



AmeriCorps VISTA *Celebrating 45 years...1965–2010*

Program Guidance for Current and Potential Project Sponsors

Fiscal Year 2011

October 1, 2010 – September 30, 2011

Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

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Introduction

The purpose of the Fiscal Year 2011 VISTA Program Guidance is to inform stakeholders, particularly current and prospective sponsors, of the programmatic highlights for the fiscal year. This guidance is intended to direct the development of VISTA projects, and outline the national programming priorities for the VISTA program.

With the September 16, 2010, release of the U.S. Census Bureau's report "[Income, Poverty and Health Insurance Coverage in the United States: 2009](#)," it is clear that the anti-poverty mission of the VISTA program is more critical than ever. The report states: "The official poverty rate in 2009 was 14.3 percent — up from 13.2 percent in 2008. This was the second statistically significant annual increase in the poverty rate since 2004. In 2009, 43.6 million people were in poverty, up from 39.8 million in 2008 — the third consecutive annual increase in the number of people in poverty. The number of people in poverty in 2009 (43.6 million) is the largest number in the 51 years for which poverty estimates have been published."

I. Overview of AmeriCorps VISTA Program

AmeriCorps VISTA is the national service program of the Corporation designed specifically to fight poverty. Authorized in 1964 and founded in 1965 as Volunteers in Service to America, the program was incorporated into the AmeriCorps network of programs in 1993. VISTA has been on the front lines in the fight against poverty in America for more than 45 years.

VISTA supports efforts to alleviate poverty by encouraging individuals from all walks of life to engage in a year of full-time service with a sponsoring organization (sponsor) to create or expand programs designed to bring individuals and communities out of poverty.

About VISTA Sponsors

Public organizations such as state and local government organizations, Indian Tribes, and nonprofit private organizations can apply to be VISTA sponsors. Please note that eligible nonprofit private organizations are not limited to those with IRS 501(c) (3) status, but rather all organizations with IRS 501(c) status that focus on anti-poverty community development; organizations that focus solely on advocacy and lobbying are not eligible. Organizations can be local, state, or national. Sponsors must be able to direct the project, recruit and supervise the VISTAs, and provide necessary administrative support to complete the goals of the project. Sponsors develop and manage projects with the involvement of the communities that will be served.

Organizations can apply to become a sponsor by visiting <http://www.americorps.gov> or contacting the [Corporation State Office](#) in their state. All concept papers and applications must be submitted online through the Corporation's eGrants web-based system under the FY 2011 AmeriCorps VISTA State Notice of Funding Availability (NOFA).

About VISTAs

VISTAs come from diverse race, age, geographic, and economic backgrounds. They live and serve in some of our nation's poorest areas. Each VISTA makes a year-long, full-time commitment to serve on a

specific project with a sponsor. In return for their service, VISTAs receive a modest living allowance and health benefits during their service, and have the option of receiving a Segal AmeriCorps Education Award or an end-of-service cash stipend after completing their service.

In FY 2011, it is anticipated that more than 7,982 full-time and summer VISTAs will serve with approximately 1,000 sponsors. They will leverage human, financial, and material resources to develop self-sustaining solutions to problems in low-income communities across the country.

Individuals can apply to become a VISTA online at www.americorps.gov/vista. In FY 2011, the VISTA program will expand its outreach to veterans as potential VISTA members. Sponsoring organizations are encouraged to recruit veterans through local organizations.

The Purpose of VISTA

VISTA is a federal program charged with alleviating poverty in the United States. Since its authorization in 1964, its purpose has been:

to strengthen and supplement efforts to eliminate and alleviate poverty and poverty-related problems in the United States by encouraging and enabling persons from all walks of life, all geographical areas, and all age groups, including low-income individuals, elderly and retired Americans, to perform meaningful and constructive volunteer service in agencies, institutions, and situations where the application of human talent and dedication may assist in the solution of poverty and poverty-related problems and secure and increase opportunities for self-advancement by persons affected by such problems.

Because there is no single path into or out of poverty, with many events throwing people into poverty and many events helping people exit from poverty, the VISTA program supports locally driven solutions to fighting poverty. Specifically, as noted in the Domestic Volunteer Service Act, the program is designed:

- To generate the commitment of private sector resources.
- To encourage volunteer service at the local level.
- To support efforts by local agencies and community organizations to achieve long-term sustainability of projects.
- To strengthen local agencies and community organizations to carry out the objectives of this part.

Accordingly, in choosing which project applications to support, the VISTA program evaluates potential and current VISTA projects and sponsors on the basis of their capability to effectively manage and apply VISTA resources to build long-term solutions to poverty in their community. A VISTA project must:

- Involve beneficiaries in project development and implementation throughout the life of the project.
- Address the needs of low-income communities and otherwise comply with the provisions of the Domestic Volunteer Services Act Of 1973, (DVSA) as amended (42 U.S.C. 4951 et seq.) applicable to VISTA and all applicable published regulations, guidelines and Corporation policies.

- Lead to building organizational and/or community capacity to continue the efforts of the project once VISTA resources are withdrawn.
- Describe in measurable terms the outcomes and impact of the project on the beneficiary population and community.
- Clearly state how VISTAs will be trained, supervised, and supported to ensure the achievement of program goals and objectives.
- Demonstrate throughout the application the relationship between the problem statement which demonstrates need, the project plan which provides the performance measures, the assignment, and all other components.
- Ensure that VISTA and community resources are sufficient to achieve project goals.
- Have the management and technical capability to implement the project successfully.
- Have an appropriate number of requested VISTAs to match the project goals; the skills and qualifications described in the application must be appropriate for the assignment(s).

II. Framework for VISTA Programming

VISTA projects contain the elements required by law, are driven by the needs of the local community, are developed and implemented with the people who are beneficiaries of the project, and are a part of a diverse portfolio of projects.

Effective Programming Characteristics

Programming priorities are derived from local, state, and national needs or trends, and they may change over time as needs change.

Programming should be based primarily on addressing local needs. Project approval decisions by the Corporation State Offices will be guided by programming that addresses the VISTA program’s “**Key Principles**” and the Corporation’s “**Pillars of Service**.” Those Pillars are:

- **Service as a Solution:** To increase the social impact on individuals in communities served through CNCS programs.
- **Expand Opportunities to Serve:** To increase the number and diversity of those who participate in service and volunteerism.
- **Embrace Innovation:** To increase investment in community programs that work.
- **Build Enduring Capacity:** To strengthen individual, organizational and community capacity to use service as a solution to achieve results.

VISTA Program Key Principles

Each VISTA project must be developed in accordance with the parameters defined by federal law, federal regulations, and the key VISTA principles: Anti-poverty Focus, Capacity Building, Sustainable Solutions, and Community Empowerment.

Anti-Poverty Focus

As previously noted, by law, the purpose of VISTA is to support efforts to fight poverty. The goal of every project must be to help individuals and communities out of poverty, not simply make poverty more tolerable. The project should focus on long-term solutions rather than short-term services.

Community Empowerment

Potential and current VISTA project sponsors must ensure that their project engages residents of the low-income community in planning, developing, implementing, and evaluating the project. The project must be responsive and relevant to the lives of the community residents, and should tap into inherent community assets, strengths, and resources.

Community participation is not only required by federal law and regulation, it is also a highly effective practice for programming that supports lasting change in the community. It allows low-income individuals the freedom to speak for themselves in determining the projects that suit their specific needs. It often results in innovative programming, as well as meaningful experiences for the VISTAs.

If the potential VISTA sponsor's board of directors does not consist of at least 51 percent of the low-income beneficiary community, the potential sponsor must create an Advisory Council with a composition of at least 51% of its members from the low-income community. The Advisory Council cannot be developed after the fact or be made a responsibility of the VISTA(s) or VISTA Leader. The role of the board or advisory group is:

- To the extent practical, assist the sponsor in the initial planning of a new project proposal and in the planning of a continuation project application.
- **To review and provide written comments concerning any project application prior to the submission of the application. A copy of such comments shall accompany the application.**
- To Convene with the sponsor's staff at periodic intervals, but no less than twice per project year, to review and comment on the development and implementation of the project. Such project review and commentary should be directed toward the adequacy of the project to meet the identified needs of the project beneficiaries.
- To submit, if it so chooses, written reports and/or copies of minutes of its meetings to the sponsor to accompany the Project Progress Report.
- To meet with Corporation State Office staff as appropriate during monitoring visits.

Sustainable Solutions

As originally designated in the Domestic Volunteer Service Act and reinforced in the Serve America Act, VISTA members are a short-term resource who serve to build the long-term sustainability of anti-poverty programs. **All VISTA projects should be developed with a goal to phase-out the need for VISTA members and strengthen the ability of the project to continue without them.**

VISTA projects typically last three to five years. From the beginning of the project planning process, the sponsor and community must think about how to use the VISTA project to phase in other resources and systems to replace the VISTA resource.

Mobilizing community resources helps to ensure that anti-poverty activities continue long after the VISTA resource is withdrawn. The following conditions are necessary for achieving sustainability through VISTA programming:

- The commitment, energy, and initiative that the VISTA brings to the community

- The involvement of the sponsoring organization in project supervision, support, self-assessment, and planning
- The participation of the project beneficiaries in all phases of project development and implementation
- The continued participation of the community through the provision of volunteers, material and financial resources, and expertise

The sponsor and Corporation must regularly monitor progress towards sustainability to ensure that progressive steps are taken toward the eventual absorption of project initiatives by the sponsor and the community.

Capacity Building

One way to achieve Sustainable Solutions is to strengthen the ability of local organizations to fight poverty. Through activities such as fundraising, establishment of volunteer recruitment and management systems, community outreach, and partnership development, VISTAs help sponsors to achieve lasting solutions to poverty. However, projects should focus their performance measures on achieving outcomes and impact on the community and/or beneficiary population, and not outcomes on capacity building for the sponsoring organization or its partners, affiliates, or intermediary organizations.

In order to build capacity, VISTAs do not perform direct service. Direct service is defined as activities that immediately address individual clients' needs and these activities are usually focused on short term goals. VISTAs are community mobilizers. They are not temporary employees. Ideally, VISTAs work themselves out of a job and create systems that remain long after their service ends.

Furthermore, VISTAs are prohibited from engaging in activities that would supplant the tasks of or displace paid staff, contractors, or existing volunteers. This includes activities related to the development and management of other Corporation grants and programs.

VISTA projects have an average lifecycle of three-five years. New project development takes place throughout the year. However, there may be a waiting period for final project approval and ensuing VISTA placement depending on the number of VISTA projects being closed, the amount of resources available, and a new sponsor's attributes in relation to the rest of the state's portfolio.

III. Programming Areas

This section outlines poverty-related issues that are legislated programming areas of VISTA. It also provides examples of how VISTA projects might address these areas.

Key Legislation

- Domestic Volunteer Service Act (as amended by Public Law 113-13, April 2009)
- National Service Trust Act (as amended by Public Law 113-13, April 2009)
- Edward M. Kennedy Serve America Act (Public Law 113-13, April 2009)

Key Regulations

- Code of Federal Regulations, Title 45, Parts 1206, 1210-1211, 1216-1220, 1222, 1226

Priority Programming Areas

In fiscal year 2011, VISTA and the Corporation State Offices will give priority to new project development and the renewal of current projects that focus on three of the Social Impact Areas of the Serve America Act: Economic Opportunity, Education and Healthy Futures. In addition to the wide variety of programming that can fall under the Social Impact Areas listed below, VISTA will target new development supporting the Department of Education's Title I School Improvement Grants, the United States Interagency Council on Homelessness, and mayoral-led efforts to develop city-based partnerships implementing antipoverty programming, as appropriate.

Economic Opportunity

One in four working families (and the 21 million children in those households) is dependent on employment that offers poor job security, low pay, few benefits, and little opportunity for advancement. Acquiring equity, financial education, and generating savings are critical to helping people move toward financial stability, recognize and avoid financial predators, reduce the high costs of poverty, increase access to sound financial products and services in low-income communities, and capitalize on financial opportunity. For FY 2011, priority for new project development will be given to those projects focusing on the following areas:

Asset Development

Asset development remains one of the most promising program areas by which VISTAs can truly effect sustainable change in partnership with low-income communities and the organizations serving them. The VISTA program dedicates members to microenterprise initiatives, which help low-income individuals become self-sufficient by developing their own businesses; and to programs focusing both on general financial literacy and asset savings, such as Individual Development Accounts (IDA). VISTAs can also play a role in supporting Volunteer Income Tax Assistance (VITA) sites and ensuring that low-income individuals and families are able to access benefits, such as the Earned Income Tax Credit (EITC), the Childcare Tax Credit (CTC), and the Supplemental Nutrition Assistance Program (SNAP).

Financial Literacy

In the United States, an estimated 19 million households do not have a savings or a checking account. VISTA supports programs dedicated to empowering individuals and low-income communities to take advantage of opportunities and build wealth that will ultimately lead to an exit from poverty. The ability to budget, plan, manage, and capitalize on financial opportunities are important skills to all, but they are vital to those with limited financial resources available. Individual financial literacy is the first line of defense against fraud, deception, and high financial costs that often plague low-income communities.

Community Economic Development

VISTA supports programming that contributes to the economic development of low-income communities. By improving sustainable growth in living standards, VISTAs are able to have a lasting impact on the community and build the economic infrastructure that will provide tangible and intangible benefits for residents of the surrounding area.

Housing

VISTA supports programming dedicated to connecting families and individuals to emergency housing and transitional services, providing affordable permanent housing, and encouraging advocacy with populations in need.

In particular, VISTA supports projects that enhance the capacity of community groups to empower individuals to be involved in preserving and maintaining affordable housing. This includes projects that integrate residents in equitable housing development and revitalization.

Employment

VISTA supports programming that enables individuals to obtain or train for employment that is sufficient to avoid or exit poverty, provide necessities, and allow individuals to save for the future, particularly veterans and spouses of deployed enlisted military personnel.

Education

VISTAs continue to play a role in developing programs that promote education among at-risk children through early childhood education; educational access and assistance to youth; and connecting youth with the resources that will lead them to college or vocational education. The completion of high school greatly affects the chances of one's ability to provide sufficiently for him or herself and to gain a future of prosperity. Although VISTA supports service-learning as a self-development tool for VISTAs and VISTA Leaders, service-learning as a single-focus programming area is not a priority. The placement of VISTAs at colleges and universities to serve their student populations is not appropriate, rather VISTAs should focus on building the systems necessary to connect institutions of higher education and their resources with low-income, low performing schools.

In addition to project that focus on youth completing high school, projects focusing on adult learners achieving that same goal as a means to move towards higher education, vocational training ,or employment remain a priority, as do projects aimed at providing basic literacy and English as a Second Language (ESL) for immigrant and refugee populations.

The VISTA program places a particularly high priority on new project development with communities with underperforming schools, and schools that are participating in the Department of Education's Title I School Improvement Grants.

Healthy Futures

The VISTA program gives priority for programming in this area to community-based projects that develop or enhance programs in the areas of Access to Health Care and Health Care Services, as outlined in the Serve America Act.

Access to Health Care

Organizations that provide access to preventive services, health services and benefits for low-income individuals, particularly homeless and veteran populations as well as families of enlisted military personnel, are strongly encouraged to consider VISTA as a solution to enhancing the reach of their programming to under-served populations.

Health Care Services

Legislated programming areas include supporting projects that address significant health care problems, including mental illness, obesity (especially among children), and health care for homeless individuals (especially homeless children) through prevention, treatment, and community-based care activities. VISTA also seeks projects that provide for the care and rehabilitation of mentally ill individuals and individuals with disabilities. Of particular priority are programs that provide mental health services to the families of low-income enlisted military personnel.

Veterans and Military Families

VISTA resources should be used to increase economic opportunity for low-income veterans and military families. Projects serving low-income veterans and military families should be developed under one or more of the Economic Opportunity, Education and Healthy Futures categories, with special priority given to support the [United States Interagency Council on Homelessness](#) efforts to end homelessness among veterans.

All VISTA projects should be encouraged to recruit veterans, particularly those projects serving veterans and military families.

Community Partnerships

Colleges, universities, and cities are encouraged to apply for VISTA projects that focus on building long-term relationships with community organizations whose work is focused on one or more of the priority areas.

IV. VISTA Support

To leverage resources and meet local community needs, VISTA makes use of several types of support for approved VISTA project sponsors. These are described below.

VISTAs

A VISTA makes a year-long, full-time commitment to serve on a specific project at a nonprofit organization or public agency. VISTAs live and serve in some of our nation's poorest urban and rural areas. They do not provide direct services, such as tutoring children or building homes. Instead, VISTAs focus on building the organizational, administrative, and financial capacity of sponsors, and applying the four key principles, as described in the "Effective Programming Characteristic" section, in their service.

Leaders

VISTA Leaders serve in projects that have six or more VISTAs, or in a geographical area where VISTAs are serving in an intermediate organization. Their goal is to expand and build the capacity of the VISTAs they lead, coordinating with the sponsors and supervisors of those VISTAs. While leaders do not supervise VISTAs, they play a strategic role in assisting project supervisors with recruitment, retention, and performance.

Summer Associates

Existing sponsors of year-round VISTA projects are eligible to apply to Corporation State Offices to add Summer Associates to their projects. In developing the concept paper for Summer Associates programming, sponsors incorporate activities that should result in a credible effort to help people escape poverty, not simply make poverty more tolerable. Unlike year-round VISTAs, Summer Associates may carry out direct service activities.

VISTA will issue additional guidance regarding FY 2011 programming for Summer Associates at a later date.

Standard Projects

Standard projects are those projects in which the Corporation places a certain number of VISTAs with a sponsor and the sponsor funds local operating and logistics costs. In standard projects, VISTAs receive a living allowance biweekly from the Corporation and other benefits as described in the *AmeriCorps VISTA Member Handbook*, located on the [VISTA Campus](#) (you may login as a guest to view it). The majority of VISTA projects fall under this category.

Support and Program Grants

Support grants may be awarded to organizations to assist in the support of a VISTA project. We do not anticipate an increase in support grants awarded for FY 2011. Funds can be used for one or more of the following:

- Supervision of the VISTAs, Leaders, and Summer Associates
- Service-related transportation expenses of VISTAs, Leaders, and Summer Associates
- Project staff travel for monitoring sites
- Audits (Program grants only.)

In some limited instances, with the approval of the VISTA Director, existing sponsors may be awarded program grant funds which include the VISTA member living allowance and other associated costs.

Cost Share

To expand the number of VISTAs that can be supported with the limited federal funding each year, sponsors that have the financial means are encouraged to share a portion of the costs associated with supporting VISTAs. In cost-share, the sponsor covers the living allowance of some or all of its VISTAs. In exchange for this investment, the Corporation covers all the remaining federal program costs for each VISTA. The Corporation pays the VISTAs directly and invoices the sponsors monthly for the living allowance of cost-share VISTAs.

Sponsors may pay their cost-share portion on either a prepay basis or via monthly reimbursements to the Corporation.

While cost-sharing can be an effective means to leverage funding, it should never be considered a requirement for becoming or remaining a VISTA sponsor. VISTA recognizes that many potential sponsors, particularly those most in need of VISTA resource for capacity building, may not be able to support a cost-share agreement.

For more information on the cost-share partnership, please visit the Corporation's website at http://www.americorps.gov/for_organizations/apply/vista.asp.

VI. Next Steps

If your organization would like to proceed with applying to become a VISTA sponsor in order to develop or enhance a community-supported antipoverty project, please visit http://www.americorps.gov/for_organizations/apply/vista.asp for the Concept Paper instructions, as well as contact information for your local Corporation State Office.

Organizations are encouraged to send an email to the state office in your area of your intent to apply. For example, in Alaska an email would be sent to AK@cns.gov. The listing of state offices is referenced and linked below for your convenience. You may also email vista@americorps.gov to request by mail a more in-depth booklet titled *Is VISTA Right for Your Organization*.

VII. Technical Assistance Resources

Corporation State Offices

The Corporation for National and Community Service has field staff working in State Offices throughout the United States, the District of Columbia, Puerto Rico, the Virgin Islands and American Samoa. The role of the state office is outreach, program development, technical assistance, monitoring and evaluation in support of the Corporation's national service network, and AmeriCorps VISTA member support. A complete list of State Offices can be found at: <http://www.nationalservice.gov/about/contact/stateoffices.asp>.

VISTA Campus

The [VISTA Campus](http://www.vistacampus.org) is an online learning environment for the VISTA community—members, Leaders, supervisors, alumni, and state offices. The resources are designed to support VISTAs in their professional and personal development, and to offer sponsors and supervisors training and technical assistance related to recruitment, supervision and coaching, and the application of VISTA policy. The [Campus](http://www.vistacampus.org) contains tutorials, interactive courses, toolkits, guides, manuals, and links to resources related to the VISTA mission. www.vistacampus.org.

Resource Center

The [National Service Resource Center](http://nationalserviceresources.org) is a web-based clearinghouse that contains downloadable tools and courses. The publications, tip sheets, web links, toolkits, and other resources cover a wide range of topics. [http://nationalserviceresources.org/](http://nationalserviceresources.org)

Developing Performance Measures

Project STAR offers assistance with performance measurement, which is a critical part of the VISTA project application. On-line toolkits and tutorials provide step-by-step guidance in developing performance measures, creating project plans, and developing data collection instruments. Sample project plans and VISTA assignment descriptions are also available. Access VISTA-specific performance measurement resources on the VISTA Campus, <http://www.vistacampus.org>, or <http://nationalserviceresources.org/star/vista>.

ListSrvs

Want to connect with other people working in the national service field? The Corporation sponsors several **listservs** to help people working in the national service field connect. The listservs target different audiences and topic areas. Descriptions of the listservs and instructions on how to sign up are available on the Resource Center at <http://nationalserviceresources.org/email-lists>

External Resources

There are many other online resources that can be helpful to potential and current VISTA sponsors. The following list includes a variety of resources focused on poverty, asset development, and other topics. Inclusion in this list does not imply or convey endorsement by Corporation.

Poverty and Poverty-related issues:

- U.S. Census Poverty page: <http://www.census.gov/hhes/www/poverty/poverty.html>.
- Institute for Research on Poverty, Univ. of Wisconsin: <http://www.irp.wisc.edu/>
- University of North Carolina School of Law, Center on Poverty, Work and Opportunity: <http://www.law.unc.edu/centers/poverty/default.aspx>
- National Poverty Center at University of Michigan: http://www.npc.umich.edu/about_us/
- Rural Poverty Research Center: <http://www.rprconline.org/>
- University of Kentucky Center for Poverty Research: <http://www.ukcpr.org/>
- West Coast Poverty Center: <http://wcpc.washington.edu/>
- Health and Human Services, Poverty, Income, and Assets: http://aspe.hhs.gov/_/topic/topic.cfm?topic=Poverty,%20Income,%20and%20Assets
- World Hunger Year: <http://www.worldhungeryear.org/default.asp>

Outcomes and Impact Measurement

- Demystifying Outcome Measurement in Community Development: <http://www.jchs.harvard.edu/publications/communitydevelopment/w07-5.pdf>
- Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources: <http://managementhelp.org/evaluatn/outcomes.htm>
- Urban Institute: <http://www.urban.org/center/cnp/projects/outcomeindicators.cfm>
- United Way Outcome Measurement Resource Network: <http://www.liveunited.org/outcomes/library/pgmomres.cfm>

Economic Opportunity Links:

- National Foundation for Teaching Entrepreneurship: <http://www.nfte.com/>
- Pact: <http://www.pactworld.org/>
- The Virtual Library on Microcredit: <http://www.gdrc.org/icm/>
- Institute for Poverty Research at Northwestern University: <http://www.sesp.northwestern.edu/abcd/>
- CFED: <http://www.cfed.org/>
- Homeless Veterans: <http://www1.va.gov/homeless/>
- MyMoney: <http://www.mymoney.gov>
- Treasury Department's Office of Financial Education: <http://www.ustreas.gov/offices/domestic-finance/financial-institution/fin-education/>

Education Links:

- U.S. Department of Education: <http://www.ed.gov>
- U.S. Department of Education Guidance for School Improvement Grants Programs: <http://www2.ed.gov/programs/sif/index.html>
- *Turning Around Chronically Low-Performing Schools*, Institute of Education Sciences: <http://ies.gov/ncee/www/practiceguides>
- *Improving Low-Performing Schools: Lessons from Five Years of Studying School Restructuring Under No Child Left Behind*, Center on Education Policy, December 2009: www.cep-dc.org
- National Center on Secondary Education and Transition: Increasing Rates of School Completion: <http://www.ncset.org/publications/essentialtools/dropout/default.asp>

- The Center for Public Education: <http://www.centerforpubliceducation.org>
- National Education Association's Preventing Future High School Dropouts: <http://www.nea.org/assets/docs/dropoutguide1108.pdf>

Healthy Futures Links:

- Let's Move: <http://www.letsmove.gov>
- National Health Care for the Homeless Council: <http://www.nhchc.org/>
- National Health Care for the Homeless Council Homeless Veterans' Health Care: <http://www.nhchc.org/veteranshealthcare.html>
- National Rural Health Association: <http://www.ruralhealthweb.org/>
- Health and Human Services: Substance Abuse & Mental Health Services Administration: <http://www.samhsa.gov/>
- Sesame Workshop: <http://www.sesameworkshop.org/initiatives/health>