults, primarily frail seniors
- Provided respite services to 20,300 family or informal caregivers
- Engaged 20,100 veterans who served as RSVP volunteers
- Leveraged an additional 18,500 volunteers to support RSVP activities such as delivering meals to those in need and tutoring at-risk children

In FY 2014, states and local communities contributed more than \$39.4 million in non-federal support, including cash and in-kind to RSVP projects. This additional funding, including the \$4.4 million in state appropriated dollars, demonstrates the value of the essential services that RSVP volunteers provide in their communities.

Evidence and Evaluation

In the summer of 2014 RSVP initiated a cross-sectional evaluation to describe how RSVP volunteers are engaged under the newly adopted national performance measures. This evaluation also compares RSVP volunteers to community volunteers and describes how RSVP volunteers were engaged in service under the FY 2013 work plans.

RSVP in Action: Program Examples

Disaster

RSVP of Central Oklahoma – Moore, Oklahoma

In the year following the 2013 tornado, more than 90 volunteers from RSVP of Central Oklahoma have contributed 4,515 hours to nine nonprofit and state organizations working in the recovery effort. Senior Corps RSVP volunteers answered disaster hotlines, performed follow-up calls to families affected by the disaster, served food and provided companionship at day shelters, provided survivors with rides to medical appointments, and collected and distributed donated goods to disaster survivors.

During the coming year, volunteers with the RSVP of Central Oklahoma will continue to participate in disaster recovery projects, and will prepare and distribute disaster-ready kits to families and elderly persons in Oklahoma’s tornado-prone communities. Believing that public/private partnerships strengthen community impact, the Shell Company of the Americas contributed \$50,000 to support the vital disaster recovery and preparedness services being provided by the RSVP of Central Oklahoma. In her blog, a senior official at Shell explains, “At Shell we believe that there is no community issue that a group of dedicated individuals can’t solve. When people employ teamwork and creativity, good things happen. That is why we support national service – a public-private partnership that engages citizens in solving problems.”

Education

Chicago RSVP, AARP Experience Corps – Chicago, Illinois

AARP Experience Corps is a proven evidence-based tutoring program that guides children in kindergarten through third grade on the path to reading proficiently and confidently. In the fall of 2013, AARP launched its Experience Corps program using RSVP volunteers in 14 Chicago public schools, recruiting 170 RSVP volunteers who served over 12,700 hours to help 1,230 students

in 92 classrooms. On a standardized assessment, 82.5 percent of these students demonstrated improvement with the support of the RSVP volunteer. The students served were nearly evenly divided between boys and girls. Of those students served, 73 percent were African-American, 5 percent were Hispanic, and 75 percent received free or reduced fee lunches.

Veterans Support

Queens Veterans Court – Queens, New York

As part of treatment and rehabilitation, the Queens Veterans Court engages RSVP volunteers who are also veterans to mentor veterans with low-level misdemeanors who find themselves in court due to behavior, mental health, and substance abuse issues related to their military service. Because the mentors are themselves veterans, they more easily relate to the issues the veteran may be having. The mentors help the veterans get their lives back on track and out of the justice system. Last year, RSVP volunteers mentored 50 veterans to help keep them from situations that would put them in more serious judicial proceedings.

Independent Living

Volunteer Macon RSVP – Macon, Georgia

The RSVP, sponsored by Volunteer Macon, has been instrumental in ensuring that elderly residents are not prematurely institutionalized, isolated, and companionless. Over the past year, 36 RSVP volunteers served 12,599 hours. They assisted 108 homebound elderly residents in Bibb County, Georgia. RSVP volunteers supported and assisted elderly residents with transportation to medical appointments, grocery shopping, assistance at senior or community centers, and assistance with obtaining social services such as energy assistance and commodities. They also provided respite to caregivers.

In collaboration with Family Care Solutions of Macon, the Macon Police and Fire Departments, and the American Red Cross, RSVP volunteers received training on caregiver support, community support services, and other activities. In addition to CNCS funding, RSVP Volunteer Macon has received financial support from the Peyton Anderson Foundation (\$20,000, 2010-2012) and Hatcher Foundation (\$25,000, 2013-2014). The support from the Peyton Anderson Foundation and Hatcher Foundation has allowed Volunteer Macon RSVP to also provide assistance and friendship to individuals who need acute care.

TABLE 14. RSVP Vital Statistics

Program Items	FY13 Actual	FY14 Actual	FY15 Target	FY16 Target
Number of federally funded CNCS awards/grantees	656	615	627	627
Average federal award/grant	\$71,683	\$76,358	\$75,175	\$75,175
Number of RSVP Volunteers	295,475	232,384	232,384	232,384

BUDGET ACTIVITY 7:

Foster Grandparent Program (FGP)

(Domestic Volunteer Service Act of 1973, Title II)

FY 2016 Performance Plan

The Foster Grandparent Program (FGP) is an intergenerational program first established in 1965. The Budget request of \$107.7 million will connect approximately 25,190 volunteers age 55 and over with opportunities to provide one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are at an academic, social, or financial disadvantage. Foster Grandparents help young children with special or exceptional needs gain skills and confidence to succeed in school, tutor children in literacy, and assist children in the child welfare system. By introducing competition into FGP, providing robust support to help grantees implement evidence-based models, and providing a path for evidence-based programs to expand through AmeriCorps, the 2016 Budget enhances the capacity for FGP volunteers to meet critical needs in their communities.

Partnerships

In FY 2016, CNCS anticipates FGP continuing to support federal management of unaccompanied minors through targeted grant activities. Additionally, CNCS will leverage cross-agency support for My Brother's Keeper using targeted FGP mentoring activities through a Foster Grandparent Program competition in FY 2015 focusing on existing federally recognized tribes, including Native Americans and Alaskan Natives.

Evidence and Evaluation

In FY 2014, Senior Corps completed analysis of a cross-sectional evaluation of FGP volunteers as compared to similar volunteers not engaged in National Service. This evaluation shows that FGP volunteers

tended to be African-American and Latino older adults as compared to a comparison sample of non-FGP volunteers. This demonstrates that FGP engages a diverse group of Americans 55 and older in volunteering and civic engagement.

This analysis also showed that FGP volunteers reported better health than a comparison sample of non-FGP volunteers. Future research will be required to further explore this finding. CNCS will be completing a longitudinal quasi-experimental evaluation of the potential health benefits of volunteering in Foster Grandparent Program with the final data being collected in FY 2017.

CNCS is funding case-studies of two AmeriCorps models that are being implemented with support of the Foster Grandparent Program: Jumpstart and Reading Partners. The goal of these case-studies is to understand the barriers to adoption of evidence-based national service models. The results of these case-studies will support technical assistance for FGP grants on both the adoption of evidence-based models and the requirements of AmeriCorps State and National funding opportunities. CNCS is also conducting a feasibility study on a possible impact evaluation of the Jumpstart Community Corps model that addresses school readiness through a FGP grant in Los Angeles, CA.

Based on the results of this feasibility study CNCS will also conduct an impact evaluation of the Jumpstart Foster Grandparent Program, which empowers AmeriCorps members and Foster Grandparents to help improve school readiness and literacy skills.

As part of CNCS's effort to increase the impact of its programs in alignment with the Administration's call to do what works, the Foster Grandparent Program has successfully implemented agency performance measures across its portfolio. In 2015 and 2016 CNCS will provide technical assistance to grantees on evidence-based program models. Future FGP funding opportunities will also allow applicants to request additional funding to support the administrative costs of evidence-based programming.

TABLE 15. Foster Grandparent Program Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Levels	FY15 Enacted Levels	FY16 President's Budget	Increase/Decrease (FY15-FY16)
Grants to Projects				
Renewal/ Continuing Grants	\$105,804	\$101,090	\$106,150	\$5,060
New Volunteer Service Years - new grants & augmentations		\$5,060		(\$5,060)
Subtotal, grants	\$105,804	\$106,150	\$106,150	\$0
Grant making and Business Support	\$1,898	\$1,552	\$1,552	\$0
Total Budget Authority	\$107,702	\$107,702	\$107,702	\$0

In FY 2016, the Senior Corps application process will use validated selection criteria that include information on past performance. CNCS is proposing changes to the Domestic Volunteer Service Act to introduce competition to the Foster Grandparent Program to ensure federal funds support the most competitive applicants in each community. In addition, as CNCS does not currently have the authority to compete grants in the Foster Grandparent Program, CNCS will introduce additional rigor in the administrative renewal process in FY 2016 to require that successfully renewed grants demonstrate full compliance with CNCS national performance measure goals and to prepare grantees for the possibility of competition as proposed by this budget.

Efficiency

Senior Corps grantees are required to conduct criminal history checks as specified by CNCS regulations for grant funded staff and for volunteers serving in the FGP programs. The rules governing compliance with criminal history checks specify multiple elements, and have specific requirements based on the enrollment or hire date of either a volunteer or a staff person. To help Senior Corps grantees confirm full compliance, Senior Corps is developing a dynamic tool that will, based on input from the user, verify the current status of each individual staff person subject to the criminal history checks, and, flag areas where additional steps must be taken to fully comply with regulations. This tool will allow grantees to easily assess their compliance with a complex statutory requirement, providing for more efficient oversight and monitoring. The tool is scheduled to be available February 2015.

Non-Grant Activities

Funding for non-grant activities will support CNCS IT Modernization and technology, outreach activities and materials, including Senior Corps Week. In addition, Senior Corps will work with AmeriCorps State and National to provide to prepare all Senior Corps grantees for competition, including providing technical assistance for current grantees as they prepare to apply for AmeriCorps funding.

FY 2014 Accomplishments (In Additional to Accomplishments Listed in Part III)

Foster Grandparent Program FY 2014 accomplishments included:

- 25,190 Foster Grandparent Program volunteers, more than 760 of whom were veterans
- A network of 309 grants, funded by both CNCS and non-federal funds
- 23 million hours of service in their communities
- 189,100 children served

- 108,200 children mentored, 2,700 of whom were children of military families

Senior Corps Foster Grandparent Program has answered the Administration's call for agencies to leverage results-driven relationships within and outside of the federal government. The expansion of the PEACE, Inc. Foster Grandparent Program to every first and second grade school in Syracuse, New York is an example of support from State legislatures and local school boards. The Syracuse School District invested \$350,000 in this expansion, which was supplemented by additional funds from CNCS. In total, 167 Foster Grandparents will serve in the 2015-2016 school year. In FY 2015, Senior Corps will evaluate partnerships between Senior Corps Foster Grandparent Program grantees and models funded through AmeriCorps grants. CNCS is also providing technical assistance and training to support the adoption of national service best practices in Syracuse. CNCS is evaluating the expansion to be able to support other communities as part of the Presidential Task Force on Expanding National Service.

In FY 2014, states and local communities contributed more than \$30.5 million in non-federal support, including cash and in-kind, to FGP projects. The non-CNCS funding often supports both project operations and allows FGP projects to expand their scope of service by increasing the number of Volunteer Service Years (VSUs) available to serve the children. This additional funding, including the \$6.3 million in state appropriated dollars, demonstrates the value of the essential services that Foster Grandparent volunteers provide in their communities.

Foster Grandparent Program in Action: Examples of Evidence-Based Programing

In FY 2014 Jumpstart, as a FGP grantee in Los Angeles CA, implemented its Community Corps model using Foster Grandparent Program volunteers. The Jumpstart program is founded on an evidence-based curriculum, drawing on research in early childhood education. Jumpstart's Community Corps stresses the development of language, literacy, social and initiative skills in an intergenerational model. Under the Jumpstart/Foster Grandparent Community Corps design, the Foster Grandparents receive an average of 100 hours of pre-service training to serve 15-40 hours per week over the course of a school year in teams in pre-school classrooms to implement the education literacy curriculum. In Los Angeles, 62 Foster Grandparents tutored 251 preschool-age children in low-income neighborhoods during the 2013-2014 school year. Of the 229 children who completed the Jumpstart program (at least 120 days of participation), 95.7 percent demonstrated gains in language and literacy skills while 68.1 percent demonstrated gains of one developmental level or more.

Foster Grandparent Volunteers from FGP grantees in Baltimore, MD, Denver, CO, Charleston, SC and Dallas, TX served as tutors in the Reading Partners Program, another evidence-based national service model. CNCS evaluations of FGP involvement in these models will serve as a roadmap for future adoption of evidence-based models.

Agreement between CNCS and Administration for Community Living

Older Americans, who have time, experience, and expertise, are in an excellent position to support communities in a variety of volunteer

activities. CNCS and the Administration for Community Living (ACL) have entered into a Memorandum of Understanding to use volunteer services activities to bolster the ability of older adults and persons with disabilities to support communities in need throughout the United States. ACL and CNCS will leverage federal investments to achieve community integration for all older adults, specifically individuals with disabilities.

TABLE 15. Foster Grandparent Program Vital Statistics

Program Items	FY13 Actual	FY14 Actual	FY15 Target	FY16 Target
Number of federally funded CNCS awards/grantees	315	309	319	319
Average federal award/grant	\$333,362	\$342,408	\$332,759	\$332,759
Number of Federally funded Volunteer Service Years	23,300	22,540	23,235	23,235
Direct Number of Foster Grandparent Volunteers*	28,250	25,190	25,190	25,190

* The Direct Number of Foster Grandparent Volunteers includes both CNCS funded and non-CNCS funded. Of this total, in 2014, 1,186 Foster Grandparent Volunteers were non-CNCS funded.

BUDGET ACTIVITY 8:

Senior Companion Program (SCP)

(Domestic Volunteer Service Act of 1973, Title II)

FY 2016 Performance Plan

The Budget request of \$45.5 million for the Senior Companion Program will engage approximately 12,190 volunteers, ages 55 and over, in providing in-home support to adults who have difficulty with daily living tasks. By introducing competition into SCP, providing robust support to help grantees implement evidence-based models, and providing a path for evidence-based programs to expand through AmeriCorps, the 2016 Budget enhances the capacity for SCP volunteers to meet critical needs in their communities.

Partnerships

In FY 2016, CNCS anticipates continuing to support the Department of Health and Human Services Elder Justice initiative through a targeted SCP competition focusing on existing federally recognized tribes, including Native Americans and Alaskan Natives. This competition will invest national service resources to empower community members age 55 and older to serve vulnerable older adults in tribal areas. CNCS will also seek to support partnerships between SCP grantees and Accountable Care Organizations in order to integrate national service into coordinated models of care. CNCS will also explore the possible application of evidence-based models such as the Chronic Disease Self-Management Program in the SCP setting through supplemental funding.

Evidence and Evaluation

CNCS has started a longitudinal quasi experimental evaluation of the

potential health benefits of volunteering in SCP with the final data being collected in FY 2017. CNCS is also conducting a two-year study of caregivers served by SCP clients. This before-after analysis of caregiver stress among newly enrolled recipients of Senior Companion Program will provide SCP programs a better understanding of the needs of caregivers and how the program can better serve clients. Additionally, in 2015 and 2016 CNCS will provide technical assistance to grantees on evidence-based program models.

Efficiency

Senior Corps grantees are required to conduct criminal history checks as specified by CNCS regulations for grant funded staff and for volunteers serving in the SCP programs. The rules governing compliance with criminal history checks specify multiple elements, and have specific requirements based on the enrollment or hire date of either a volunteer or a staff person. To help Senior Corps grantees confirm full compliance, Senior Corps is developing a dynamic tool that will, based on input from the user, verify the current status of each individual staff person subject to the criminal history checks, and flag areas where additional steps must be taken to fully comply with regulations. This tool will allow grantees to easily assess their compliance with a complex statutory requirement, providing for more efficient oversight and monitoring. The tool is scheduled to be available February 2015.

Non-Grant Activities

Funding for non-grant activities will support CNCS Information Technology Modernization and outreach activities and materials, including Senior Corps Week. In addition, Senior Corps will develop a training and technical assistance plan to prepare all Senior Corps grantees for competition, including working with AmeriCorps State and National to provide technical assistance for current grantees as they prepare to apply for AmeriCorps funding.

TABLE 16. Senior Companion Program Budget Summary (dollars in thousands)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
Grants to Projects				
Renewal/ Continuing Grants	\$44,444	\$43,361	\$44,368	\$1,007
New VSYS-new grants & augmentations		\$1,007		(\$1,007)
Subtotal, grants	\$44,444	\$44,368	\$44,368	\$0
Grant making and Business Support	\$1,068	\$1,144	\$1,144	\$0
Total Budget Authority	\$45,512	\$45,512	\$45,512	\$0

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

The SCP grantees work with states to expand services through Medicaid Home and Community-based (HCBS) Waivers. In FY 2014, nine states elected to incorporate SCP services into their Medicaid-funded home and community-based services, providing more than \$820,000 to support 440 Senior Companions, who in turn provided in-home support to nearly 1,100 Medicaid-eligible clients. Medicaid HCBS waivers are designed to allow states greater flexibility to meet the needs of community-dwelling persons with long-term care needs. The goal of the waivers is to substitute home and community services for nursing home and other institutional care.

In addition to the examples above, SCP has answered the Administration's call for agencies to further leverage results-driven relationships within and outside of the government by developing an extensive network of partners, including: Area Agencies on Aging, Community Action Agencies, Volunteer Centers, United Ways, social services agencies, faith-based organizations, and many others.

In FY 2014, 12,190 Senior Companion volunteers delivered 10.5 million hours of service to more than 43,000 frail, older adults and others with physical or other limitations, of which 3,100 were veterans. Of the Senior Companions serving, 600 were veterans. They transported clients to medical appointments, helped shop for food and basic necessities, provided companionship to offset isolation, and offered respite to 6,650 family members and informal caregivers.

In FY 2014, states and local communities contributed more than \$22.2 million in non-federal support, including cash and in-kind, to SCP projects. The non-CNCS funding often supports both project operations and allows SCP projects to expand their scope of service by increasing the number of Volunteer Service Years (VSYs) available to serve the clients and their caregivers. This additional funding, including the \$6.4 million in state appropriated dollars, demonstrates the value of the essential services that Senior Companion volunteers provide in their communities.

In FY 2014, Senior Corps completed an analysis of a cross-sectional evaluation of SCP volunteers as compared to similar volunteers not engaged in National Service. The evaluation showed that SCP volunteers tended to be African-American and Latino older adults as compared to a comparison sample of non-SCP volunteers. These results demonstrate that SCP engages a diverse group of Americans age 55 and older in volunteering. Future research will be required to further explore this finding. CNCS is also seeking changes to the Domestic Volunteer Service Act that would introduce competition to the Senior Companion Program to ensure federal funds support the most competitive applicants in each community

Senior Companion Program in Action: Program Examples in Independent Living Support

Audubon Area Community Services Senior Companion Program – Owensboro, Kentucky

The Senior Companion program sponsored by Audubon Area Community Services Inc. in Owensboro, Kentucky provides in-home service to chronic, long-term care clients. Working in partnership with nine volunteer stations, Senior Companions received four hours of in-service training monthly on aging issues including, but not limited to, hospice, cancer, dementia, Alzheimer's, and Parkinson's Disease.

Last year alone, 73 Senior Companions provided 72,669 hours of in-home care assistance to 305 frail elderly clients. Senior Companions worked one-on-one with clients to build and maintain independent living skills. To track the program impact, data was collected from Client Care Plans. Reports indicated that 79 percent of Senior Companion clients receiving weekly assistance maintained or improved their activities of daily living, as indicated on the Independent Living Skills surveys completed by volunteer stations. Ultimately, 91 percent of Senior Companion clients were able to remain living in their own home.

Lane County Senior Companion Program – Lane County, Oregon

The Senior Companion Program of Lane County, sponsored by Lane Community College, improves the quality of life by providing supportive services and companionship to elderly, disabled, and isolated adults. Approximately 70 Senior Companions work each month to provide companion and supportive services to over 500 seniors and disabled adults in Junction City, Florence, Veneta, Eugene, Springfield, Oakridge, Creswell, and Cottage Grove.

Over the past year, 76 volunteers in 19 volunteer stations served 198 clients for a total of 53,197 hours. Four of the Senior Companion volunteers who were Veterans served 12 Veteran clients at an independent living apartment complex for Veterans. Fully, 70 percent of the volunteer stations contribute financially to support the volunteers and the program.

Rhode Island Department of Elderly Affairs – Cranston, Rhode Island

The Senior Companion Program brings volunteers age 55 and over with adults in their community who have difficulty with the simple tasks of day-to-day living. Senior Companions become part of a team of caregivers. They alert doctors and family members to potential health problems and provide short periods of relief to primary caregivers such as family members. Without the help of Senior Companions, many older adults would not be able to continue living at home and would need more expensive, less personal care.

Companions help on a personal level by assisting with shopping and light chores, interacting with doctors, or just making a friendly visit. During the last program year, 68 Senior Companion volunteers serve 652 clients for a total of 94,232 volunteer hours.

Knox County Senior Companion Program – Knoxville, Tennessee

The Senior Companion Program sponsored by Knox County Community Action Committee in Knoxville, Tennessee, partnered with Project Live, a case management program for low-income seniors, to train and engage 49 Senior Companion volunteers to serve and support 208 frail and homebound seniors. Senior Companion volunteers provided meals, medication reminders, assistance to maintain a safe environment, light housekeeping, and companionship to support clients remaining in their homes and avoiding premature institutionalization. Volunteers assisted one to three clients for four to 15 hours a week. Data collected through the Tennessee Independent Living Re-assessment survey and by case manager supervisors showed that 95 percent of the at-risk frail and vulnerable clients were able to remain in their homes and avoided premature institutionalization after at least six months of service.

The program also partnered with seven different volunteer stations to train and engage 44 Senior Companion volunteers who provided companion services to support clients while providing respite to 120 caregivers. Volunteers assisted one to three clients for four to 15 hours

a week. Data collected through the SCP Respite Performance Measure Survey found that 93 percent of caregivers reported that the respite provided by the volunteers allowed them to attend to their own healthcare needs and get rest, with 93 percent reporting increased social ties due to the respite. Additionally, 96 percent of caregivers report that the respite provided by Senior Companion volunteers allow the person they care for to remain at home.

In summary, as part of CNCS's effort to understand and increase the impact of its programs in alignment with the Administration's call to do what works, the SCP has successfully implemented agency performance measures across its portfolio. In FY 2016, the Senior Corps application process will include validated selection criteria that include information on past performance. While CNCS does not currently have the authority to compete grants in the SCP, CNCS will introduce additional rigor in the administrative renewal process in FY 2016 to require that successfully renewed grants demonstrate full compliance with CNCS national performance measure goals and to prepare grantees for the future competition, as proposed by this Budget.

Beginning in FY 2014, CNCS began planning a comprehensive review of the first agency-wide performance data reported by SCP grantees and anticipates providing some related preliminary analysis in FY 2016,

TABLE 17. Senior Companion Program Vital Statistics

Program Items	FY13 Actual	FY14 Actual	FY15 Target	FY16 Target
Number of federally funded CNCS awards/grantees	183	178	182	182
Average federal award/grant	\$249,108	\$249,685	\$243,780	\$243,780
Number of Federally funded Volunteer Service Years	9,315	9,330	9,495	9,495
Direct Number of Foster Grandparent Volunteers*	13,770	12,190	12,190	12,190

* The Direct Number of Senior Companion Volunteers includes both CNCS funded and non-CNCS funded. Of this total, in 2014, 2,226 Senior Companion Volunteers were non-CNCS funded.

BUDGET ACTIVITY 9:

Social Innovation Fund

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

FY 2016 Performance Plan

The Budget invests \$70 million in the Social Innovation Fund (SIF) to test promising new approaches to major challenges, leverage private and philanthropic capital to meet these needs, and expand evidence-based programs that demonstrate measurable outcomes. SIF seeks to improve the lives of people in low-income communities by investing in three priority areas of need: economic opportunity, youth development, and healthy futures. At a time when public, private, and nonprofit organizations are struggling to meet the nation's most pressing challenges, and when tough choices are being made at every level to maximize limited resources, the SIF represents a new way of doing business for the federal government. Through rigorous evaluation, the SIF contributes to the knowledge base of proven program models that can be replicated in communities across the country, including by other CNCS-funded programs.

The Budget continues to propose that up to 20 percent of funds be available for Pay for Success projects. Pay for Success models leverage philanthropic and private dollars to fund services up front, with government paying only after results occur. Since the PFS model is a tool to enable implementation of evidence-based interventions, and since the core SIF program supports rigorous evaluation to build evidence about which interventions work, core SIF program grantees with validated models may enjoy opportunities to scale and replicate in connection with the SIF PFS grant program.

The Budget maintains FY 2015 funding levels. The continuation of this level of funding is vital as the SIF reaches maturity and seeks to expand its reach to meet and exceed its founding goals.

The SIF will increase its emphasis on investing in evidence-informed and evidence-based innovations across a continuum: supporting greater scale at the higher levels of evidence and testing promising earlier-stage programs with preliminary levels of evidence and plans to move to higher levels.

Up to 5 percent (\$3.5 million) of SIF grant funds will be set aside to support research, technical assistance, and knowledge-related activities required by the Serve America Act. Up to 1 percent (\$700,000) will fund CNCS's grant review process.

Evidence and Results

All programs funded by the SIF must be able to demonstrate a preliminary level of effectiveness before they are funded and then take part in a rigorous evaluation to strengthen their base of evidence and to document and assess whether their approach works more effectively, costs less, or leads to better results for our country's communities. The SIF provides both technical assistance and funding for the required evaluation of all selected programs. These evaluations will provide robust information about which programs and models generate strong results for individuals and communities and how they can be replicated successfully. The SIF is also committed to improving the effectiveness of nonprofits, grantmakers, and government agencies by rigorously documenting evidence and sharing best practices and lessons learned.

Economic Opportunity

The SIF programming is focused on improving outcomes in low-income communities. Along with its intermediary partners, the SIF has identified and invested in hundreds of innovative, high-performing non-profit organizations that are proving, improving, and scaling results-based interventions and transforming the economic well-being of thousands of Americans in low-income communities. Through this work, the SIF creates:

- Improved access to services and benefits aimed at contributing to enhanced financial stability through, for example, the Local

TABLE 18. Social Innovation Fund Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
Social Innovation Fund	\$70,000	\$70,000	\$70,000	\$0
Total Budget Authority	\$70,000	\$70,000	\$70,000	\$0

Initiatives Support Corporation's, Financial Opportunity Centers)

- Improved access to safe, healthy, and affordable housing through, for example, Capital Impact Partners
- Improved employability leading to an increase in stable, meaningful employment through, for example, Jobs for the Future/ National Fund for Workforce Solutions.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

FY 2014 was the SIF's fifth year of operation. During FY 2014, a 40 percent increase in the SIF budget allowed the SIF to select seven new grantee intermediaries totaling \$33.7 million, provide \$18.1 million in continuation funding to existing grantees, and welcome its inaugural class of Pay for Success grantees totaling \$12 million. The additional funding also provided \$2 million to support The Disconnected Youth Performance Partnership Pilot. The increase in the budget also enabled CNCS to provide oversight and guidance to ensure sub-grant evaluation plans were well designed and implemented as the first class of eleven grantees began to wind-down their five-year grant terms. A few released early findings. Finally, with FY 2014 funding, the SIF was able to share stories of successes and lessons learned from the model and the grantees themselves.

In FY 2014, the SIF continued to operate under the following guiding principles:

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

In addition the SIF launched PFS pilot with the following guiding principal:

- Support the growth and understanding of the PFS sector as a vehicle to facilitate implementation of evidence-based interventions.

Progress in SIF Priority Areas of Need

2014 marked the final year of funding for the inaugural cohort of eleven grantees. Grantee projects are up and running, have yielded a 1-to-2.2 cash match rate and are on-track to meet long-term goals for scaling solutions, already reaching more than 300,000 Americans.

In addition, some grantees have released early evaluation results, demonstrating remarkable progress and evidence:

- **SaveUSA.** An MDRC report on SaveUSA, a program funded by the SIF partnership between the Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity, demonstrates that low-income families can save money and that this program helps turn low-income non-savers into savers.

SaveUSA replicates a program called \$aveNYC that was piloted in New York City between 2008 and 2011. During 2009 and 2010, \$aveNYC's primary years of operation, the program enrolled an average of 1,255 tax filers per year. Over 90 percent of those enrollees deposited tax refund dollars in their \$aveNYC savings account and nearly three-quarters of enrollees (or 80 percent of depositors) maintained their deposits for about a year and received the savings match.

The SaveUSA program funded by the SIF operated during the tax seasons of 2011 through 2013. It builds on the free tax-preparation services provided by participating Volunteer Income Tax Assistance (VITA) organizations in four cities: New York City, Tulsa, Newark, and San Antonio. The 17 VITA sites across the four states offering SaveUSA collectively completed tax returns for well over 30,000 filers during the 2011 tax return preparation season.

- **College Advising Corps.** Findings from the evaluation of College Advising Corps, a grantee of New Profit Inc.'s Pathways Fund, indicate that program participants were more likely to take college admissions exams (ACT/SAT), apply to college, and receive acceptance than those who did not participate.

The College Advising Corps aims to increase the number of low-income, first generation, and underrepresented students entering and completing higher education. The program recruits and trains recent college graduates to serve as full-time college advisors in underserved high schools where they help students with the college admissions process. In many cases these advisors are AmeriCorps members. The program demonstrates an 8-12 percent increase in college matriculation rates in the schools that it serves.

College Advising Corps has served 23,513 high school seniors to date through Pathways-funded schools, and is projected to serve a total of 69,409 high school seniors through the 5-year Pathways Initiative. The Advising Corps will serve students in Chapel Hill, North Carolina; Charlotte, North Carolina; Chicago, Illinois; New York, New York; Providence, Rhode Island; San Francisco, California; and St. Louis, Missouri.

- **Jobs for the Future (JFF) & National Fund for Workforce Solutions (NFWS).** JFF released the results of its quasi-experimental study of its Ohio-based programs, which showed positive impacts in employment attainment and retention in the healthcare and

manufacturing industries. For example, in the manufacturing employment program, unemployed participants were about 30 percent more likely to find and retain employment than the comparison group. These figures were even higher for healthcare with those unemployed participants being 43 to 65 percent more likely to find and retain healthcare employment than those in the comparison group.

Partnering with JFF, the NFWS is expanding its 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 leveraged SIF 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. Their subgrantees have served a total of 32,835 job seekers and incumbent workers, exceeding their original three year target of 23,000 individuals.

- **The Cincinnati/Northern Kentucky Social Innovation Fund.** The Cincinnati/Northern Kentucky Social Innovation Fund is a partnership of 15 local grantmakers led by the United Way of Greater Cincinnati and the Strive Partnership. The program is addressing 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. The program supports eight community organizations and collaboratives as they work to improve community conditions for children and young adults focused on five key outcomes: Kindergarten Readiness, Fourth Grade Reading, High School Graduation and College Preparedness, Postsecondary Enrollment and Completion, and Sustained Employment.

Findings from a study of first generation low-income college students in the United Way of Greater Cincinnati's UC Degrees program indicate that participants showed increased GPAs and earned more credit hours compared to the comparison group non-participants. The average GPA for students studied was .305 points higher than that of the comparison group, and these students accumulated 6.68 more earned credit hours after their freshmen year versus the comparison group. Both differences were statistically significant. In this program Gen-1 students receive a variety of services, including social emotional support, student academic support, community building activities, and career development activities.

During the first year of services, the SIF-supported organizations expanded their programs to serve more than 2,500 additional children and young adults engaged in intensive continuous quality improvement training and coaching and designed and implemented

rigorous evaluation plans.

Pay for Success

In FY 2014, CNCS awarded \$12 million in inaugural PFS grants to eight organizations out of 45 applicants. The guiding principal of the pilot program is to better understand if and where Pay for Success can be an effective tool to facilitate implementation of evidence-based interventions. The program seeks to do so primarily by increasing the number of high quality PFS transactions with rigorous evidence standards across issue areas and geographies.

These eight innovative grantees received CNCS funding to help state and local governments and eligible nonprofits assess the feasibility of potential PFS initiatives and structure PFS deals.

The awardees represent a geographically diverse group, including several grantees with national footprints and one program exclusively serving the Intermountain West. Their organizational focus areas include:

- Supportive housing assistance to homeless individuals, youth and families and disabled residents of health care institutions who prefer to live in the community
- Asthma prevention through the identification and mitigation of home-based environmental health hazards
- Support for youth who are at increased risk of entering into the child welfare or juvenile justice systems

A complete listing of PFS awardees, their focus areas, and related funding levels are presented in this Budget's appendix.

Evaluation Detail

As of the end of the first quarter of 2014, SIF had invested over \$5.96 million towards the design and implementation of 73 approved program evaluations. This evaluation program is managed by SIF and monitored by independent evaluation experts who check each SIF evaluation study for rigor and quality. Evaluation plans have been approved for all current grantees. In total, 87 interventions are funded and will be evaluated, including 10 in Economic Opportunity, 14 in Healthy Futures, and 63 in Youth Development. Of those evaluations, 81 percent are experimental or quasi-experimental.

All programs funded by the SIF must demonstrate at least a preliminary evidence of effectiveness. Once funded, programs must conduct a rigorous evaluation by partnering with an independent evaluation team that will help build the evidence supporting its effectiveness and potentially move it to a higher level of evidence.

The SIF provides grantmakers and their subgrantees with access to a team of evaluation experts. These experts work with each grantmaker under the oversight and guidance of CNCS staff to review and provide feedback on their evaluation design strategies to ensure that these designs meet the program's evidence goals in a highly rigorous fashion and lead to the development and implementation of quality evaluations.

Knowledge Initiative

The SIF Knowledge Initiative delivers on the SIF's commitment to capture and share lessons learned and best practices so that growth of evidence-based solutions can be achieved both in the SIF portfolio and beyond. To date, the SIF has released knowledge products that document the program's work to date, as well as resources and tools to promote rigorous program evaluation.

In late 2014 the SIF released a public version of its evaluation planning guidance which had been created for SIF grantees. The document is a detailed, step-by-step planning guide for organizations that wish to implement rigorous evaluations that strive to be in alignment with standards set by the SIF and other federal agencies that emphasize evidence and impact of program effectiveness. In the near future, the Knowledge Initiative will also be releasing reports on the following:

- Serving Opportunity Youth
- Preparing organizations for impact evaluations
- Establishing an innovation fund

These will be supplemented in the next fiscal year by products that focus on our new grantees including lessons learned around collective impact and PFS.

BUDGET ACTIVITY 10:

Volunteer Generation Fund

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

FY 2016 Performance Plan

The Volunteer Generation Fund (VGF) will support CNCS's mission to improve lives and strengthen communities by strengthening volunteer management practices across the county. The request of \$5 million, an increase of \$1.2 million above the FY 2015 enacted level, will help nonprofit and voluntary organizations broaden their volunteer base, more effectively recruit and retain volunteers, expand opportunity for those who serve, and increase their impact on community challenges.

In awarding the \$5 million in VGF competitive grants to governor-supported State Service Commissions, CNCS will focus investments on volunteer management practices that increase volunteer recruitment and retention. Volunteer retention is important to ensuring new volunteers are productively engaged and increasing the stability of nonprofit operations, allowing organizations to focus on driving greater impact.

Effective strategies to retain volunteers include skill-building and skill-matching. Skill-building includes practices that ensure volunteers learn new skills that expand opportunities for employment, especially among the unemployed, veterans, and disadvantaged youth. This approach is in line with CNCS research released in 2013 that provides a compelling empirical case establishing an association between volunteering and employment. The study, *"Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work?"* found that unemployed individuals who volunteer over the next year have a 27 percent greater chance of being employed at the end of the year than non-volunteers. Skill-matching matches volunteers with opportunities that complement their skills in order to make the best use of their time and talents. This focus on skill-building and matching may help strengthen the association between volunteering and employment.

CNCS will use the VGF to support initiatives that recruit, train, and deploy volunteers as a strategy to address clearly identified needs. Some

examples might include Administration priorities such as STEM programs and projects that support Opportunity Youth. In addition, VGF funding could support efforts to leverage volunteers to help governors and mayors address state and local challenges, from working to reduce homelessness to assisting those without employment find jobs.

The VGF will support CNCS mission and goals by focusing on priority objectives in FY 2016 including:

Partnerships

The VGF will continue to support partnership efforts between State Service Commissions and nonprofits, faith-based and community organizations, and public agencies to engage more volunteers more effectively in solving problems. State Commissions use VGF funding to create or strengthen partnerships that help nonprofits strengthen volunteer management practices, expand outreach and recruitment, and improve systems and training for volunteers. As one example, OneStar Foundation, the Texas State Service Commission, uses its VGF funding to strengthen the state's ability to harness unaffiliated, spontaneous, and other community volunteers in times of disaster. Through a partnership with the Texas Division of Emergency Management, Texas Voluntary Organizations Active in Disaster, the Texas Association of Volunteer Centers, the University of Texas at Austin, and other groups, OneStar uses its VGF funding to help organizations implement best practices for volunteer recruitment and management, build strategic partnerships with local governments and emergency management officials, and develop high-quality disaster volunteers and assignments to help Texas generate and retain an unprecedented number of volunteers available in times of disaster.

Evidence and Results

In FY 2016, the VGF will continue to support nonprofit and community organizations in implementing research-based volunteer management curriculum and in using data to strengthen volunteer recruitment. For example, volunteer centers supported by Volunteer Mississippi's VGF funding began collecting data on volunteer retention and demographics, volunteer activity by 12 different cause categories, and volunteer management training effectiveness. This focus was part of a larger capacity-building effort supported by the VGF to strengthen the

TABLE 19. Volunteer Generation Fund Budget Summary (dollars in thousands)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
Volunteer Generation Fund	\$3,800	\$3,800	\$5,000	\$1,200
Total Budget Authority	\$3,800	\$3,800	\$5,000	\$1,200

Mississippi Volunteer Center Network. The network increased from six to eight volunteer centers accounting for more than 60,000 volunteer engagements serving more than 400,000 hours. Nonprofit partnerships increased to more than 600, with nearly 900 staff and volunteer participants attending capacity-building trainings.

Economic Opportunity

Building on the findings of the groundbreaking CNCS research on volunteering as a pathway to employment, the VGF will support efforts to build skills for volunteers, an approach that might lead to expanded employment opportunities. The Department of Labor issued policy guidance in 2012 which recognized that volunteering can help unemployed individuals develop and maintain skills, expand professional networks, and enhance their resumes and encouraged states to promote volunteering by individuals receiving unemployment benefits. CNCS will encourage collaboration between State Commissions and state workforce agencies to highlight the benefits of volunteering for those seeking employment and will use VGF funding to strengthen volunteer management practices which support the acquisition of skills by volunteers.

Efficiencies

The VGF will continue to play a key role in supporting state and local efforts to help nonprofits make more effective and efficient use of volunteers through the service enterprise model. A service enterprise is an organization that fundamentally leverages volunteers and their skills to successfully deliver on the mission of the organization. The CaliforniaVolunteers Service Enterprise Initiative, developed by VGF support, is train-the-trainer model to increase the effectiveness and impact of nonprofit organizations through the strategic engagement of volunteers. Over three years of the VGF grant, volunteer centers in California have worked with 234 nonprofits to complete the service enterprise training. More than 85 percent of these organizations indicated in post-surveys that they are more effectively engaging competency/skills-based volunteers, resulting in improved internal operational and financial systems to enhance organizational sustainability. In partnership with CaliforniaVolunteers, Points of Light, and others, nonprofits around the country are now accessing training to become certified as service enterprises. This effort will change the way in which organizations view and engage volunteers to support their organizational missions.

Recognizing his exemplary life of public service and leadership in volunteerism, the FY 2016 request proposes to rename the program the George H. W. Bush Volunteer Generation Fund.

President Bush has led an extraordinary life of public service, having served as a decorated World War II Navy pilot, ambassador to China and the United Nations, CIA director, and vice president before becoming the nation's 41st president. While in office, he emphasized the importance of volunteerism and signed the 1990 National Service Act. The name change honors the legacy of an extraordinary public servant who has been such an inspiration to the nation's volunteers, both in and out of office.

By focusing on recruitment and retention, and investing in organization using best practices for skill building and skill matching, CNCS will use the VGF to strengthen volunteer management practices in nonprofits across the country, helping them increase their impact on community challenges.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

During FY 2014, VGF grantees that received awards in FY 2013 reported results and CNCS made new awards to grantees that will continue to focus on the agency's priorities.⁵ All VGF grants support CNCS's mission to improve lives and strengthen communities through growing and strengthening national service.

In FY 2014, 17 governor-supported Commissions that received their CNCS grant awards in the previous year supported volunteer connector organizations, trained nonprofits in volunteer management, and increased the number of new and continuing volunteers in their states, especially skilled volunteers. Governor-supported Commissions provided direct support to numerous nonprofits and volunteer connector organizations in urban and rural communities in their states, and reported on performance measures related to volunteer recruitment and management.

For example, VGF grantees:

- Expanded access to volunteer opportunities by expanding geographic reach of volunteer centers in underserved communities
- Improved systems and training for coordinating disaster and emergency volunteers to meet immediate and long-term needs
- Implemented a research-based volunteer management curriculum for nonprofit organizations
- Enhanced nonprofit organizational capacity to manage and engage volunteers in meaningful service through training and technical assistance
- Recruited volunteers from among specialized populations including college students, youth, and corporate volunteers

⁵ FY 2013 VGF grants were awarded in the 4th quarter of the fiscal year and were funded for one year. Therefore, results from these grants occurred in FY 2014 and represent the most current VGF accomplishments.

- Built capacity to manage volunteers in times of disaster

In addition, in late FY 2014, CNCS awarded new grants to 17 governor-supported Commissions to develop and support community-based organizations to recruit, manage and support volunteers, including four governor-supported Commissions new to the VGF. All grantees will subgrant to locally based non-profits and volunteer centers, including rural and underserved communities in Mississippi, Louisiana,

Michigan, and Maryland. Priority areas represented include education, disaster response, and building capacity of volunteer recruitment and retention. Several grantees will build capacity in their states by implementing the Service Enterprise Model, developed under the VGF grant by CaliforniaVolunteers. Priority initiatives are represented through recruitment of STEM volunteers, and by focusing on mentoring, and training and assistance to youth serving-agency volunteer programs.

BUDGET ACTIVITY 11:

Innovation, Demonstration, and Other Activities

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

FY 2016 Performance Plan

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

Partnerships

Call to Service

In FY 2016, CNCS will lead the nation’s two principal Days of Service, Martin Luther King Jr. Day and the September 11th National Day of Service and Remembrance. Consistent with previous years, CNCS will align these Days of Service with the agency’s strategic priorities, including economic opportunity, education, and veterans and military families.

Support for Innovative Service and Other Assistance

These funds will focus on supporting national service expansion and compliant and effective performance among new and ongoing projects. CNCS will continue to support the effective impact of AmeriCorps and Senior Corps by expanding to new audiences, reaching more than 3,400 grantees and projects with critical training on core competencies. Content

will reflect new requirements, compliance, best practices in program and financial management, and to support the expansion of national service and related programs. This ensures the ongoing availability of materials beyond training events.

In FY 2016, CNCS will again support competitive grants for Regional Training Conferences. This cost effective strategy trains over 1,000 project directors in AmeriCorps and Senior Corps, reaching frontline staff with the critical training topics including performance measures, compliance, financial and grants management, and criminal history checks.

Subtitle H Funds will support digital resources through hosting and maintenance of CNCS’s training infrastructure. These funds will support the content, capacity, and enhanced interactive elements needed for new partnerships and for inclusion of people with disabilities.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

Call to Service

In FY 2014, Call to Service activities including national days of service, partnerships, and convenings that engaged hundreds of thousands of Americans in service, expanded to new communities, demonstrated impact, and recognized the efforts of those who serve.

The Dr. Martin Luther King, Jr. National Day of Service was a significant moment for national service. Specific examples of MLK Day success include the following:

- Through HOPE Worldwide, 21 sub grantees recruited and managed 5,942 volunteers in 19 states and reached 96,533 households with critical fire prevention safety and disaster preparedness tips and held direct conversations with 11,744 residents. Fire prevention and disaster education activities included door-to-door canvassing outreach, community fairs in vulnerable neighborhoods and housing developments, presentations at schools and presentations at fire stations. Volunteers also assisted fire departments with installation of fire detectors, inspections of smoke detectors, and checked and

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

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President’s Request	Increase/Decrease (FY15-FY16)
Innovation, Demonstration and Other Activities	\$3,100	\$3,600	\$3,601	\$1
Total Budget Authority	\$3,100	\$3,600	\$3,601	\$1

replaced batteries in smoke detectors.

- Youth Service America awarded 24 sub grants to organizations that spearheaded 502 MLK Day of Service projects in 20 states. At one of these sites, in Topeka, Kansas, Living the Dream, Inc., held more than 10 different projects. The annual Student Service Scholarship Banquet brought more than 700 people together to donate time, money, and food items to the community. The drum line competition brought people together to provide much needed baby items for needy families in the city. Incarcerated youth were given the opportunity to serve by working alongside volunteers to create cards and stories to be sent to military service members and patients at the Veterans hospitals in Kansas.

September 11th National Day of Service

Like MLK Day, the September 11th National Day of Service and Remembrance brought together neighbors in all 50 states and the District of Columbia to build affordable housing for veterans and military families, educate citizens on disaster preparedness, organize food drives, and more.

CNCS led the annual event, working with MyGoodDeed, Community Organizations Active in Disasters, Inc., Montana Campus Compact, Points of Light, and hundreds of nonprofit groups, faith-based organizations, and schools and businesses nationwide. In many locations, AmeriCorps and Senior Corps members organized and participated in service projects.

In Washington, President Obama served at a CNCS-funded site where he joined AmeriCorps members, MyGoodDeed, parents, KaBOOM!, and community leaders in building a playground at a Washington, D.C. school. The CNCS CEO participated in the President's project and also joined six cabinet secretaries and other agency leaders who commemorated the day by volunteering.

- In Florida, Community Organizations Active in Disasters, Inc., used its grant to continue to help residents recover from devastating spring floods. Through the end of September, 1,764 families received casework or case management support.

20th Anniversary of AmeriCorps

AmeriCorps members also took center stage as the national service community marked the program's 20th anniversary on September 12. President Obama hosted a ceremony at the White House with President Bill Clinton and hundreds of AmeriCorps members to recognize the 900,000 Americans who have served through AmeriCorps over the last two decades.

Four presidents participated in this nationwide celebration. President George H.W. Bush marked the occasion by participating in an AmeriCorps pledge ceremony at his home in Kennebunkport, Maine. President George W. Bush and Laura Bush taped a tribute video that was played at ceremonies across the country. Altogether, the AmeriCorps community, led by the governor-appointed State Service Commissions, marked the anniversary on September 12 with 95 events in every state and territory.

Employers of National Service

In addition to this public engagement, President Obama commemorated the anniversary with a series of new commitments to improve pathways to employment for AmeriCorps alumni, encourage community service by young people, and expand national service opportunities. Chief among the President's announcement was a new Employers of National Service initiative.

This initiative recognizes the valuable skills gained by the 900,000 Americans who have participated in AmeriCorps since 1994 and the 215,000 who have participated in the Peace Corps. Employers of National Service builds a talent pipeline which connects AmeriCorps and Peace Corps alumni with leading employers from the private, public, and nonprofit sectors to create recruitment, hiring, and advancement opportunities.

President Obama said, "If you're an employer who wants to hire talented, dedicated, patriotic, skilled, tireless, energetic workers, look to AmeriCorps, look to the Peace Corps... Citizens who perform national service are special. You want them on your team."

Since the President's announcement, more than 150 corporations, non-profits, local, state, and federal government employers have signed on to this opportunity. The list includes Disney, Comcast, NBC Universal, CSX, American Red Cross, Habitat for Humanity, United Way Worldwide, the cities of Nashville and Philadelphia, and the U.S. Office of Personnel Management.

Stars of Service

In addition to Employers of National Service, the President established the Stars of Service. The President's Service Star Award recognizes youth leaders, whom CNCS will encourage to consider applying their skills through AmeriCorps. The governor-appointed State Service Commissions will ask each governor to submit the name of a Star of Service recipient between the ages of 12 and 18 for recognition from the White House in 2015. Stars of Service also honor the commitment of young people from diverse communities, rural and urban, across the nation.

Mentoring

As part of its focus on engaging Americans in service and volunteering, CNCS served as the presenting sponsor of the National Mentoring Summit, organized by MENTOR. This summit brought together 500 nonprofit, business, and government leaders to enhance the quality and impact of the mentoring programs, chart the future of mentoring, and focus the power of mentoring on measurable outcomes. The Mentoring Summit provided CNCS with an opportunity to highlight the agency's leading role in advancing one of the President's priorities, the My Brother's Keeper Task Force.

This forum allowed the agency to demonstrate how national service programs can help recruit mentors and engage the private-sector in our work. CNCS focused on partnerships such as Youth Opportunity AmeriCorps with the Justice Department and Aspire Mentoring Corps, a partnership with AT&T and MENTOR that will engage AmeriCorps members in providing mentoring activities to thousands of at-risk youth. This expansion builds on the President's call for public-private partnership to expand national service opportunities.

President's Higher Education Community Service Honor Roll

Working with the Department of Education, CNCS recognized an estimated 766 schools for exemplary community service in the 2014 President's Higher Education Community Service Honor Roll.

The 2014 Presidential Award winners were California State University, Dominguez Hills in Carson, California; Loras College in Dubuque, Iowa; University of Nebraska-Omaha in Omaha, Nebraska; and Wheelock College in Boston, Massachusetts. The institutions were recognized for their achievements in general community service, interfaith community service, economic opportunity, or education. One of the winners, the University of Nebraska-Omaha, has increased the number of service-learning courses offered in all six academic colleges and at every level, from first year general education through graduate seminars. Today, 42 percent of the student body participates in service learning and volunteer projects. In the last 14 years, academic service-learning has grown from seven courses with 100 students, to more than 160 courses with more than 2,600 students each year.

Support for Innovative Service and Other Assistance

In FY 2014, CNCS support focused on enhancing the grantee and project performance through innovative training models and digital infrastructure support focused on compliance, accountability, and management. The annual Senior Corps Virtual Conference provided training to more than 1,800 unique registrants. Sessions included coursework on financial and grants management, criminal history checks, and compliance monitoring systems.

AmeriCorps State and National grantees participated in their annual symposium of 350 leaders of state service commissions, multi-state programs, programs operating in a territory without a commission, tribal programs, and tribal planning grantees. Participants include program and financial staff of AmeriCorps State and National programs. Special sessions target leaders who are new to their positions in AmeriCorps. Training topics focus on financial, grant management, and compliance requirements.

In 2014, CNCS introduced competitive grants for Regional Trainings Conferences. The events were held in five locations, and reached over 1,000 participants, more than triple the total number trained in the previous years. This innovative series extended training opportunities to many frontline staff, who have not previously received direct training in critical topics including financial and grants management, performance measures, and compliance including criminal history checks. Participants included AmeriCorps and Senior Corps project staff, and State Commission leaders.

To support one of the many partnerships developed through the Task Force, Innovation and Demonstration funds also supported a pre-service convening for justice AmeriCorps grantees and members. This training was a joint effort between CNCS and its partner, the Department of Justice. Sessions were designed to ensure understanding of performance requirements for effective startup of this new program. All training developed for these programs is available on demand to all stakeholders, through the CNCS digital infrastructure. Funds support hosting, maintenance and improvements, and content updates in a user-friendly format via CNCS's website.

BUDGET ACTIVITY 12:

Evaluation

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

FY 2016 Performance Plan

As part of CNCS's effort to understand and increase the impact of its programs in alignment with the Administration's call to do what works, CNCS uses its evaluation budget to fund research and help coordinate cross-agency activities. The CNCS Office of Research and Evaluation will implement studies to increase the evidence and knowledge base for its national service programs, including those programs launched in coordination with the President's Task Force on Expanding National Service. These efforts will allow CNCS to promote a culture of evaluation and evidence within the agency and among grantees by facilitating evidence-based and evidence-informed grantmaking, and by providing relevant technical assistance.

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

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

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

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

In FY 2016, CNCS requests \$5 million, equal to the FY 2015 enacted level, for evaluation and research activities. This Budget would allow CNCS to continue a number of critical evaluation projects in FY 2016, initiate new research and evaluation studies informed by an agency wide learning agenda, continue to build evaluation capacity among its grantees, and increase the agency's ability to collect quality program data with the potential for use in low-cost experiments.

Ongoing Research and Evaluation Projects

The Office of Research and Evaluation's ongoing projects are intended to provide systematic and scientific assessments of CNCS-funded programs. Toward this end, a central area of investment is conducting evaluations of the implementation and impact of programs and models. The focus of evaluations includes the impact of national service and social innovation programs on individuals (members and program participants) and also on organizations and communities.

In order to continuously improve capacity to generate a knowledge and build the evidence base in support of the agency's mission and programs, CNCS not only engages in direct evaluations, but also provides technical assistance to grantees, is developing an easily accessible online repository for national service and SIF-related research and evaluation, and invests in other capacity-building tools. This array of tools supports grantees and other parties beyond CNCS as well as the agency's immediate staff. Finally, CNCS is also committed to collecting and reporting valid and reliable descriptive data on volunteering and civic engagement in the United States, as these data provide important information on civic health in the United States.

Social Innovation Fund National Assessment

The National Assessment of the SIF, a three-year assessment initiated in FY 2014, is designed to examine how participation in the SIF has affected the policies and practices of intermediaries, federal funders, and others in the grant making and nonprofit world. Evaluation activities associated with this National Assessment are paid for with funds from the Social Innovation Fund (Budget Activity 9). Because the Office of Research and Evaluation contributes significant person-power, support, and coordination

TABLE 21. Evaluation Budget Summary (*dollars in thousands*)

Budget Account	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/Decrease (FY15-FY16)
Evaluation	\$5,000	\$5,000	\$5,000	\$0
Total Budget Authority	\$5,000	\$5,000	\$5,000	\$0

to the work, we describe the purposes and contributions to evidence here.

The National Assessment of the SIF will help CNCS and other interested stakeholders assess change over the initiative's five-year lifecycle and answer key questions implicit in the initiative's theory of change. The National Assessment relies on quantitative and qualitative methods with a core quasi-experimental design. Methods include:

- Review of databases and documents on the SIF and the work of the intermediaries
- A quasi-experimental evaluation design that uses longitudinal surveys of intermediaries and a comparison group of other grant makers to examine differences in experiences and outcomes between the SIF intermediaries and other grant makers
- In-depth interviews and focus groups throughout the assessment, including:
 - Early conversations with stakeholders to inform the assessment approach
 - Interviews with SIF stakeholders to obtain their perspectives on how the SIF has influenced the work of the intermediaries. Stakeholders to be interviewed include intermediary board chairs, other funders of the intermediaries, policy makers, evaluation partners, experts in the field, and the SIF sub-grantees and other organizations funded by the intermediary but not participating in the SIF
- Case studies to explore topics or themes in more depth

Pay for Success Evaluation

In addition to the SIF National Assessment activities described above, the Office of Research and Evaluation will collaborate with the SIF leadership in competing and awarding a contract for the evaluation of the PFS grants competition. The Office of Research and Evaluation will oversee the evaluation design and completion of work as developed by the contractor, and assist in synthesizing and communicating the findings for this initiative that focuses on the concept of partnering with philanthropic and private sector investors and ultimately paying service providers after they have demonstrated success, not based on the promise of success.

National Evaluation of School Turnaround AmeriCorps Initiative

CNCS and the Department of Education partnered to create School Turnaround AmeriCorps in FY 2014. This collaboration was designed to increase educational attainment, high school graduation, and college readiness for students in our nation's persistently lowest-achieving schools. Informed by the FY 2014 planning and design year, the national

evaluation of the School Turnaround AmeriCorps initiative is scheduled to begin in FY 2015 and end in FY 2016. The evaluation will assess the effects that AmeriCorps members who provide direct services in schools make on the success of turnaround models (through a quasi-experimental impact evaluation) and seek to understand the mechanisms by which this happens (through a implementation evaluation). The national evaluation will increase the evidence and knowledge base associated with this initiative. Results of the evaluation will be used to strengthen programming and document the effects of School Turnaround AmeriCorps and the contributions of AmeriCorps members.

Utilizing Administrative Data for Research and Evaluation Purposes

In FY 2016, the Office of Research and Evaluation will continue efforts to utilize reliable administrative data sources to augment program-specific and primary data collection. For example, for particular analytic projects CNCS will continue its ongoing initiative to merge national service data with records from the Social Security Administration and the National Student Clearinghouse.

Innovative Approaches to Tracking Trends and Progress in National Service, Volunteering, and Civic Engagement

For more than a decade, CNCS has sponsored supplements to the Current Population Survey (CPS) on Volunteering and Civic Life in America. The data and trends derived from these nationally representative samples have been of great value and investments in CPS supplements will continue to be part of the CNCS Research and Evaluation investment portfolio. To assist CNCS in a broad review of the best and most efficient ways of collecting data on these themes, the agency commissioned a report from National Academy of Sciences (NAS), which has provided invaluable feedback. Based on the NAS study, CNCS is evaluating the best ways to collect volunteering and civic health data.

Grantee Support

A portion of the FY 2016 budget request will be directed to provide technical assistance and access to research and evaluation resources to grantees, in order to build infrastructure and capacity around the use of evidence and evaluation in program operations and improvement. These efforts will contribute to the agency wide priority to develop a knowledge and evidence base to support the agency's mission and programs, as well as the Administration's guidance on increasing capacity to use evidence and rigorous evaluation in budget and management decisions.

Evaluation Capacity Building

The Office of Research and Evaluation will continue to support the use of evidence and evaluation among CNCS grantees through the provision of training and technical assistance. Building on progress achieved in FY's 2014 and 2015, CNCS's Office of Research and Evaluation will continue to examine the use of evaluation bundling as a strategy to offer access to evaluation design support and possible financial evaluation support from CNCS, especially for small or geographically isolated grantees, in ways that traditional technical assistance strategies and single program evaluations do not provide.

National Service Repository/Evidence Exchange

The Research and Evaluation office will continue to play a leadership role in developing a new online repository for all national service and SIF-related research and evaluation studies. This online repository will be funded through the agency's salaries and expenses account and, with the working title the "Evidence Exchange," will build on existing structures at the Departments of Education, Labor, and Health and Human Services. CNCS proposes a phased approach to the design and launch of its repository with FY 2015 representing a pilot phase to follow the FY 2014 planning phase. A FY 2016 public release is planned. This resource will be a valuable asset to current and prospective grantees regarding evidence-based and evidence-informed programs and practices.

Program Support

A portion of the FY 2016 Budget request will also be directed to helping AmeriCorps State and National, AmeriCorps NCCC, AmeriCorps VISTA, Senior Corps, and the Social Innovation Fund collect and utilize valid and reliable data in support of organizational learning and continuous improvement of program operations. This utilization of resources serves the continuing development of agency-wide and program-specific learning agendas. Data-driven consultations with program leadership and staff allow for an ongoing assessment of what the agency presently knows about its operations and effectiveness, and its most pressing areas in need of learning. One central part of this learning agenda is developing a shared understanding of tiers of evidence and whether or not causal attribution and generalizability that can appropriately be attached to discussions of programs' outcomes.

Improving Administrative Data Quality

The Office of Research and Evaluation will work with programs to improve the quality of CNCS administrative data. Office staff will work with programs and the Office of Management and Budget to revise agency information collection processes (e.g., member entrance and application forms, member exit survey). Improvements in data processes will be a cost-effective way to support the agency's commitment to rigorous

research and evaluation.

Partnerships

Research and evaluation activities across federal agencies are underway for several cross-agency partnerships formed as part of the Presidential Task Force on Expanding National Service; including School Turnaround AmeriCorps (CNCS with Department of Education) and Justice AmeriCorps (CNCS with Department of Justice).

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

Outcome Evaluations of the Minnesota Reading Corps (MRC) Pre-Kindergarten and K-3 Program

While a randomized controlled trial impact evaluation of the MRC K-3 Program was completed in FY 2013, CNCS continued to disseminate the important results during FY 2014. Additionally, a quasi-experimental outcome evaluation of the MRC Pre-Kindergarten Program (a distinct model, customized to that stage of child development) was sponsored by CNCS and completed in FY 2014.

The results of the Pre-Kindergarten evaluation show strong positive impacts on 4- and 5-year-old students, as well as positive, significant findings for 3-year-old Pre-K students. AmeriCorps tutors with MRC helped 4- and 5-year-old students meet or exceed spring targets for kindergarten readiness in all five assessed areas – recognizing letter sounds, rhyming words, letter names, picture names, and alliterations. By school year's end, 4- and 5-year-old students in MRC classrooms outperformed students in comparison classrooms in these five assessed areas. The MRC program was effective across a range of settings – both in public schools and Head Start Centers – and for all students regardless of gender, race/ethnicity, or dual language learner status. Additionally, 3-year-old Pre-K students in MRC classrooms significantly outperformed students in comparison classrooms in two of four assessed areas.

The MRC evaluations reflect what can be achieved through more than a decade of methodical, evidence-driven development of a set of teaching tools and strategies. Second, the evaluations highlight modes of tutoring and educational partnership where national service members are making major contributions to improving individual and community outcomes.

The demonstrated success of the MRC has led to replication efforts in other states across the nation, consistent with the goal of identifying and expanding effective programs.

Senior Corps Evaluation

In partnership with Senior Corps, the Office of Research and Evaluation oversaw Senior Corps evaluation activities during FY 2014. One project completed in FY 2014 analyzed surveys collected from over 30,000 Foster Grandparent Program and Senior Companion Program volunteers to understand the demographic composition of these Senior Corps volunteers and to explore self-rated health status. CNCS found higher self-ratings of health for Senior Corps volunteers than for a matched comparison group of other self-described volunteers from an independent national sample (from the Health and Retirement Study).

New Projects

In FY 2014 the Office of Research and Evaluation also successfully competed and awarded contracts to third-party researchers for research and evaluation projects to be completed during FY 2015, furthering CNCS's mission. These include development of an AmeriCorps Alumni Survey, to complement what is learned from the AmeriCorps Exit Survey; and a preliminary social network analysis research design, to provide an in-depth look at the relationships a small set of AmeriCorps grantees have with other organizations in the service networks in their communities.

Grantee Support

AmeriCorps Grantee Evaluation Training and Technical Assistance

In FY 2014, the Office of Research and Evaluation worked closely with AmeriCorps State and National and its grantees to build their evaluation capacity. The Office of Research and Evaluation provided one-on-one technical assistance for large grantees (those receiving more than \$500,000 from CNCS per year that are required to conduct an external impact evaluation). Additionally, the Office of Research and Evaluation developed a core curriculum on evaluation principles and methods for all grantees, program officers, and other stakeholders.

Beginning in summer 2014, the Office of Research and Evaluation also provided limited feedback on evaluation plans to small grantees (those receiving less than \$500,000 in grant money from CNCS per year). Finally, in collaboration with AmeriCorps State and National leadership, the Office of Research and Evaluation developed guidance on Alternative Evaluation

Approaches, while also taking the lead on reviewing related grantee requests and determining whether CNCS approves grantee requests for Alternative Evaluation Approaches.

AmeriCorps State and National Evaluation Bundling Project

The purpose of this project is to conduct a multi-site quasi-experimental program evaluation that seeks to draw causal conclusions about the overall impact of a selection of AmeriCorps' Opportunity Youth interventions. Over the course of three project phases, this evaluation is intended to generate rigorous impact evidence speaking to the efficacy of national service interventions on key outcomes for Opportunity Youth, including employment, educational attainment, both high school/GED and post-secondary, and connection to community. This project will also build small grantees' evaluation capacity in a way that promotes continuous learning, program improvement, and investment in evaluation that may be sustained after completion of the evaluation. In FY 2014, the Office of Research and Evaluation competed and awarded a contract for this work to begin. Planning, recruitment, and instrument development has occurred during 2014 and early 2015. Data collection, analysis, and reporting will follow.

FY 2014 Grant Application and Review Process Review

The Office of Research and Evaluation provides technical and methodological support to CNCS programs for the Grant Application and Review Process. In particular, the Office of Research and Evaluation provides analysis and consulting on validation of the standards or criteria formally employed in proposal review. The Office of Research and Evaluation also develops instruments and procedures for scoring and inter-rater reliability of external reviewers. These efforts are consistent with the priority to have CNCS, as well as its grantees, operate in a rigorous, evidence-based manner that facilitates a culture of learning and continuous improvement.

BUDGET ACTIVITY 13:

Salaries and Expenses (S&E)

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

FY 2016 Performance Plan

CNCS's Salaries and Expenses budget activity provides resources for the administration of all CNCS programs. Administrative activities include:

- Program development
- Grant award oversight and monitoring
- Grants and contract management
- Financial management
- Budget formulation, execution, and oversight
- Development of regulations and policy
- Information Technology (IT) system development and support
- Enterprise risk management

Staffing

CNCS's request supports 459 Full-Time Equivalents (FTE). During FY 2014, in anticipation of increased workload resulting from new partnerships and growing mission work, CNCS launched a comprehensive staffing review to assess personnel distribution across the organization. Meeting the need for human capital that the review revealed will enable CNCS to align itself to changing demands without compromising mission effectiveness. The request also includes a 1.3 percent pay raise and \$2.3 million for a headquarters move and GSA mandated space consolidation. Costs associated with the move include, but are not limited to, office space design, build out costs, security system installation, IT cable installation, and moving equipment.

Accountability

CNCS will continue to effectively monitor its investments in nonprofits and state and local governments. The agency will also better integrate its oversight responsibilities such as ensuring the accuracy and reliability of performance measures, ensuring compliance with legal requirements, and monitoring of grantee spending (including systematic assessments under the Improper Payments Elimination and Recovery Act (IPERA)). As a result,

TABLE 22. Salaries and Expenses Budget Summary (dollars in thousands)

Object Class	FY14 Enacted Level	FY15 Enacted Level	FY16 President's Budget	Increase/ Decrease FY15-FY16
11.1 - Full-time permanent	\$39,650	\$39,941	\$40,200	\$259
11.3 - Other than full-time permanent	\$1,300	\$1,080	\$1,080	\$0
11.5 - Other personnel compensation	\$650	\$535	\$575	\$40
12.1 - Civilian personnel benefits	\$12,200	\$12,200	\$12,200	\$0
Total personnel compensation	\$53,800	\$53,756	\$54,055	\$299
21.0 - Travel and transportation of persons	\$1,100	\$1,299	\$1,000	(\$299)
23.1 - Rental payments to GSA	\$7,500	\$7,501	\$8,000	\$499
23.3 - Communications, utilities, and misc. charges	\$1,500	\$1,700	\$1,500	(\$200)
25.2 - Other Services*	\$16,237	\$22,546	\$21,171	(\$1,375)
26.0 - Supplies and Materials	\$600	\$455	\$450	(\$5)
Total, Salary and Expenses	\$80,737	\$81,737	\$86,176	\$4,439
Full Time Equivalent	460	460	459	(1)

*The S&E IT investment for FY 2016 is approximately \$18 million. The funding in this table represents the S&E portion of CNCS's IT costs. It does not reflect the IT costs covered by program funds. In addition, the total S&E budget includes a \$2.3 million one-time cost for a CNCS's headquarters move and space consolidation required by GSA.

CNCS will manage risk more effectively and become more efficient as resources are applied strategically to mitigate the highest priority risks.

Information Technology

The FY 2016 IT Budget request will fund the continued operations and maintenance of existing IT services, including:

- Maintenance of both the legacy and next generation grants/member management system platforms
- New investments in IT security
- IT modernization projects
- Implementation of an agency-wide electronic records management system

This request will also support several transformative initiatives that will enable CNCS to:

- More effectively use evidence and evaluation in policy making
- Deliver greater impact through performance/management
- Support expansion of National Service through partnerships
- Deliver 21st Century government services

These efforts are in alignment with the President's Management Agenda focus on providing smarter IT delivery.

Maintenance of Legacy and Next Generation Platforms

Continued IT operations and maintenance funding will enable CNCS to sustain ongoing IT assets and services.

New Investments in IT Security

These funds will support software and/or hardware to ensure protection of systems and data. These funds will also offset the costs associated with maintaining both the next generation and legacy grants and member management systems as they operate in parallel during the IT Modernization transition.

IT Modernization Projects

Phase 3 of CNCS's 3-Year IT Modernization Roadmap completes the CNCS IT Modernization Program. While FY 2015 funding will support the modernization of staff-facing applications, Phase 3 projects will focus on transitioning externally-facing applications to the new, highly configurable next generation platform which will:

- Improve overall system usability for grantees, members, and institutions
- Enable CNCS to quickly and cost effectively modify the public facing

aspects of the system to respond to emerging business needs

- Allow OIT to decommission the legacy grants/member management system and realize the efficiencies associated with maintaining a common, modern systems platform

National Service Repository/Evidence Exchange. This request will support the technical infrastructure for an online repository containing national service and SIF research and evaluation studies. This online repository, with the working title "Evidence Exchange," will build on existing structures at the Departments of Education, Labor, and Health and Human Services. CNCS proposes a phased approach to the design and launch of its repository with FY 2015 representing a pilot phase to follow the FY 2014 planning phase. A FY 2016 public release is planned. This resource will be a valuable asset to current and prospective grantees regarding research-based programs and practices.

FY 2014 Management Performance And Accomplishments

As the nation's largest federal grantmaker devoted exclusively to supporting national and community service projects, CNCS provides approximately \$750 million in results-focused funding to organizations across the nation that improve lives and strengthen communities.

CNCS has adopted the key indicators below to help gauge the agency's effectiveness and efficiency in managing grants. These metrics serve as a supplement to the Goal 1 and 2 priority measures listed earlier in this Budget, which focus on grant results.

In FY 2014, CNCS undertook a number of critical initiatives across the agency to improve overall operations, performance, and accountability. Within the last year, CNCS completed the following management initiatives:

Accountability

CNCS continued to foster a culture of integrity, accountability and transparency by fortifying its internal controls, oversight, and monitoring. With these principles in mind, CNCS's Office of Accountability and Oversight continued to implement an Enterprise Risk Management Approach, a set of disciplined practices to help ensure the agency's organizational effectiveness, cohesion, and longevity. Building upon its redesigned processes for assessing the design and effectiveness of operations, compliance with laws and regulations, reporting reliability, and system conformance, CNCS established clear roles and responsibilities for management officials to assess risks and focus CNCS's efforts to ensure the integrity of its operations.

TABLE 23. CNCS Strategic Goal 4: Fortify management operations and sustain a capable, responsive and accountable organization

Award and close grants and contracts within prescribed timeframes					
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Target	FY14 Actual
Award all grants before the budget period start date.	92%	95%	95%	95%	95%
Post grant competition award and review data to the internet within 90 days of completion of the award process.	100%	100%	100%	100%	Available Feb. 2015
Complete all grant monitoring activities identified in the annual monitoring plan and follow up with grantees where necessary.	88%	89%	89%	85%	85%
Close all grants within 180 days of the performance period end date.	39%	61%	64%	64%	65%

Accounting and Financial Management Services

In FY 2014, CNCS used the Department of the Treasury's Invoice Processing Platform to process a majority of all vendor invoices increasing operational efficiency. Also in FY 2014, CNCS established an interface with Treasury's Collection Information Repository (CIR), which allows for all collection transactions cleared through Treasury to be automatically posted to CNCS's administrative accounting system (Momentum). This interface reduces errors and increases efficiency of CNCS accounting operations. CNCS moved toward more consistent and complete financial data by reconciling its accounts with the Government-wide Treasury Account Symbol Adjusted Trial Balance System.

Also in FY 2014, CNCS automated the production of invoices and account statements for the AmeriCorps VISTA Cost Share sponsors. The automated invoicing cycle was accelerated from monthly to bi-weekly to increase the receivable turnover ratio. Finally, CNCS implemented a Pay Now functionality that makes it easier for the customer to pay the invoices electronically. Coupled with the automated interface with Treasury CIR, payment information is now made available to AmeriCorps VISTA Cost Share sponsors within three days of payment. As a result of these improvements, CNCS has observed a significant rise in electronic payments versus payments by check. Additionally, account receivable balances have been reduced. These initiatives have provided a greater level of transparency along with increased sponsor confidence and satisfaction in the Cost Share program.

Finally, more timely, traceable and accurate collection processing in the Office of Accounting and Financial Management Services has been achieved using fewer human resources. A higher rate of electronic collections has already been achieved in the Cost Share program. The success here has allowed the agency to pursue more aggressive electronic commerce initiatives that will further reduce paper and manual processing.

Human Capital

In 2014, in response to fiscal restraints and the goal of improving engagement, effectiveness, and efficiency in program offices, the Office of Human Capital conducted an analysis to determine the optimal operating structure for CNCS offices. Approximately 11 offices were analyzed to review staffing, work processes, and core functions. Positions were eliminated, reclassified, or had duties modified. This activity affected many of CNCS's program offices. The analysis will continue into 2015.

In an effort to improve automation of core human resources functions, the Office of Human Capital transitioned the agency's automated timekeeping system to the National Finance Center. This transition updated an existing time keeping system to allow employees access and to grant both employees and supervisors greater transparency of time and attendance records. In addition, the Office of Human Capital implemented an automated performance management system to allow greater use of web-based performance management tools, thereby improving the quality and timeliness of employee feedback and appraisals.

Information Technology

CNCS's recent IT investments have modernized IT services to support the mission needs. Additional work is needed and a refocus in FY 2014 began on the CNCS enterprise Information Assurance program to enable secure and effective IT management.

The efforts of the Office of Information Technology (OIT) in FY 2014 continued execution of its IT strategy through initiatives and projects emphasizing:

- Expanding IT capabilities
- Modernizing systems to meet evolving business needs
- Maximizing return on IT investment

Disability Inclusion Strategy

FY 2016 Budget Summary

Disability inclusion is a priority for CNCS. In alignment with its authorizing legislation, CNCS seeks to expand opportunities for the meaningful and successful inclusion of people with disabilities in national service. The agency's disability inclusion strategy supports the objectives of Goal 2 in the CNCS strategic plan, strengthening national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning, and opportunity.

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

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

In FY 2016, CNCS plans to use 2 percent of statutorily required accounts (C, D, E, and H) to support people with disabilities serving in CNCS programs. Pursuant to the Serve America Act, the primary objective of CNCS's disability inclusion strategy will be to enroll and support members with disabilities serving in CNCS programs. To this end, CNCS will:

- Leverage member exit form data to improve outreach efforts in 2016 and ensure that all segments of the diverse disability community are able to engage in national service if they are interested. The data will also be used to set further goals for disability engagement and outreach. Where there are identified populations within the disability community which have not been engaged, CNCS will establish and strengthen relationships with membership-based organizations of people with disabilities who have the specific disability which is under- or un-represented.
- Establish and implement the Pledge for Change, a campaign for grantees/sponsors and governor-supported Commissions to commit to participating in disability engagement efforts and inclusive national service, which will kick off during the 25th anniversary year for Americans with Disabilities Act in 2015. The purpose of this campaign is to raise consciousness and shift the focus for managers within the national service to take action and recruit more service members with disabilities.

- Expand the agency's work with the Office of Disability Employment Policy to include: consultation to strengthen our online resources for Grantees/Partners (including creating content), enhancing coordination between the workforce development system and the network of national service programs, and increasing the number of people with disabilities engaged in national service.
- Assist with facilitating the initial relationship building between the State Commissions and the state-based Vocational Rehabilitation Agencies that are interested to establish a pipeline of clients with disabilities who can seamlessly transition from vocational rehabilitation into state AmeriCorps programs.
- Further develop key partnerships to facilitate outreach that benefits disability recruitment goals. For example, working with coalitions and national organizations like the Association of Higher Education and Disability and Career Opportunities for Students with Disabilities (attended by college guidance counselors) are two ways CNCS will reach out to those connected to college students with disabilities.

FY 2014 Accomplishments (In Addition to Accomplishments Listed in Part III)

For FY 2014, as authorized by the Serve America Act, CNCS used program dollars to fund its disability activities.

In FY 2014, to support the goal of inclusion of people with disabilities in service, CNCS signed a MOU with the Office of Labor's Disability Employment Policy. The purpose of this MOU is to further the coordination of policy activities, disseminate effective practices, and share informational resources and technical efforts between the two agencies. It builds on and formalizes existing collaborative efforts to amplify mutual interests and engage people with disabilities in national service where they gain the skills and experience that prepare them for gainful employment. For Disability Employment Awareness Month in 2014, the Office for Disability Employment policy and CNCS released a public awareness campaign to show the types of careers service members with disabilities have engaged in following their national service.

CNCS also signed a Memorandum of Understanding (MOU) with Health and Human Services' Administration for Community Living (ACL). Under this MOU, ACL and CNCS will jointly recruit, engage, and support a greater number of older Americans and people with disabilities in national service and maximize the ability of older adults to live independently. The primary goals of this collaboration are:

- Supporting inclusive, accessible service sites and programs
- Building integrated National Service Learning Community networks
- Increasing the impact of volunteering by and for older adults and persons with disabilities

- Strengthening volunteer service, so that participants find satisfaction, meaning and opportunity
- Maximizing the value added to grantees, partners and participants through research, technical assistance, evaluation and program oversight
- Heightening the visibility of volunteering and the ACL/CNCS partnership

The process for obtaining funding for reasonable accommodations for service members with disabilities was strengthened. AmeriCorps grantees are now able to submit requests for reimbursement after they have verified that their service member has a qualifying disability according to the Americans with Disabilities Act and after the manager and service member worked together to determine the proper reasonable accommodation.

The cooperative agreement with the National Service Inclusion Project came to its conclusion and all evergreen website content (webinars,

ecourses, tips) was transferred to a CNCS-operated disability resource webpage. This webpage is also the home of five new e-courses developed to assist grantees and partners who are supervising service members with disabilities to recruit, accommodate, retain, and better understand some of the unique issues associated with disability identity. This new webpage will also include updated additional resources regarding disability issues for grantees and partners.

In 2014, CNCS was successful in adding a more detailed question about disability status to the AmeriCorps member exit form. While answering this question is voluntary for members, the data collected will assist CNCS in understanding the approximate number of people with disabilities exiting AmeriCorps programs. This benchmark will assist with recruitment efforts by providing additional information about populations CNCS is effectively recruiting and those populations where there is an opportunity to expand collaborations, as well as justification for expansion into those targeted populations.

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OFFICE OF INSPECTOR GENERAL | PART VII

Program Summary/Mission

Protecting the taxpayers' billion dollar investment in national service is the mission of the Corporation for National and Community Service's (CNCS's) Office of Inspector General (OIG). As the nation's largest service and volunteer grant-making organization, CNCS faces numerous challenges in achieving its mission. These challenges include managing a portfolio of 2300 grants throughout the United States, many of them to small nonprofit organizations; measuring the performance of these grants to ensure that Americans receive a strong return on their investment; and achieving results with outdated information systems and a cumbersome legacy infrastructure. The OIG plays a critical role in strengthening CNCS by conducting audits and reviews to identify wasteful spending and mismanagement, investigating fraud and other wrongdoing and taking other steps to prevent and detect fraud, waste and inefficiencies in CNCS programs and operations.

FY 2016 Budget Request Summary

For FY 2016, the OIG requests an operating budget of \$6 million. These resources are necessary to provide meaningful oversight of CNCS's programs and operations, including the activities of grantees.

With the funds requested, the OIG will protect our national service programs by:

- Conducting audits and reviews of high-risk CNCS activities, focusing on systemic, operational and programmatic vulnerabilities and highlighting areas in need of better risk management;
- Auditing selected high-risk grantees, to identify problematic practices, recommend improvements and determine costs that should be recovered;
- Working an active caseload of civil, criminal and administrative matters;
- Maintaining a robust hotline operation, to receive and process allegations of fraud, waste and mismanagement by CNCS, grantees or contractors;
- Contracting with an independent public accountant to perform the statutorily required audit of CNCS's financial statements;
- Overseeing and monitoring CNCS's information technology (IT) security and modernization activities, including compliance with the

TABLE 24. OIG Budget Summary (dollars in thousands)

Budget Activities	FY14 Enacted Levels	FY15 Enacted Levels	FY16 Present's Budget	Increase/Decrease (2015-2016)
Audit	\$2,033	\$2,042	\$2,973	\$931
Investigation	\$713	\$1,033	\$963	(\$70)
Support	\$1,623	\$1,383	\$1,477	\$94
Information Technology	\$574	\$706	\$538	(\$168)
Training	\$57	\$71	\$33	(\$38)
CIGIE	\$0	\$15	\$16	\$1
Total Operations and Budget Authority	5,000	5,250	6,000	750
Total Budget Authority	\$5,000	\$5,250	\$6,000	
Reimbursable Authority**	\$250	\$250	\$250	
Total Available for Obligation	\$5,250	\$5,500	\$6,250	

**Reimbursable Authority authorized in FY 2011

Federal Information Security Management Act (FISMA), an area of particular urgency;

- Maintaining a Whistleblower Ombudsman to educate staff about prohibitions on retaliation and the rights and remedies of whistleblowers who have been subjected to retaliation, and to conduct investigations of alleged retaliation;
- Making recommendations concerning proposed revisions of CNCS policies, procedures and regulations, focusing on strengthening internal controls to prevent and detect waste, fraud and abuse;
- Recommending suspensions and debarments to protect the integrity of CNCS programs;
- Upholding the quality standards of the Inspector General community by devoting \$33,500 to the training necessary for investigators and auditors to maintain their professional credentials.

Audit Section

For FY 2016, the OIG Audit Section requires \$2,979,797. Approximately 30 percent of this sum will be devoted to three statutorily required audits/evaluations, which are performed under OIG supervision by independent firms: (1) the Financial Statement Audit (including the audit of the National Service Trust); (2) the Federal Information Security Management Act evaluation (FISMA); and (3) the review of the Corporation's compliance with the Improper Payments and Elimination and Recovery Act (IPERA). Each of these audits has uncovered serious problems in the recent past, which have yet to be fully resolved. The remaining statutory evaluations – risk assessments of CNCS purchase card and travel card programs and review of CNCS compliance with the Digital Accountability and Transparency Act (DATA Act) – are expected to be undertaken by the OIG audit staff. For maximum impact, the OIG will continue to target its audits and evaluations on significant agency programs, processes and operational units. Audit work to date has discovered serious lapses in these areas.

One recent audit report found serious deficiencies in the agency's procurement practices, ranging from poorly conceived consulting projects that CNCS paid for but never used, to unauthorized financial commitments by program staff, to paying millions of dollars for labor invoices without any substantiation of the charges.⁶ Another exposed CNCS's history of insufficient efforts to quantify and reduce improper

payments to grantees.⁷ Still another found serious vulnerabilities in CNCS oversight of its \$240 million portfolio of fixed amount grants.⁸ Our 17 recommendations included suggesting that the Corporation adopt a risk-based approach to monitoring, specific internal controls and other measures. Currently in progress is an evaluation of the program effectiveness of the National Civilian Community Corps. With sufficient funding, the OIG hopes to perform two such evaluations in FY 2016.

The OIG will likewise continue to audit grantees that are at high risk of mishandling Federal dollars. Two recent audits of Senior Corps grantees found pervasive financial mismanagement occurring over multiple years, resulting in overcharges of \$895,000 in one case⁹ and \$2.25 million in the other.¹⁰ We expect to undertake similar audits in FY 2016. We also expect to conduct audits of multiple state commissions, the vehicle that distributes about half of the funds dedicated to the Corporation's largest program, AmeriCorps State and National.

Four other circumstances make audit and evaluation activities a particular priority for FY 2016. First, improving the Corporation's risk management remains a priority. Inadequate risk assessment, monitoring and mitigation – the lack of a comprehensive risk management strategy – permit mismanagement by grantees and CNCS, impair the operation of CNCS programs and are costing the taxpayers money. In particular, the Corporation's internal control program and grant monitoring capability require sustained attention. Recent changes to Federal grant management requirements envision a more rigorous process, and we believe that systemic improvements to grant monitoring are both possible and necessary. Similarly, improving the Corporation's procedures for reducing and recapturing improper payments will remain another key initiative in FY 2016.

Second, our audit of the Corporation's FY2014 Financial Statements uncovered two significant deficiencies in the Corporation's internal control¹¹ over financial reporting – inadequacies in its Integrity Assurance Program and its information technology controls – and one instance of non-compliance with the Federal Information Security & Management Act requirements.

Third, the financial accountability and regulatory compliance of Senior Corps grantees has emerged as a challenge. Many longstanding grantees appear to be operating with outdated financial management systems that

⁶ *Audit of Blanket Purchase Agreements for Professional Consulting Services*, OIG Audit Report 14-09, available at www.cnscsoig.gov/news-entry/14-09-0.

⁷ Letter dated April 11, 2014 from Stuart Axenfeld, AIGA, to Honorable Sylvia M. Burwell, OMB Budget Director, regarding deficiencies in CNCS compliance with the Improper Payments Reduction and Elimination Act (IPERA), available at www.cnscsoig.gov/news-entry/ipera.

⁸ *Inadequate Internal Controls Preventing the Corporation from Mitigating Significant Risks Inherent in the Fixed Amount Grants Program*, OIG Audit Report 13-07, available at www.cnscsoig.gov/news-entry/13-07.

⁹ *Audit of Atlantic Human Resources*, OIG Audit Reports 13-05a and 13-05b. This grantee ultimately filed for protection in bankruptcy.

¹⁰ *Audit of Family Services of Central Massachusetts*, OIG Audit Report 14-05, pending management decision and resolution.

¹¹ *Audit of the Corporation for National and Community Services Fiscal Year 2014 Financial Statements*, OIG Audit Reports 15-01, available at www.cnscsoig.gov/news/audit-reports.

are no longer sufficient to meet Federal requirements. Evaluating their capabilities and suggesting cost-effective improvements will safeguard Federal funds.

Fourth, the OIG's FY 2014 Federal Information Security Management Act (FISMA) evaluation¹² concluded that the information security and privacy program at the Corporation does not meet minimum standards. These programs need substantial improvement across the board, with weaknesses uncovered in 11 of the 12 areas tested. With Information Technology a critical part for the Corporation's grant management process, continued evaluation along with recommendations for improvement remains a priority for the OIG.

Investigation Section

The OIG Investigation Section requires funding of \$962,830 to maintain our investigative capabilities. The section focuses on allegations of fraud involving potentially significant losses of agency funds or other substantial criminal or administrative misconduct. Our investigative staff, all of whom are based in Washington, D.C., travel throughout the country to pursue investigations and coordinate with Federal, state, and local prosecutors. While in the field, investigators take the opportunity to conduct Fraud Awareness Briefings, outreach efforts that educate agency and grantee staff about proper grant administration, to avoid or minimize losses from fraud. This Section also operates the Hotline through which OIG receives reports of fraud and potential misconduct.

For FY 2013 and FY 2014, the Investigation Section conducted 71 investigative actions, handled 244 Hotline contacts and recovered more than \$961,991 and identified more than \$1,449,364 in savings to the Federal government based on changes in grantee behavior as a result of our investigative efforts. During this same period the Corporation debarred 8 individuals based on Investigations' efforts and recommendations.

For FY 2015, OIG has identified more than \$4 million in recoveries¹³ based on an OIG investigation of Maricopa County Community College District (MCCCD), Phoenix, AZ. MCCCD on December 12, 2014, agreed to pay \$4.08 million to resolve allegations that they submitted false claims in connection with their Americorps national and state grants. MCCCD employees did not properly account for hours served by AmeriCorps members, failed to obtain and keep required member records and falsely certified required academic/training hours and educational awards, causing an improper obligation of federal program funds.

An Investigative Analyst (IA) supports investigations with research, manages the OIG's Hotline and also provides research assistance to the

Audit Section. The IA conducts data-mining, and assembles background and historical information regarding entities and individuals.

Support Section

The OIG Support Section requires \$1,493,390 to sustain the immediate office of the Inspector General (the Inspector General, Deputy Inspector General (who also serves as Whistleblower Ombudsman), and counsel), and to fund OIG common expenses, such as budgeting, accounting and financial administration, materials and supplies, physical security, and the like. This amount also includes \$33,000 for OIG training necessary to maintain professional standards and certifications, as well as \$16,000 to support the Council of Inspectors General on Integrity and Efficiency.

Information Technology

For FY 2016, the Information Technology Section (ITS) funding needs are \$537,982. ITS provides timely, dynamic and available information to its internal and external customers, supported by a technology infrastructure that makes possible for anyone to access our public reports on any type of device, from anywhere in the world, any time of the day. Internally, ITS ensures that auditors and investigators have the technology to manage their work papers and products collaboratively, expeditiously, accurately and securely, even from remote locations. ITS has made telework second nature to OIG staff and has enabled them to communicate seamlessly with the office even when on location with grantees. In addition, the expertise of our Chief Technology Officer augments our substantive review of the agency's information technology challenges and identifies security and compliance issues in agency systems.

Strategic Goals and Performance Measures

The OIG is charged with providing timely and independent information to the Corporation's Chief Executive Officer and Congress regarding the effectiveness and efficiency of CNCS programs and operations. Its ultimate objective is to improve the Corporation's ability to meet its responsibilities, including as a fiduciary of public funds, and achieve its mission. Thus, the OIG's FY 2016 audit and investigative plans are designed 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.

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

¹² *Federal Information Security Management Act, Fiscal Year 2014*, evaluation of the Corporation for National & Community Service 15-03, available at www.cncsoig.gov/news-entry/15-03

¹³ Maricopa County Community College District agrees to pay \$4 million for alleged false claims related to award of AmeriCorps Education Awards, December 12, 2014, available at www.cncsoig.gov/news.

APPENDICES | PART VI

APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2016 (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	\$155,500	\$219,000	\$215,000	\$215,000	\$227,000
AmeriCorps VISTA	\$42,724	\$47,700	\$41,235	\$41,235	\$65,235
AmeriCorps NCCC	\$10,000	\$18,000	\$18,000	\$18,000	\$18,000
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
Innovation, Demonstration and Assistance ¹	\$31,900	\$30,000	\$29,850	\$30,000	\$30,000
Innovation, Demonstration and Other					
Social Innovation Fund					
Volunteer Generation Fund					
Non-Profit Capacity Building Fund					
Evaluation	\$4,600	\$5,500	\$5,000	\$5,000	\$5,000
Learn and Serve America	\$40,000	\$46,000	\$43,000	\$43,000	\$43,000
State Commissions Support Grants ²	\$24,750	\$28,723	\$24,918	\$25,000	\$27,000
Partnership Grants	\$5,000	\$5,830	\$5,500	\$5,500	\$5,500
Special Volunteer Programs					
Disability Placement Funds	\$0	\$0	\$0	\$0	\$0
Training and Technical Assistance ³	\$0	\$0	\$0	\$0	\$0
Salaries and Expense Account	\$31,151	\$31,160	\$28,541	\$27,850	\$28,129
Office of the Inspector General	\$944	\$2,000	\$2,000	\$2,000	\$3,000
TOTAL, CNCS⁴	\$575,598	\$684,747	\$597,385	\$616,349	\$685,104

¹ 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.

² NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004

³ Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

⁴ Total budget authority may not equal sum of budget accounts due to rounding.

APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2016
(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	\$237,000	\$233,395	\$230,492	\$240,492	\$173,863
AmeriCorps VISTA	\$73,000	\$80,574	\$83,074	\$85,255	\$93,674
AmeriCorps NCCC	\$18,000	\$17,892	\$20,954	\$24,896	\$24,838
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
Innovation, Demonstration and Assistance ¹	\$28,500	\$28,500	\$28,437	\$28,488	\$35,269
Innovation, Demonstration and Other					
Social Innovation Fund					
Volunteer Generation Fund					
Non-Profit Capacity Building Fund					
Evaluation	\$5,000	\$5,000	\$4,989	\$5,000	\$2,981
Learn and Serve America	\$43,000	\$43,000	\$42,905	\$43,000	\$42,721
State Commissions Support Grants ²	\$28,356	\$27,895	\$30,932	\$30,991	\$32,289
Partnership Grants	\$5,500	\$7,471	\$28,936	\$29,000	\$14,901
Special Volunteer Programs				\$5,000	\$9,935
Disability Placement Funds	\$0	\$0	\$0	\$0	\$0
Training and Technical Assistance ³	\$0	\$0	\$0	\$0	\$0
Salaries and Expense Account	\$29,129	\$31,129	\$32,229	\$32,213	\$34,346
Office of the Inspector General	\$3,000	\$3,985	\$4,989	\$4,994	\$5,961
TOTAL, CNCS⁴	\$714,395	\$731,659	766,330	735,708	786,062

¹ 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.

² NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.

³ Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

⁴ Total budget authority may not equal sum of budget accounts due to rounding.

APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2016 (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	\$312,147	\$287,680	\$264,825	\$264,825	\$256,805
AmeriCorps VISTA	\$93,731	\$94,240	\$95,464	\$95,468	\$93,800
AmeriCorps NCCC	\$24,853	\$25,296	\$36,730	\$26,789	\$23,782
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
Innovation, Demonstration and Assistance ¹	\$11,159	\$13,227	\$16,280	\$29,771	\$18,893
Innovation, Demonstration and Other					
Social Innovation Fund					
Volunteer Generation Fund					
Non-Profit Capacity Building Fund					
Evaluation	\$2,982	\$3,522	\$3,960	\$3,960	\$3,891
Learn and Serve America	\$42,746	\$42,656	\$37,125	\$37,125	\$37,459
State Commissions Support Grants ²	\$11,929	\$11,904	\$12,516	\$12,516	\$11,790
Partnership Grants	\$14,913	\$14,384	\$14,850	\$0	\$0
Special Volunteer Programs	\$9,876	\$4,960			
Disability Placement Funds	\$0	\$0	\$0	\$0	\$0
Training and Technical Assistance ³	\$0	\$0	\$0	\$0	\$0
Salaries and Expense Account	\$61,321	\$64,480	\$66,083	\$70,324	\$67,759
Office of the Inspector General	\$6,213	\$5,952	\$5,940	\$4,963	\$5,828
TOTAL, CNCS⁴	\$935,367	\$927,006	\$909,959	\$881,047	\$856,331

¹ 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.

² NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.

³ Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

⁴ Total budget authority may not equal sum of budget accounts due to rounding.

APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2016
(dollars in thousands) (continued)

Activity	FY09 Enacted	FY10 Enacted	FY11 Enacted	FY12 Enacted	FY13 Enacted
Total, Operating Expenses	\$811,639	\$857,021	\$780,809	\$750,252	\$711,009
National Service Trust	\$131,075	\$197,000	\$199,260	\$211,797	\$200,719
AmeriCorps State and National	\$271,196	\$372,547	\$349,300	\$344,348	\$326,336
AmeriCorps VISTA	\$96,050	\$99,074	\$98,876	\$94,820	\$89,861
AmeriCorps NCCC	\$27,500	\$29,000	\$28,942	\$31,882	\$30,214
National Senior Service Corps	\$213,785	\$220,900	\$207,883	\$207,490	\$196,637
RSVP	\$58,642	\$63,000	\$50,299	\$50,204	\$47,578
Foster Grandparent Program	\$108,999	\$110,996	\$110,774	\$110,565	\$104,781
Senior Companion Program	\$46,144	\$46,904	\$46,810	\$46,722	\$44,278
Senior Demonstration Program	\$0	\$0	\$0	\$0	\$0
Innovation, Demonstration and Assistance ¹	\$18,893	\$60,500	\$60,379	\$53,280	\$50,493
Innovation, Demonstration and Other		\$5,500	\$5,489	\$4,481	\$4,246
Social Innovation Fund		\$50,000	\$49,900	\$44,815	\$42,471
Volunteer Generation Fund		\$4,000	\$3,992	\$3,984	\$3,776
Non-Profit Capacity Building Fund		\$1,000	\$998	\$0	\$0
Evaluation	\$3,891	\$6,000	\$5,988	\$2,994	\$2,838
Learn and Serve America	\$37,459	\$39,500	\$0	\$0	\$0
State Commissions Support Grants ²	\$11,790	\$17,000	\$16,966	\$13,441	\$12,738
Partnership Grants	\$0	\$0	\$0	\$0	\$0
Special Volunteer Programs				\$0	\$0
Disability Placement Funds	\$0	\$5,000	\$4,990	\$0	\$0
Training and Technical Assistance ³	\$0	\$7,500	\$7,485	\$1,996	\$1,892
Salaries and Expense Account	\$71,715	\$88,000	\$87,824	\$82,843	\$78,510
Office of the Inspector General	\$6,512	\$7,700	\$7,684	\$3,992	\$3,784
TOTAL, CNCS⁴	\$889,866	\$1,149,721	\$1,075,577	\$1,048,884	\$994,022

¹ 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.

² NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.

³ Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

⁴ Total budget authority may not equal sum of budget accounts due to rounding.

APPENDIX A. Corporation for National and Community Service Appropriations History, 1994-2016 (dollars in thousands) (continued)

Activity	FY14 Enacted	FY15 Enacted	FY16 President's Budget
Total, Operating Expenses	\$756,849	\$758,349	\$855,208
National Service Trust	\$207,368	\$209,618	\$237,077
AmeriCorps State and National	\$335,430	\$335,430	\$425,105
AmeriCorps VISTA	\$92,364	\$92,364	\$96,885
AmeriCorps NCCC	\$30,000	\$30,000	\$30,500
National Senior Service Corps	\$202,117	\$202,117	\$202,117
RSVP	\$48,903	\$48,903	\$48,903
Foster Grandparent Program	\$107,702	\$107,702	\$107,702
Senior Companion Program	\$45,512	\$45,512	\$45,512
Senior Demonstration Program	\$0	\$0	\$0
Innovation, Demonstration and Assistance ¹	\$76,900	\$77,400	\$78,601
Innovation, Demonstration and Other	\$3,100	\$3,600	\$3,601
Social Innovation Fund	\$70,000	\$70,000	\$70,000
Volunteer Generation Fund	\$3,800	\$3,800	\$5,000
Non-Profit Capacity Building Fund	\$0	\$0	\$0
Evaluation	\$5,000	\$5,000	\$5,000
Learn and Serve America	\$0	\$0	\$0
State Commissions Support Grants ²	\$15,038	\$16,038	\$17,000
Partnership Grants	\$0	\$0	\$0
Special Volunteer Programs	\$0	\$0	\$0
Disability Placement Funds	\$0	\$0	\$0
Training and Technical Assistance ³	\$0	\$0	\$0
Salaries and Expense Account	\$80,737	\$81,737	\$86,176
Office of the Inspector General	\$5,000	\$5,250	\$6,000
TOTAL, CORPORATION⁴	\$1,049,954	\$1,054,954	\$1,184,461

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.

³ Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY 2010.

⁴ Total budget authority may not equal sum of budget accounts due to rounding.

APPENDIX B. Summary of CNCS Programs and Budget

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

Program/Activity	Description
Major Programs	
AmeriCorps State and National	With funds channeled through States, Territories, Tribes, and community-based organizations, AmeriCorps grants enable communities to recruit, train, and place AmeriCorps members to meet critical local needs in the areas of disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families, as directed by the Edward M. Kennedy Serve America Act of 2009.
AmeriCorps VISTA	AmeriCorps VISTA is an anti-poverty program that provides opportunities for individuals 18 years or older with a full year of service in low-income communities. VISTA members support the efforts of nonprofits and communities to build and enhance sustainable anti-poverty programs.
AmeriCorps NCCC	AmeriCorps NCCC is a 10-month residential national service program for people ages 18–24. AmeriCorps NCCC members will be deployed to respond to natural disasters and engage in urban and rural development projects across the nation.
State Commission Support Grants	These population-based formula grants support the operation of State Service Commissions that administer approximately two-thirds of AmeriCorps State and National grant funds. Commissions are responsible for monitoring sub-grantees and ensuring that they comply with federal requirements and performance expectations. These grants must be matched by the Commissions.
National Service Trust	Funds educational awards to eligible national service program participants.
Senior Corps-RSVP	Grants awarded to eligible sponsors to develop and manage flexible non-stipend opportunities for volunteers age 55 and over to help improve their lives while delivering a wide range of community services to nonprofits and public agencies.
Senior Corps-FGP	Grants awarded to community organizations for stipended service for volunteers age 55 and over to support children and youth with special or exceptional needs. Volunteers meeting income eligibility requirements receive an hourly cash stipend.
Senior Corps-SCP	Grants awarded to community organizations for stipended service for volunteers age 55 and over to help individuals, primarily frail seniors, to remain independent in their homes. Volunteers meeting income eligibility requirements receive an hourly cash stipend.
Social Innovation Fund	Grants awarded to intermediaries to help mobilize public and private resources to grow innovative, community-driven solutions that have evidence of compelling impact such as supporting organizations that provide training to the unemployed and loans to those in need of housing support.
Volunteer Generation Fund	Grants awarded to support voluntary organizations and state service commissions that help grow volunteerism, increase volunteers' career skills, and expand opportunity for the unemployed, veterans, and disadvantaged youth.
Innovation, Demonstration, and Other Activities	Grants to support important field-building activities including the Martin Luther King, Jr. Day of Service, and the ongoing United We Serve initiative (the President's Call to Service).
Evaluation	This activity supports the design and implementation of research and evaluation studies and will facilitate the use of evidence and evaluation by CNCS and national service organizations.
Salaries and Expenses	Funds for administering and managing CNCS programs.

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APPENDIX C. Summary of Program Benefits for Participants

Program	Eligibility	Stipend
AmeriCorps State and National	In general, an AmeriCorps State and National member must (1) be at least 17 years old at the commencement of service, or have been an out-of-school youth at least 16 years of year 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 Segal AmeriCorps Education Award; and (3) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Minimum living allowance of \$12,100 for full-time members in Program Year 2014. A minimum living allowance is not required for less than full-time members or Education Award Program members.
AmeriCorps VISTA	An AmeriCorps VISTA member must (1) be 18 Years of age or older, and (2) s/he must be a citizen, national, or legal resident of the United States.	Yes. Members receive the following living allowance: \$973/month to \$1650/month (based on regional cost of living and tied to the poverty rate.).
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. Eligible members receive the living allowance (\$400/month for 10 months), lodging, and meals. Team leaders earn \$1,136/month during 11 months of service.
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 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served. (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 200 percent of poverty).	Yes, if income guidelines are met (200 percent of poverty), then program volunteers receive \$2.65/hour tax free.
Senior Companion Program	To be a Senior Companion, an individual must (1) be 55 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving without detriment to either himself or herself or adults served. (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 200 percent of poverty).	Yes, if income guidelines are met (200 percent of poverty), then program volunteers receive \$2.65/hour tax free.

APPENDIX C. Summary of Program Benefits for Participants *(continued)*

Program	Term of Service	Healthcare	Childcare	Segal AmeriCorps Education Award
AmeriCorps State and National	An AmeriCorps member serves for at least one of the following terms: full-time (minimum of 1700 hours up to 12 months), half-time (minimum of 900 hours for up to 12 or 24 months), reduced half-time (minimum of 675 hours for up to 12 months), quarter-time (minimum of 450 hours for up to 12 months), minimum time (minimum of 300 hours up to 12 months).	Full-time members must receive healthcare benefits except for members in the Education Award Program. Less than full-time members may not receive healthcare with CNCS funds.	Only members are eligible to receive child care. Rate is established by state Child Care Development Grants.	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 stipend accrued at the rate of \$125/month.
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.
RSVP	Open enrollment-no set schedule. Can serve as few or as many hours as the volunteer chooses (volunteer hours varies).	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.

APPENDIX D. AmeriCorps, Senior Corps, and SIF Grant Match Requirements

At a Glance

AmeriCorps State and National

For grants made from FY 2015 Appropriations, AmeriCorps State and National grantees must meet the minimum match requirements below based on the number of years they have been operating their AmeriCorps programs.

Required match levels are based on the grant award. For example, a program that receives a grant of \$250,000 is required to match 24 percent (\$60,000) in the first year, cash and/or in-kind.

Minimum grantee match requirement

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
24%	24%	24%	26%	30%	34%	38%	42%	46%	50%

Programs in severely economically distressed communities or rural areas may be allowed to follow alternative match requirements, as per the following schedule:

Alternative match requirements

Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
24%	24%	24%	24%	24%	24%	29%	31%	33%	35%

Programs that can demonstrate an inability to raise either the minimum grantee requirements or the alternative grant requirements, shown above, may apply to CNCS for a full or partial waiver.

AmeriCorps VISTA

Certain project sponsors (not grantees) share in the project costs with AmeriCorps VISTA by providing VISTA members' subsistence allowance. Cost-sharing among projects is encouraged but not required by AmeriCorps VISTA. Additionally, AmeriCorps VISTA has a limited number of projects receiving operating grants; VISTA does not require a non-federal match from these projects.

RSVP

RSVP grantees must match:

- 10 percent of the total cost of the project for the first year
- 20 percent of the total cost of the project for the second year
- 30 percent of the total cost of the project for the third, and subsequent years.

Foster Grandparent Program

Each Foster Grandparent Program must match at least 10 percent of the total cost of the project for all years.

Senior Companion Program

Each Senior Companion Program must match at least 10 percent of the total cost of the project for all years.

Social Innovation Fund

Traditional SIF intermediary grantees are required to match their CNCS grant dollar for dollar, in cash from non-federal sources. Traditional SIF intermediary subgrantees are required to provide the same match — dollar for dollar in cash — for every dollar they receive from intermediaries.

SIF PFS intermediary grantees are required to match their CNCS grant, dollar for dollar, in cash or in-kind from non-federal sources.

APPENDIX E. AmeriCorps Members by Program Type: FY 1996–2016

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 1996–2016 (continued)

Program	Actual 2006 Awarded	Pct	Actual 2007 Awarded	Pct	Actual 2008 Awarded	Pct	Actual 2009*	Pct	Actual 2010**	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	Actual 2012 Awards	Pct	Actual 2013 Awards**	Pct	Projected 2014 Awards	Pct	Projected 2015 Awards	Pct
Education Award Program	16,906	20.5%	13,073	15.9%	11,186	15.6%	9,069	14.2%	7,734	10.6%
National Direct	N/A		N/A		N/A				N/A	
Competitive Grants (new for 2010)	35,459	43.0%	32,571	39.5%	33,863	47.2%	33,846	53.1%	38,633	52.9%
State Formula Only (new for 2010)	21,082	25.6%	21,350	25.9%	17,927	25.0%	11,948	18.7%	17,178	23.5%
Territories	286	0.3%	224	0.3%	224	0.3%	18	0.0%	258	0.4%
Tribes	204	0.2%	164	0.2%	178	0.2%		0.0%	245	0.3%
Other State and National	-									
VISTA Ed Awards	5,507	6.7%	6,751	8.2%	6,011	8.4%	6,160	9.7%	6,500	8.9%
VISTA Stipends	1,797	2.2%	1,414	1.7%	1,200	1.7%	1,540	2.4%	1,300	1.8%
NCCC	1,200	1.5%	1,200	1.5%	1,200	1.7%	1,200	1.9%	1,200	1.6%
Total	82,441		76,747		71,789		63,781		73,048	

* CNCS proposes to reorganize Senior Corps in FY 2015 by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps. As a result, in FY 2015, CNCS plans to support 21,232 AmeriCorps Foster Grandparent Program and 8,769 AmeriCorps Senior Companion Program quarter-time members.

** Award counts are based on CNCS's FY 2013 sequestered funding level.

APPENDIX E. AmeriCorps Members by Program Type: FY 1996–2016 *(continued)*

Program	Projected 2016 Awards***	Pct
Education Award Program	7,235	9.9%
National Direct		
State Formula and Competitive		
Competitive Grants (new for 2010)	41,403	56.7%
State Formula Only (new for 2010)	23,271	31.9%
Territories	382	0.5%
Tribes	292	0.4%
Other State and National		
VISTA Ed Awards	6,450	8.8%
VISTA Stipends	1,250	1.7%
NCCC	1,200	1.6%
Total	81,483	

***CNCS is also proposing to fund approximately 8,600 no cost slots

APPENDIX F. AmeriCorps Members by Service Term: FY 1996–2016

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>	14,627	51.1%	20,253	41.5%	20,430	40.4%	19,864	35.7%	22,088	34.0%
Part-time	8,131	28.4%	16,858	34.5%	14,588	28.8%	15,545	27.9%	16,049	24.7%
Reduced Part-time	882	3.1%	6,131	12.6%	8,597	17.0%	12,451	22.4%	19,049	29.3%
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>	25,365	34.8%	26,420	38.1%	11,373	35.6%	26,332	35.3%	24,875	34.0%
Part-time	16,413	22.5%	14,366	20.7%	6,890	21.5%	15,262	20.5%	11,896	16.2%
Reduced Part-time	21,978	30.2%	21,054	30.4%	6,631	20.7%	25,902	34.8%	28,865	39.4%
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>	27,223	35.1%	27,059	36.8%	28,822	38.6%	32,941	37.2%	32,151	35.9%
Part-time	12,839	16.5%	10,126	13.8%	9,971	13.4%	11,113	12.5%	11,581	12.9%
Reduced Part-time	29,592	38.1%	29,520	40.1%	28,103	37.7%	32,908	37.1%	38,335	42.8%
Total	77,634		73,583		74,635		88,620		89,631	

* Fiscal Year 2009 data includes additional AmeriCorps State and National and VISTA members funded under the American Recovery and Reinvestment Act of 2009 (ARRA).

** FY 2010 includes additional VISTA members funded under ARRA.

APPENDIX F. AmeriCorps Members by Service Term: FY 1996–2016

Program	Actual 2011 Awarded	Pct	Actual 2012 Awards	Pct	Actual 2013 Award****	Pct	Projected 2014 Awards	Pct	Projected 2015 Awards	Pct
Full-time	38,043	46.1%	38,294	49.9%	38,271	53.3%	36,862	57.8%	39,915	54.6%
<i>Full-time S/N</i>	31,357	38.0%	31,136	40.6%	31,376	43.7%		0.0%	32,815	44.9%
Part-time	9,785	11.9%	10,563	13.8%	7,315	10.2%	7,882	12.4%	9,941	13.6%
Reduced Part-time	34,613	42.0%	27,890	36.3%	3,264	4.5%	2,620	4.1%	3,051	4.2%
Quarter-Time***					8,751	12.2%	7,356	11.5%	8,204	11.2%
Minimum-Time					14,188	19.8%	9,061	14.2%	11,937	16.3%
Total	82,441		76,747		71,789		63,781		73,048	

Program	Projected 2016 Awards***	Pct
Full-time	34,495	47.2%
<i>Full-time S/N</i>	27,445	37.6%
Part-time	13,770	18.9%
Reduced Part-time	2,230	3.1%
Quarter-Time***	19,618	26.9%
Minimum-Time	11,370	15.6%
Total	81,483	

*** CNCS proposes to reorganize Senior Corps in FY 2015 by integrating the Foster Grandparent Program and Senior Companion Program models into AmeriCorps, resulting in 30,001 quarter-time members.

****Award counts are based on CNCS's FY 2013 sequestered funding level.

APPENDIX G. AmeriCorps Grants over \$500,000

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in FY 2014 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. Members who complete their service hours receive an education award. The amount provided by CNCS is substantially less than the cost of operating the AmeriCorps program and the organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required and the Grantee Share is zero. In all other cases, the Grantee Share is the sum of all non-CNCS funds.

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	MA	YouthBuild USA, Inc	\$9,920,460	\$9,920,460	\$19,840,920	33.33%
National Direct	MA	City Year, Inc.	\$8,281,000	\$8,281,000	\$16,562,000	50.00%
State Competitive	MN	ServeMinnesota Action Network	\$7,943,000	\$7,943,035	\$15,886,035	50.00%
Fixed Amount	WA	WA State Employment Security Department	\$7,371,000	\$0	\$7,371,000	0.00%
Fixed Amount	MD	National Association of Community Health Centers	\$6,513,090	\$0	\$6,513,090	0.00%
Fixed Amount	WI	Public Allies, Inc.	\$6,370,000	\$0	\$6,370,000	0.00%
State Competitive	MN	ServeMinnesota Action Network	\$4,075,500	\$4,076,166	\$8,151,666	50.00%
Fixed Amount	GA	Habitat for Humanity International	\$3,890,250	\$0	\$3,890,250	0.00%
Fixed Amount	MD	Notre Dame Mission Volunteers Program, Inc.	\$3,879,463	\$4,741,312	\$8,620,775	55.00%
Fixed Amount	NY	Teach For America	\$3,756,000	\$0	\$3,756,000	0.00%
National Direct	DC	The Corps Network	\$3,280,023	\$4,587,765	\$7,867,788	58.31%
National Direct	MA	Jumpstart for Young Children, Inc.	\$3,114,794	\$3,129,999	\$6,244,793	50.12%
Fixed Amount	MA	Citizen Schools, Inc.	\$3,000,000	\$0	\$3,000,000	0.00%
State Competitive	PA	City Year, Inc.	\$2,932,500	\$2,932,500	\$5,865,000	50.00%
State Competitive	MA	City Year, Inc.	\$2,860,200	\$2,860,200	\$5,720,400	50.00%
State Competitive	NY	City Year, Inc.	\$2,774,950	\$2,774,950	\$5,549,900	50.00%
State Competitive	CA	City Year, Inc.	\$2,500,000	\$2,500,000	\$5,000,000	50.00%
State Competitive	IL	City Year, Inc.	\$2,331,200	\$2,331,200	\$4,662,400	50.00%
State Competitive	MN	ServeMinnesota Action Network	\$2,143,750	\$1,445,478	\$3,589,228	40.27%
National Direct	MD	University of Maryland Center on Aging	\$1,878,409	\$1,878,992	\$3,757,401	50.01%
State Competitive	MT	Montana Conservation Corps, Inc.	\$1,872,000	\$3,539,943	\$5,411,943	65.41%
Fixed Amount	WA	WA State Employment Security Department	\$1,860,000	\$0	\$1,860,000	0.00%
National Direct	LA	St. Bernard Project	\$1,841,000	\$1,174,000	\$3,015,000	38.94%
Fixed Amount	WA	WA State Department of Ecology	\$1,823,920	\$0	\$1,823,920	0.00%

APPENDIX G. AmeriCorps Grants over \$500,000

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	DC	Experience Corps dba AARP Experience Corps	\$1,664,173	\$1,798,950	\$3,463,123	51.95%
State Competitive	NY	Harlem Children's Zone	\$1,651,000	\$2,429,619	\$4,080,619	59.54%
Fixed Amount	DC	American National Red Cross DC	\$1,586,000	\$0	\$1,586,000	0.00%
National Direct	CA	Playworks Education Energized	\$1,497,600	\$3,407,219	\$4,904,819	69.47%
National Direct	OR	Jesuit Volunteer Corps Northwest	\$1,490,562	\$1,330,245	\$2,820,807	47.16%
State Competitive	DC	City Year, Inc.	\$1,482,000	\$1,482,000	\$2,964,000	50.00%
State Competitive	TX	City Year, Inc.	\$1,476,300	\$1,476,300	\$2,952,600	50.00%
State Competitive	PA	Keystone SMILES Community Learning Center	\$1,463,450	\$1,836,021	\$3,299,471	55.65%
National Direct	DC	Equal Justice Works	\$1,444,815	\$1,104,308	\$2,549,123	43.32%
National Direct	NY	Local Initiatives Support Corporation	\$1,428,006	\$2,220,666	\$3,648,672	60.86%
Fixed Amount	CO	Colorado Youth Corps Association	\$1,394,489	\$0	\$1,394,489	0.00%
State Competitive	NY	The Service Collaborative of WNY, Inc.	\$1,368,762	\$1,589,309	\$2,958,071	53.73%
State Competitive	LA	City Year, Inc.	\$1,362,500	\$1,362,500	\$2,725,000	50.00%
State Formula	TX	UT Austin Charles A. Dana Center	\$1,356,600	\$1,996,943	\$3,353,543	59.55%
Fixed Amount	NY	FoodCorps, Inc.	\$1,310,400	\$0	\$1,310,400	0.00%
Fixed Amount	CA	Napa County Office of Education	\$1,300,000	\$0	\$1,300,000	0.00%
Fixed Amount	NY	New York City Office of the Mayor	\$1,296,750	\$0	\$1,296,750	0.00%
State Competitive	UT	Ogden City School District	\$1,286,480	\$1,533,555	\$2,820,035	54.38%
State Competitive	HI	Kupu	\$1,270,025	\$1,242,108	\$2,512,133	49.44%
State Formula	KY	Barren County School Board	\$1,234,955	\$1,020,959	\$2,255,914	45.26%
Fixed Amount	MN	Minnesota Alliance With Youth	\$1,230,250	\$1,230,250	\$2,460,500	50.00%
State Formula	PA	Allegheny County Department of Human Services	\$1,215,081	\$1,215,081	\$2,430,162	50.00%
National Direct	MA	City Year, Inc.	\$1,198,821	\$1,198,821	\$2,397,642	50.00%
State Competitive	WV	West Virginia University Research Corp.	\$1,198,587	\$1,198,587	\$2,397,174	50.00%
National Direct	DC	Equal Justice Works	\$1,172,879	\$1,778,688	\$2,951,567	60.26%
State Competitive	CA	Bay Area Community Resources / BAYAC AmeriCorps	\$1,170,000	\$2,220,770	\$3,390,770	65.49%
State Competitive	CA	Jumpstart for Young Children, Inc.	\$1,168,322	\$1,188,446	\$2,356,768	50.43%
State Formula	TX	CitySquare	\$1,153,652	\$985,916	\$2,139,568	46.08%
Fixed Amount	MN	Minnesota Alliance With Youth	\$1,078,155	\$1,078,155	\$2,156,310	50.00%
State Competitive	CA	California Children and Families Foundation	\$1,077,522	\$1,482,989	\$2,560,511	57.92%
State Competitive	MS	Mississippi Institutions of Higher Learning	\$1,069,948	\$1,069,982	\$2,139,930	50.00%

APPENDIX G. AmeriCorps Grants over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	PA	Health Federation of Philadelphia	\$1,065,900	\$0	\$1,065,900	0.00%
Fixed Amount	DC	The Corps Network	\$1,060,166	\$0	\$1,060,166	0.00%
State Formula	TX	AVANCE, Inc. - El Paso Chapter	\$1,048,058	\$895,511	\$1,943,569	46.08%
State Formula	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	\$1,042,731	\$1,042,731	\$2,085,462	50.00%
National Direct	NY	Up2Us, Inc.	\$1,005,189	\$1,288,370	\$2,293,559	56.17%
State Competitive	MA	Jumpstart for Young Children, Inc.	\$1,004,795	\$1,004,985	\$2,009,780	50.00%
National Direct	GA	Points of Light Foundation	\$992,014	\$992,142	\$1,984,156	50.00%
State Competitive	CA	Child Abuse Prevention Council, Inc.	\$979,889	\$1,762,753	\$2,742,642	64.27%
State Formula	CA	Playworks Education Energized	\$968,171	\$2,234,610	\$3,202,781	69.77%
Fixed Amount	TX	Teach For America	\$950,000	\$0	\$950,000	0.00%
State Competitive	MA	City of Boston	\$947,549	\$786,788	\$1,734,337	45.37%
State Competitive	TX	College Forward	\$931,178	\$793,230	\$1,724,408	46.00%
State Competitive	WV	United Way of Central West Virginia	\$930,998	\$930,999	\$1,861,997	50.00%
State Formula	CA	Administrative Office of the Courts	\$904,942	\$982,388	\$1,887,330	52.05%
State Formula	MN	ServeMinnesota Action Network	\$900,000	\$317,632	\$1,217,632	26.09%
State Competitive	OH	College Now Greater Cleveland	\$896,000	\$549,229	\$1,445,229	38.00%
Fixed Amount	DC	National Council of La Raza	\$871,831	\$839,638	\$1,711,469	49.06%
State Formula	FL	City Year, Inc.	\$862,695	\$854,000	\$1,716,695	49.75%
State Competitive	PA	Managing Director's Office	\$859,180	\$1,034,004	\$1,893,184	54.62%
Fixed Amount	CA	Reading Partners	\$846,545	\$0	\$846,545	0.00%
State Competitive	MI	City Year, Inc.	\$843,664	\$843,664	\$1,687,328	50.00%
State Competitive	CA	Reading Partners	\$827,901	\$2,781,556	\$3,609,457	77.06%
State Formula	OH	Educational Service Center of Central Ohio	\$797,937	\$479,999	\$1,277,936	37.56%
Fixed Amount	MN	College Possible	\$792,000	\$0	\$792,000	0.00%
State Competitive	NY	Jumpstart for Young Children, Inc.	\$789,168	\$815,457	\$1,604,625	50.82%
State Competitive	FL	City Year, Inc.	\$776,530	\$776,528	\$1,553,058	50.00%
State Formula	CA	Napa County Office of Education	\$767,989	\$801,623	\$1,569,612	51.07%
State Competitive	IN	Boys & Girls Clubs of Wayne County Indiana, Inc	\$754,051	\$562,887	\$1,316,938	42.74%
Fixed Amount	DC	Rebuilding Together, Inc	\$731,244	\$0	\$731,244	0.00%
State Competitive	ME	LearningWorks	\$727,075	\$311,407	\$1,038,482	29.99%
State Competitive	TX	CIS of Central Texas	\$711,032	\$743,115	\$1,454,147	51.10%

APPENDIX G. AmeriCorps Grants over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	DC	AIDS United	\$702,000	\$0	\$702,000	0.00%
Tribal	CA	Hoopa Valley Tribe	\$701,984	\$474,776	\$1,176,760	40.35%
State Competitive	OR	American Red Cross Oregon Trail Chapter	\$701,907	\$778,616	\$1,480,523	52.59%
Fixed Amount	WA	Washington Campus Compact	\$672,000	\$0	\$672,000	0.00%
Fixed Amount	CO	Mile High United Way	\$668,212	\$0	\$668,212	0.00%
State Competitive	FL	City Year, Inc.	\$665,000	\$665,000	\$1,330,000	50.00%
Fixed Amount	WA	Washington State Department of Veterans Affairs	\$650,000	\$0	\$650,000	0.00%
State Formula	NV	Great Basin Institute	\$645,384	\$1,278,215	\$1,923,599	66.45%
State Formula	WI	Marshfield Clinic Research Foundation	\$638,400	\$367,203	\$1,005,603	36.52%
State Competitive	CA	Local Government Commission	\$638,267	\$1,343,000	\$1,981,267	67.78%
State Formula	MI	Hope Network West Michigan, Inc	\$637,400	\$203,216	\$840,616	24.17%
Fixed Amount	IL	Public Allies, Inc.	\$637,000	\$0	\$637,000	0.00%
National Direct	KY	Berea College	\$633,509	\$204,557	\$838,066	24.41%
National Direct	CO	Conservation Legacy	\$629,955	\$2,974,983	\$3,604,938	82.53%
Fixed Amount	OK	City Year, Inc.	\$625,000	\$0	\$625,000	0.00%
State Competitive	OH	City Year, Inc.	\$625,000	\$625,000	\$1,250,000	50.00%
State Competitive	IA	Des Moines Independent Community School District	\$610,034	\$409,532	\$1,019,566	40.17%
State Competitive	CA	Prevent Child Abuse California	\$603,310	\$743,845	\$1,347,155	55.22%
State Formula	MN	ServeMinnesota Action Network	\$600,000	\$189,470	\$789,470	24.00%
State Competitive	KY	Homeless And Housing Coalition of Kentucky	\$598,482	\$653,970	\$1,252,452	52.22%
State Formula	CA	Safe Passages	\$595,349	\$553,822	\$1,149,171	48.19%
State Competitive	NM	Rocky Mountain Youth Corps	\$593,671	\$854,621	\$1,448,292	59.01%
State Formula	CA	Kern County Superintendent of Schools	\$591,885	\$701,292	\$1,293,177	54.23%
State Formula	TN	Clinch-Powell RC&D Council	\$578,657	\$579,350	\$1,158,007	50.03%
State Formula	MA	Phoenix Charter Academy	\$578,159	\$554,446	\$1,132,605	48.95%
Fixed Amount	WI	Public Allies, Inc.	\$555,750	\$0	\$555,750	0.00%
State Competitive	NY	Monroe Community College	\$551,203	\$557,488	\$1,108,691	50.28%
State Competitive	NH	City Year, Inc.	\$550,621	\$550,621	\$1,101,242	50.00%
State Competitive	TX	Project Transformation	\$550,550	\$1,097,502	\$1,648,052	66.59%
National Direct	NH	Student Conservation Association, Inc.	\$549,531	\$2,187,829	\$2,737,360	79.92%
Fixed Amount	KY	Operation UNITE	\$543,400	\$0	\$543,400	0.00%

APPENDIX G. AmeriCorps Grants over \$500,000 (continued)

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	MA	New Sector Alliance, Inc.	\$541,510	\$0	\$541,510	0.00%
State Formula	FL	Palm Beach County Literacy Coalition	\$540,695	\$376,706	\$917,401	41.06%
State Competitive	NC	East Carolina School of Education	\$537,017	\$170,486	\$707,503	24.10%
State Formula	OK	Red River Community Corps, Inc.	\$535,698	\$604,863	\$1,140,561	53.03%
State Competitive	IA	Iowa Dept. of Natural Resources	\$532,155	\$623,488	\$1,155,643	53.95%
State Formula	AL	YWCA Central Alabama	\$532,000	\$274,409	\$806,409	34.03%
Fixed Amount	WA	Mt. Adams Institute	\$531,050	\$0	\$531,050	0.00%
State Competitive	MA	Northeastern University	\$530,529	\$706,561	\$1,237,090	57.11%
State Competitive	MO	Curators of the University of Missouri	\$524,000	\$959,033	\$1,483,033	64.67%
Fixed Amount	CA	Napa County Office of Education	\$520,000	\$0	\$520,000	0.00%
State Competitive	UT	Utah Conservation Corps	\$515,210	\$966,169	\$1,481,379	65.22%
State Formula	NV	United Way of Southern Nevada	\$510,650	\$466,762	\$977,412	47.75%
State Formula	CA	Napa County Office of Education	\$505,000	\$348,640	\$853,640	40.84%
Fixed Amount	TX	Literacy Coalition of Central Texas	\$503,508	\$339,100	\$842,608	40.24%

APPENDIX H: AmeriCorps Formula Grant Allocation

State	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Alabama	\$1,208,480	\$1,223,964	\$2,096,427	\$1,975,058	\$1,960,901	\$1,965,431	\$1,961,914	\$1,931,239	\$2,432,459
Alaska	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
Arizona	\$1,655,251	\$1,706,598	\$2,684,552	\$2,541,103	\$2,436,878	\$2,455,656	\$2,450,877	\$2,425,016	\$3,062,828
Arkansas	\$740,256	\$749,672	\$1,529,436	\$1,446,096	\$1,432,504	\$1,435,092	\$1,432,942	\$1,415,031	\$1,773,454
California	\$9,545,212	\$9,650,323	\$12,148,399	\$11,434,561	\$11,280,355	\$11,372,022	\$11,344,281	\$11,157,031	\$14,210,344
Colorado	\$1,269,497	\$1,296,835	\$2,194,924	\$2,081,365	\$2,049,892	\$2,068,944	\$2,065,161	\$2,050,943	\$2,585,276
Connecticut	\$914,565	\$919,240	\$1,725,420	\$1,625,390	\$1,614,627	\$1,616,663	\$1,614,044	\$1,590,384	\$1,997,315
Delaware	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
District of Columbia	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
Florida	\$4,765,982	\$4,812,036	\$6,406,461	\$6,030,290	\$6,000,132	\$6,070,069	\$6,055,982	\$5,984,987	\$7,607,579
Georgia	\$2,492,439	\$2,542,955	\$3,692,285	\$3,480,668	\$3,381,231	\$3,408,986	\$3,401,753	\$3,351,909	\$4,246,123
Hawaii	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
Idaho	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$1,299,778
Illinois	\$3,356,211	\$3,387,256	\$4,652,573	\$4,363,343	\$4,246,624	\$4,245,828	\$4,236,439	\$4,147,825	\$5,262,211
Indiana	\$1,656,958	\$1,674,203	\$2,630,739	\$2,473,848	\$2,446,631	\$2,451,148	\$2,446,380	\$2,409,670	\$3,043,236
Iowa	\$780,274	\$788,309	\$1,566,338	\$1,478,904	\$1,467,734	\$1,470,504	\$1,468,262	\$1,451,121	\$1,819,528
Kansas	\$724,901	\$735,690	\$1,507,400	\$1,426,002	\$1,413,592	\$1,417,189	\$1,415,084	\$1,397,015	\$1,750,455
Kentucky	\$1,107,584	\$1,120,874	\$1,973,447	\$1,861,609	\$1,838,098	\$1,840,383	\$1,837,188	\$1,810,493	\$2,278,312
Louisiana	\$1,121,093	\$1,158,038	\$2,028,911	\$1,916,845	\$1,896,322	\$1,903,097	\$1,899,742	\$1,873,885	\$2,359,239
Maine	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
Maryland	\$1,467,129	\$1,479,080	\$2,405,211	\$2,268,004	\$2,251,500	\$2,266,305	\$2,262,014	\$2,232,835	\$2,817,484
Massachusetts	\$1,684,237	\$1,706,017	\$2,683,869	\$2,527,919	\$2,466,640	\$2,481,959	\$2,477,112	\$2,443,248	\$3,086,103
Michigan	\$2,630,074	\$2,626,360	\$3,736,079	\$3,487,319	\$3,398,510	\$3,398,627	\$3,391,420	\$3,325,320	\$4,212,179
Minnesota	\$1,357,265	\$1,370,594	\$2,270,179	\$2,138,098	\$2,114,516	\$2,123,187	\$2,119,264	\$2,092,809	\$2,638,723
Mississippi	\$762,188	\$771,523	\$1,548,929	\$1,460,700	\$1,443,989	\$1,445,228	\$1,443,051	\$1,423,798	\$1,784,647
Missouri	\$1,535,042	\$1,552,069	\$2,495,001	\$2,347,800	\$2,303,184	\$2,305,219	\$2,300,828	\$2,264,605	\$2,858,042
Montana	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
Nebraska	\$500,000	\$500,000	\$1,188,844	\$1,126,535	\$1,122,130	\$1,125,421	\$1,124,068	\$1,114,602	\$1,389,918
Nevada	\$669,903	\$682,664	\$1,452,654	\$1,371,819	\$1,371,679	\$1,381,234	\$1,379,222	\$1,368,422	\$1,713,952
New Hampshire	\$500,000	\$500,000	\$628,908	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$732,965
New Jersey	\$2,268,171	\$2,279,600	\$3,342,767	\$3,138,900	\$3,099,557	\$3,110,146	\$3,103,682	\$3,050,937	\$3,861,894
New Mexico	\$514,408	\$520,985	\$1,255,243	\$1,191,311	\$1,190,018	\$1,190,552	\$1,189,032	\$1,174,302	\$1,466,133
New York	\$5,039,253	\$5,117,103	\$6,719,208	\$6,291,855	\$6,115,645	\$6,141,623	\$6,127,352	\$6,012,051	\$7,642,129

APPENDIX H: AmeriCorps Formula Grant Allocation *(continued)*

State	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
North Carolina	\$2,366,125	\$2,421,310	\$3,552,559	\$3,349,993	\$3,786,689	\$3,151,159	\$3,249,973	\$3,312,221	\$4,195,456
North Dakota	\$500,000	\$500,000	\$628,908	\$600,000	\$670,356	\$600,000	\$600,000	\$600,000	\$732,965
Ohio	\$2,994,378	\$3,015,582	\$4,226,295	\$3,952,744	\$4,504,827	\$3,625,946	\$3,713,540	\$3,786,677	\$4,801,160
Oklahoma	\$944,597	\$956,288	\$1,778,016	\$1,682,813	\$1,895,196	\$1,578,230	\$1,636,133	\$1,660,472	\$2,086,791
Oregon	\$978,580	\$995,066	\$1,821,215	\$1,720,924	\$1,941,241	\$1,600,625	\$1,657,525	\$1,682,366	\$2,114,741
Pennsylvania	\$3,246,599	\$3,268,248	\$4,557,316	\$4,272,742	\$4,857,664	\$3,948,972	\$4,037,248	\$4,117,990	\$5,224,121
Puerto Rico	\$1,359,316	\$1,038,117	\$1,865,355	\$1,702,427	\$1,988,291	\$1,539,091	\$1,572,768	\$1,595,619	\$2,003,997
Rhode Island	\$500,000	\$500,000	\$628,908	\$600,000	\$670,356	\$600,000	\$600,000	\$600,000	\$732,965
South Carolina	\$1,150,994	\$1,176,154	\$2,050,467	\$1,936,479	\$2,185,602	\$1,819,022	\$1,884,841	\$1,915,022	\$2,411,756
South Dakota	\$225,995	\$219,882	\$628,908	\$600,000	\$670,356	\$600,000	\$600,000	\$600,000	\$732,965
Tennessee	\$1,607,716	\$1,631,695	\$2,591,202	\$2,442,686	\$2,761,974	\$2,278,010	\$2,347,975	\$2,389,035	\$3,016,894
Texas	\$6,242,197	\$6,386,955	\$8,352,573	\$7,930,333	\$8,903,046	\$7,471,332	\$7,716,833	\$7,884,008	\$10,031,918
Utah	\$690,780	\$718,438	\$1,496,749	\$1,422,988	\$1,595,392	\$1,324,025	\$1,380,583	\$1,398,919	\$1,752,886
Vermont	\$500,000	\$500,000	\$628,908	\$600,000	\$670,356	\$600,000	\$600,000	\$600,000	\$732,965
Virginia	\$2,013,873	\$2,039,745	\$3,085,600	\$2,911,928	\$3,288,955	\$2,736,231	\$2,822,758	\$2,874,970	\$3,637,251
Washington	\$1,689,112	\$1,719,474	\$2,705,875	\$2,561,330	\$2,884,204	\$2,394,781	\$2,475,906	\$2,519,971	\$3,184,050
West Virginia	\$500,000	\$500,000	\$1,196,061	\$1,130,733	\$1,274,887	\$1,059,133	\$1,098,967	\$1,110,688	\$1,384,922
Wisconsin	\$1,462,767	\$1,477,601	\$2,391,278	\$2,248,015	\$2,548,874	\$2,084,656	\$2,145,283	\$2,181,581	\$2,752,052
Wyoming	\$500,000	\$500,000	\$628,908	\$600,000	\$670,356	\$600,000	\$600,000	\$600,000	\$732,965
TOTAL	\$83,239,403	\$83,936,545	\$125,781,666	\$118,551,479	\$134,071,246	\$110,704,105	\$113,789,000	\$115,729,020	\$146,592,913

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APPENDIX I: Social Innovation Fund Intermediaries

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Economic Development				
	Jobs for the Future, Inc.	\$3.2 million	Jobs for the Future, Inc and the National Fund for Workforce Solutions (NFWS) will expand their targeted training and technical assistance to low-income individuals while also addressing the critical skill needs of employers. The funds will dramatically increase economic opportunities for disadvantaged workers and job seekers through investments in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries.	FY10
	Local Initiatives Support Corporation	\$4.2 million	The Local Initiatives Support Corporation will grow Financial Opportunity Centers – a workforce development and asset-building model that boosts earnings, reduces expenses and coaches low-income families on how to make better financial decisions. The Centers are a core component of the organization's strategy to build sustainable communities.	FY10
	Mayor's Fund to Advance New York City	\$5.7 million	The Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) will replicate effective anti-poverty programs originally piloted by the Center in eight urban areas. By advancing the education, employment and financial savings of low-income adults and families, the programs will combat poverty across a diverse cross-section of America.	FY10
	REDF	\$1.5 million	Roberts Enterprise Development Fund (REDF) will create job opportunities for thousands of Californians with multiple barriers to employment – including dislocated youth, individuals who have been homeless or incarcerated, and those with severe mental illness – in sustainable nonprofit social enterprises in low-income communities throughout the state. The project includes testing to determine the potential of these enterprises as scalable employment	FY10
	NCB Capital Impact	\$1 million	NCBCI's Stewardship Capacity Fund (SCF) will scale and replicate "shared equity homeownership (SEH) programs to build the capacity of local organizations to more effectively manage public investment in affordable homeownership for low-income families.	FY11
Healthy Futures				
	Foundation for a Healthy Kentucky	\$1 million	The Foundation for a Health Kentucky will improve access to needed health services, reduce health risks and disparities, and promote health equity in low-income communities in Kentucky. Subgrantees will focus on testing innovative strategies to increase physical activity, improve nutrition, curb smoking and other unhealthy habits, and, increase access to health services in underserved communities.	FY10

APPENDIX I: Social Innovation Fund Intermediaries (continued)

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Healthy Futures (Continued)				
	Missouri Foundation for Health	\$1 million	The Missouri Foundation for Health is investing in sub-grantees working in low-income communities across the state to reduce risk factors and the prevalence of two preventable causes of chronic disease and death: tobacco use and obesity. The project draws on an integrated community change model blending two transformative models of prevention on obesity and tobacco control.	FY10
	AIDS United	\$2 million	The National AIDS Fund will support innovative strategies that increase access to care and improve health outcomes for low-income individuals living with HIV/AIDS. The project will employ rigorous evaluation, informing the implementation of the White House National HIV/AIDS Strategy and offering lessons that reduce barriers to care for a broad range of people living with HIV/AIDS and other chronic diseases.	FY10
	US Soccer Federation Foundation	\$1 million	The US Soccer Federation Foundation (USSFF) will support the expansion and replication of Soccer for Success (SfS), a no-cost, after-school, sports-based youth development program whose goal is to improve health by mitigating and reducing obesity through physical activity and nutrition education.	FY11
	The John A. Hartford Foundation	\$1 million	The John A. Hartford Foundation will fund organizations to disseminate its IMPACT model of depression treatment through community health clinics in low-income rural areas in Wyoming, Washington, Alaska, Montana, and Idaho. By reducing costs for health expenditures and caregiving and increasing employment income of those affected by depression, they aim to increase economic well-being for individuals served.	FY12
	Corporation for Supportive Housing	\$1.2 million	Corporation for Supportive Housing will expand and replicate supportive housing models that combine health, housing and social services to improve the health and housing outcomes from homeless individuals with complex health needs who frequently interact with multiple public crisis systems.	FY11
Youth Development				
	New Profit, Inc.	\$5 million	New Profit, Inc. collaborate with innovative youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to improve the lives of young people in low-income communities throughout the country.	FY10

APPENDIX I: Social Innovation Fund Intermediaries *(continued)*

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Youth Development <i>(Continued)</i>				
	The Edna McConnell Clark Foundation	\$10 million	The Edna McConnell Clark Foundation is combining large grants, strategic business planning, rigorous evaluation and capital aggregation to increase the scale and impact of youth development organizations in communities of need across the United States. Their subgrantees are focusing on improving the educational skills and workforce readiness of economically disadvantaged young people as well as helping them to avoid high-risk behavior.	FY10
	Venture Philanthropy Partners	\$2 million	Venture Philanthropy Partners will create a powerful network of effective nonprofit organizations in the Washington D.C. National Capital Region supporting an integrated approach to addressing the education and employment needs of low-income and vulnerable youth ages 14-24.	FY10
	Twin Cities Strive in Partnership with Greater Twin Cities United Way	\$1 million	Twin Cities Strive in partnership with Greater Twin Cities United Way, will focus on improving kindergarten readiness, third-grade reading proficiency, ninth-grade readiness for upper-level math, four-year high school graduation, and post-secondary enrollment among low-income students in the St. Paul/Minneapolis area.	FY12
	United Way of Greater Cincinnati	\$1 million	United Way of Greater Cincinnati, the Strive Partnership and other funders, will address the needs of low-income children and youth from “cradle to career” in the Greater Cincinnati area through investments in early education, mentoring and literacy programs, college access, career pathways and other innovations.	FY10
	GreenLight Fund	\$1 million	GreenLight Fund will target low-income children and youth to close the achievement and opportunity gap in Boston, Philadelphia, and the San Francisco Bay Area, selecting two subgrantees in each of the sites.	FY12
	United Way for Southeastern Michigan	\$2 million	United Way for Southeastern Michigan will build on the expertise of its partnering organizations and facilitate the development of a portfolio of replicable early childhood learning communities in needy communities in greater Detroit and surrounding areas.	FY11
	Mile High United Way	\$1.8 million	Mile High United Way (MHUW) will fund subgrantee programs that leverage community volunteers to collectively address third 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
	Capital Area United Way	\$1 million	Capital Area United Way (CAUW) will replicate and/or expand early childhood development programs to increase school readiness among children in low-income and rural parishes within the Greater Baton Rouge area. CAUW will measure children’s school readiness by examining indicators of improved birth outcomes; parental engagement, support, and education to meet the needs of their young children (including financial education); access to quality child care and preschool; and how children’s physical health, safety, and social-emotional needs are met.	FY12

APPENDIX I: Social Innovation Fund Intermediaries *(continued)*

Pay for Success (PFS)				
Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Healthy Futures; Economic Opportunity				
	Corporation for Supportive Housing	\$250,000	This project will provide technical assistance to government and nonprofit organizations, building their capacity to pursue Pay for Success (PFS) pilots that improve outcomes and reduce costs for high-cost vulnerable populations, namely homeless individuals, youth and families, and disabled residents of health care institutions who prefer to live in the community.	FY14
Healthy Futures				
	Green and Healthy Homes Initiative/Calvert Foundation	\$337,099	This program will assess the feasibility of five cities or counties constructing asthma-related PFS projects and provide technical assistance to healthcare organizations (including integrated delivery networks, academic medical centers, and Medicaid managed care organizations) and nonprofit service providers. One health care entity, acting as a private payor, and one service provider will be selected per site, for a total of 10 project sub-recipients.	FY14
Youth Development				
	Institute for Child Success	\$391,206	This program will provide technical assistance to help jurisdictions use PFS financing to improve outcomes for children and families. In 2014, ICS organized the first national conference on PFS for early childhood with the business organization ReadyNation. In 2015, ReadyNation, ICS and Pritzker Children's Initiative are planning to host a second annual conference in Chicago, where participants are chosen through an open competition.	FY14
	National Council on Crime and Delinquency	\$431,980	This project will assist three state or local governments or nonprofit organizations to determine the feasibility of using PFS to promote interventions addressing positive youth development, with a focus on 1) juvenile justice or child welfare system-involved youth or youth at risk of entering or crossing over into these systems, and 2) addressing high rates of racial disparity in these systems.	FY14
Multiple (e.g., Healthy Futures, Economic Opportunity; Youth Development)				
	Harvard Kennedy School Social Impact Bond Lab	\$644,057	<p>"This project will run two national competitions, in the fall of 2014 and the fall of 2015, to select a total of 10 Government Partners who will receive full-time technical assistance from the Social Impact Bond (SIB) Lab over the course of 15 months to assist with a PFS project. The SIB Lab will select for those innovative or path-breaking projects that most advance the PFS model in Social Innovation Fund focus areas.</p> <p>The SIB Lab will also continue to produce publications that capture and distill the key lessons learned from providing technical assistance and building capacity so that awareness of the PFS model can spread and so that others in the field can benefit; and</p>	FY14

APPENDIX I: Social Innovation Fund Intermediaries *(continued)*

Pay for Success (PFS)				
Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Multiple (e.g., Healthy Futures, Economic Opportunity; Youth Development) <i>(continued)</i>				
	Nonprofit Finance Fund	\$1,800,000	NFF's proposed program will provide \$2.88 million in grant funding over two years to an estimated 12 sub-recipients (anticipated as state, county, or local governments, and nonprofit providers with identified transaction coordinators) to structure high-quality PFS transactions. Sub-recipients will be expected to structure and close PFS transactions within two years of receiving support and therefore the program anticipates eight transactions funded through the program will get to contract within a three-year period.	FY14
	Third Sector Capital Partners, Inc.	\$636,720	This project will create a laboratory for testing promising PFS mechanisms and infrastructures, providing assistance to approximately 10 government Sub-Recipients (across two cohorts), selected because they have engaged decision makers from multiple levels of government, have energized local philanthropic support and/or have demonstrated a high degree of PFS readiness. Additionally, TSCP will build capacity to convert the lessons learned in our cohorts and other individual PFS projects into scalable PFS blueprints that will be transferred to a much wider audience by engaging deeply with the leadership organizations for state and local government, as well as for funders.	FY14
	University of Utah Policy Innovation Lab	\$1,150,000	The Policy Innovation Lab will facilitate PFS deals across the Western United States with an initial focus on the intermountain west. The Lab anticipates working primarily with service providers and the surrounding community therein. Following the selection of a service provider, further technical assistance and support -- including back office, staff capacity building, impact measurement and reporting, governance, and general business support -- will be provided throughout the process to ensure successful development into PFS ready organizations.	FY14

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