



Corporation for National and Community Service

2016 STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

Submission Date: June 30, 2016

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2016 Strategic Sustainability Performance Plan
Corporation for National and Community Service

TABLE OF CONTENTS

Policy Statement	3
Executive Summary.....	4
Size and Scope of Agency Operations.....	6
Goal 1: Greenhouse Gas (GHG) Reduction	7
Goal 3: Fleet Management	8
Goal 4: Water Use Efficiency and Management.....	9
Goal 5: Pollution Prevention and Waste Reduction	9
Goal 6: Sustainable Acquisition.....	9
Goal 7: Electronic Stewardship and Data Centers	9
Attachment: Climate Change Adaptation Plan.....	11

2016 Strategic Sustainability Performance Plan

POLICY STATEMENT

The Corporation for National and Community Service (CNCS) is an independent Executive Branch Agency. Our mission is to engage Americans in service and volunteering across the country to improve lives, strengthen communities, and foster civic engagement. CNCS is the nation's largest grant maker for service and volunteering and supports hundreds of programs that focus on the environment. In addition, through AmeriCorps and Senior Corps, 5,800 national service participants are poised to assist with disaster response, recovery, mitigation, and preparation in the event of disasters caused by climate change.

CNCS is committed to fulfilling its responsibilities under Executive Order 13514 - Federal Leadership in Environmental, Energy, and Economic Performance. We are committed to reduce energy use; Green House Gas (GHG) emissions; water and waste; and we promote programs focused on environmental stewardship and energy conservation.

CNCS has 53 facilities located throughout the country that are leased through and managed by the General Services Administration (GSA). We work closely with GSA when we obtain new space, conduct renovations, or provide furnishings and equipment that meet energy efficiency and sustainability standards. In 2016, CNCS moved headquarters to a new facility with a 20% smaller footprint. The facility follows LEED (Leadership in Energy and Environment Design) standards including energy-efficient light fixtures.

Through the Smart Benefits Program, we subsidize employee commuter transportation costs for metro, bus, or train. We encourage the effective use of telework and alternate work schedules for our employees. We regularly make use of conference calls, teleconferences, and web-based meetings as an alternative to commuting to face-to-face meetings. Staff travel is reviewed for mission criticality and has been reduced to meet GHG reduction targets.

We have also implemented procedures at AmeriCorps National Civilian Community Corps (NCCC) campuses for room assignments and work scheduling to improve energy efficiency at those sites. We have recycling programs for paper, bottles, and cans at all facilities. The AmeriCorps NCCC program leases a fleet of GSA vehicles to support staff and members who travel around the country to provide critical service to underserved communities. We regularly evaluate our vehicle fleet to ensure that all vehicles are essential and work with GSA to obtain the most fuel efficient vehicles that meet our mission goals.

Sincerely,



Jeffrey Page
Chief Financial Officer
Chief Sustainability Officer

2016 Strategic Sustainability Performance Plan

EXECUTIVE SUMMARY

June 30, 2016

Established in 1993, the Corporation for National and Community Service (CNCS) is a federal agency that engages more than 5 million Americans in service through its core programs—Senior Corps, AmeriCorps, and the Social Innovation Fund—and leads President Obama’s national call to service initiative, United We Serve. As the nation’s largest grant maker for service and volunteering, CNCS plays a critical role in strengthening America’s nonprofit sector and addressing our nation’s challenges through service.

Commitment:

The mission of CNCS is to improve lives, strengthen communities, and foster civic engagement through service and volunteering. CNCS pursues programs that focus on environmentally sustainable practices through funding projects for Environmental Stewardship and Conservation, Energy Conservation, Urban and Rural Development, and Disaster Support.

Through these programs CNCS partners with community organizations and the national service network to mobilize citizens and volunteers to promote environmental stewardship. Through national service, we train our youth and unemployed and underemployed citizens for conservation and “green” jobs, reconnect Americans to the outdoors, build an ethic of environmental stewardship, and support successful science-based conservation strategies.

Strategic Approaches:

One hundred and eleven AmeriCorps programs and 13,775 AmeriCorps member positions were awarded to work on environmental stewardship projects in their communities. Of these, 73 programs are primarily focused on environmental issues including climate change. CNCS currently supports six AmeriCorps VISTA projects that include environmental stewardship as one of their anti-poverty interventions in low-income communities. Seventy-five AmeriCorps VISTA members are working on these projects.

AmeriCorps NCCC programs focus on sustainability practices, and with our sponsors, we promote energy efficiency, environmental stewardship, and disaster response as exemplified in the following examples:

Strengthening Energy Efficiency

Veterans Green Jobs in Denver, CO, with AmeriCorps NCCC teams insulated and weatherized homes, distributed energy kits, developed a recycling program, and assisted with public outreach. AmeriCorps NCCC teams also worked with partner organization Green Light New Orleans to replace traditional light bulbs in area residents’ home with compact fluorescent bulbs, resulting

in almost \$1,000,000 in energy savings and reducing New Orleans' carbon footprint by almost 10,000,000 pounds of CO₂.

Promoting Environmental Stewardship

AmeriCorps NCCC makes a significant investment in environmental stewardship with thousands of members engaged in environmental service activities each year. Among the AmeriCorps NCCC accomplishments in FY2015, members suppressed or contained wildfires on 40,197 acres, removed 32,817 acres of brush or undergrowth to prevent fires, and performed prescribed burns on more than 8,777 acres to prevent further wildfire spreading. NCCC members taught 10,609 people in environmental classes and workshops, they planted 50,816 new trees, and weatherized or outfitted 140 homes with energy-efficient modifications.

Helping Communities Respond to Disasters

To strengthen the nation's disaster response capacity, CNCS operates the following programs: AmeriCorps Disaster Response Teams, AmeriCorps National Civilian Community Corps (NCCC), and FEMA Corps, a unit of AmeriCorps NCCC. In the last year, CNCS has responded to seven Presidential-declared disasters in the United States and its territories.

Missouri Flooding

In late December 2015, Missouri was hit with heavy flooding topping nine levees along the Mississippi River and damaging homes and businesses in several communities. More than 140 National Service members were deployed to provide sandbagging support, volunteer leadership, and direct services to affected survivors. Over 20,000 sandbags were assembled using 600 volunteers. National Service members contributed over 28,000 hours of service. Members completed over 270 damage assessments, mucked and gutted over 275 structures, removed over 4,200 cubic yards of debris and removed over 11,200 sandbags after flood risk subsided. Members also provided support to voluntary agencies, helping to identify at-risk survivors and expedite home repair.

South Carolina Flash Flooding

On October 6th, 2015 much of the low country in South Carolina was affected by flash flooding that closed Interstate 95, inundated homes, and closed schools and businesses. More than 400 National Service members from AmeriCorps Disaster Response Teams, FEMA Corps, and local AmeriCorps programs responded, providing support to more than 3,000 survivors. Members mucked and gutted over 70 affected homes, coordinated more than 165 volunteers, collected and distributed over 9 tons of donations, conducted over 1,060 needs and damage assessments, and assisted more than 750 homeowners with receiving expedited home repair services by voluntary organizations.

Typhoon Soudelor

The worst storm to strike Saipan and the Northern Mariana Islands in thirty years, struck the islands on August 2nd, 2015. Hundreds of homes were damaged or destroyed and power was expected to take a month to restore. Twenty-one AmeriCorps Disaster Response Teams from three programs were deployed over the course of two months to provide volunteer and donations management; and to train volunteers, local leaders, and long-term recovery groups on disaster

recovery. Members contributed over 4,400 hours, leveraged nearly 1,600 volunteer hours, provided thirty-seven trainings, conducted 210 damage assessments, sorted 21,910 pounds of donations, and set up six emergency shelters.

SIZE AND SCOPE OF AGENCY OPERATIONS

Table 1: Agency Size and Scope

Agency Size and Scope	FY 2015
Total Number of Employees	461
Total Acres of Land Managed	0
Total Number of Buildings Owned	0
Total Number of Buildings Leased (GSA and Non-GSA Lease) ¹	53
Total Building Gross Square Feet (GSF)	930,000
Operates in Number of Locations Throughout U.S.	53
Operates in Number of Locations Outside of U.S.	0
Total Number of Fleet Vehicles Owned	0
Total Number of Fleet Vehicles Leased ²	413
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	\$4.3 million

¹ CNCS buildings are not listed in the Federal Real Property Profile (FRPP) because they are leased and reported through GSA.

² CNCS Fleet vehicles are not listed in the Federal Fleet Report because they are leased and reported through GSA.

PERFORMANCE REVIEW FOR EACH GOAL

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress towards Scope 1 and 2 GHG Goals

CNCS reviews all employee travel for necessity and has decreased travel since 2010 by more than 25% based on travel cost reports. CNCS cannot quantify the GHG reduction since mileage data is not available.

We subsidize commuter transportation costs for metro, bus, or train through the Smart Benefits system. CNCS allows telework and alternate work schedules for its employees. We encourage conference calls, teleconferences, and web-based meetings as an alternative to commuting to large face-to-face meetings.

Agency Progress towards Scope 3 GHG Goals

Employee Facilities: The CNCS facilities located throughout the country are leased through GSA. These GSA-leased spaces, both federal and non-federal, are reported through GSA in compliance with EO 13514 to reduce energy intensity in its buildings and to install and use renewable energy wherever possible.

We work closely with GSA when we obtain new space, conduct renovations, or provide furnishings and equipment to meet energy efficiency and sustainability standards. Most of our site offices are small except for the headquarters facility in Washington, DC which houses the majority of its employees. In 2016, CNCS moved headquarters to a location with a 20% smaller footprint. The facility follows LEED (Leadership in Energy and Environment Design) standards including energy-efficient light fixtures.

AmeriCorps NCCC Campuses: Data collection and emission estimation has been reported annually through the GHG template for the AmeriCorps NCCC regions that apply. Currently, only the AmeriCorps NCCC Atlantic campus site pays utilities directly (thermal usage and kWa usage) out of our five Campus locations.

CNCS has implemented practices and a culture of awareness for its staff, and volunteer members to realize the economic and environmental benefits of energy conservation. We engage our members and the community in energy saving activities and have developed enhanced energy-awareness routines.

AmeriCorps NCCC has an initiative underway to reduce energy and water usage by consolidating the rooms and floors occupied in its dormitories, filling vehicles for long trips, buying only energy star appliances and high-efficiency plumbing fixtures. Staff

and members are trained to conserve energy by keeping gas, water, and electric to a minimum. In addition, AmeriCorps members:

- Shut down dorms completely when teams are deployed to reduce the heat or air conditioning, and unplug all appliances
- Turn off lights when leaving rooms or common areas
- Unplug chargers or other appliances in dorms when not in use
- Hibernate/shut down computers when not in use
- Set all copy machines to Save mode to conserve energy when not in use
- Take shorter showers to reduce water waste
- Replace old bulbs with energy efficient bulbs
- Implement a recycling and composting program to reduce and reuse waste
- Installed temperature control curtains on the south side of offices to regulate hot and cold temperature and decrease energy use.

Goal 3: Fleet Management

The AmeriCorps NCCC program leases a fleet of GSA vehicles to support staff and members who travel around the country to provide critical service to underserved communities. Our AmeriCorps NCCC vehicle fleet and its fuel usage are monitored and managed by the GSA. The program works closely with GSA to obtain the most efficient vehicles that help meet its mission requirements. AmeriCorps NCCC mostly uses vans and minivans to transport multiple team members to their assignments.

CNCS works with GSA to reduce fleet petroleum within its vehicle fleet, increase the use of alternative fuels, optimize vehicle use and fleet size, and use low emission and high fuel economy vehicles where possible. We have also worked to ensure carbon offset to fleet vehicle travel by:

- Maximizing van and minivan use for team members before making multiple trips
- Providing regular checks of vehicle tire inflation by the Safety and Campus Fleet Managers
- AmeriCorps NCCC members travel in 12 or 15 passenger vans and all vans are required to have multiple occupants before making any trips
- When we provide support vehicles to teams to transport tools, supplies and personal equipment, these support trips are grouped together to ensure that vehicles are supporting multiple teams, rather than only a single team
- Vehicles are checked by the Team Safety Lead to ensure tires are properly inflated. During each transition, vehicles are rechecked by the Campus Staff Fleet Manager.

We regularly evaluate our vehicle fleet to ensure that all vehicles are essential. We work with GSA to obtain the most efficient vehicles that meet our mission goals. As GSA expands its fleet to incorporate smart vehicles, AmeriCorps NCCC will evaluate its current inventory for more efficient models if available.

Although these practices are in place to offset GHG emissions in our Vehicle Fleet, the size of the fleet is directly related to the number of teams. The number of members has increased significantly since 2010 due to the expansion of programs and members under the Edward M. Kennedy Serve America Act. This increase in members along with the recent expansion

through FEMA Corps has affected the size and usage of our GSA Vehicle Fleet at the NCCC campuses.

Goal 4: Water Use Efficiency and Management

CNCS continues to work with GSA for water use efficiency and management in its buildings when applicable to reduce potable water use and reuse, and compliance with the Storm water Guidance from EPA.

NCCC has practices in place to conserve water by limiting water usage time with its volunteer members.

Goal 5: Pollution Prevention and Waste Reduction

CNCS continues to work with GSA to pursue compliance with applicable pollution reduction and waste elimination goals by reducing the use of paper, toxic and hazardous chemicals, keeping organic materials from the waste stream and reporting, as appropriate, in compliance with the Emergency Planning and Community Right-to-Know Act. We work with GSA and USDA's Central Excess Property Operation (CEPO) for the disposition of assets. All CNCS facilities have a recycling program for paper, bottles and cans.

CNCS has reduced paper usage and all facilities have paper recycle programs. CNCS utilizes secure copier scanning and printer duplexing to minimize paper usage. As part of the move, CNCS disallowed personal printers, an action expected to reduce paper usage as much as 30%. The Office of Information Technology (OIT) is increasing employee electronic storage space and developing policies related to electronic file management to further reduce paper use.

We utilize product recycling programs when available, for example toner cartridges and electronics such as e-cycle for Smartphones. AmeriCorps NCCC has implemented recycling and composting programs to reduce and reuse waste at its campuses.

Goal 6: Sustainable Acquisition

CNCS focuses purchasing on products that are energy-efficient, water-efficient, bio-based, and environmentally preferable, non-ozone depleting, recycled and non-toxic as appropriate to meet the agency's mission goals. Procurement adheres to FAR 23.204 when purchasing goods and services. OIT has purchased energy smart computers. The NCCC campuses will purchase energy star appliances as they are needed.

Goal 7: Electronic Stewardship and Data Centers

The CNCS Office of Information Technology is has identified progress toward specific goals using the template format below. The Agency has been purchasing energy smart computers since they first became available. All data centers have been centralized into one data center operated by the Agency and two additional sites that

are operated under contract as part of our outsourcing efforts. All three sites have maximized their use of virtualization to create a much smaller network foot print. Agency modernization plans involve moving the systems that are currently operating at these data centers in a private cloud into the Fedramp cloud space for additional efficiencies.

ELECTRONIC STEWARDSHIP & DATA CENTERS	Units	FY10	FY11	FY12	FY13	FY14	FY15
% of device types covered by current Energy Star specifications that must be energy-star qualified	800	90%	90%	95%	100%	100%	100%
% of electronic assets covered by a sound disposition practices	900	100%	100%	100%	100%	100%	100%
% of cloud activity hosted in a data center	1	0%	100%	100%	100%	100%	100%
% of agency data centers independently metered or advanced metered and monitored on a weekly basis	3	0%	0%	0%	0%	0%	0%
Reduction in the number of agency data centers (not an agency goal; reduced to the maximum in 2005-2007)	3	n/a	n/a	n/a	n/a	n/a	n/a
% of agency, eligible electronic products with power management and other energy-environmentally preferable features (duplexing) actively implemented and in use	100	100%	100%	100%	100%	100%	100%
% of agency data centers operating at an average bandwidth utilization of 85%	3	0%	0%	0%	0%	0%	0%
% of agency data centers operating with an average CPU utilization of 60-70%	3	0%	0%	0%	0%	0%	0%
% of agency data centers operating at a PUE range of 1.3 - 1.6	3	0%	25%	50%	66%	66%	66%
% of covered electronic products that are EPEAT - registered	800	100%	100%	100%	100%	100%	100%
% of agency data center activity implemented via virtualization	3	29%	60%	85%	95%	95%	97%
Other, as defined by agency		n/a	n/a	n/a	n/a	n/a	n/a
Leveraged Investment (funded through annually recurring existing budget items , such as capital improvement, O&M, etc. or ARRA)	\$M	n/a	n/a	n/a	n/a	n/a	n/a
Incremental Investment (funded through new program budget requests specific to this EO)	\$M	n/a	n/a	n/a	n/a	n/a	n/a
Alternative Investment (funded through ESPC, UESC, EUL, PPA, rebates, or other funding assistance)	\$M	n/a	n/a	n/a	n/a	n/a	n/a

Attachment: Climate Change Adaptation Plan

Corporation for National and Community Service Climate Change Adaptation Plan June 30, 2016

I. Policy Statement

Commitment

The Corporation for National and Community Service (CNCS) is an independent Executive Branch Agency. Our mission is to engage Americans in service and volunteering across the country to improve lives, strengthen communities, and foster civic engagement.

CNCS is committed to fulfilling our responsibilities under Executive Order (E.O.) 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, and E.O. 13653, *Preparing the United States for the Impacts of Climate Change*. CNCS will continue to promote programs dedicated to emergency management support, environmental stewardship, and energy conservation.

Vision and Goals

The CNCS vision for adapting to climate change is threefold. First, CNCS will model awareness and preparedness in protecting our national service resources across the nation. Second, CNCS will continue to prepare national service members to assist in mitigating the effects of climate change, and in responding to potential disasters caused by climate change. Third, CNCS will collaborate with other federal agencies to ensure the coordination of federal efforts.

Strategic Approaches

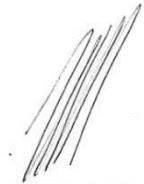
CNCS supports 53 facilities located throughout the country that are leased and supported by General Services Administration (GSA). CNCS works closely with GSA when obtaining new space so the space meets challenges posed by climate change. CNCS has developed a comprehensive Continuity of Operations Plan to ensure safety and continued operations in the event of a disaster affecting its property and operations.

CNCS is the nation's largest grantmaker for service and volunteering and pursues programs that focus on Disaster Management support and Environmental Stewardship. Through AmeriCorps and Senior Corps, 5,800 national service participants are poised to assist with disaster response, recovery, mitigation, and preparation in the event of disasters caused by climate change.

In addition, 111 AmeriCorps programs and 13,775 AmeriCorps member positions were awarded to work on environmental stewardship projects in their communities. Of these, 73 programs are primarily focused on environmental issues including climate change. CNCS currently supports six AmeriCorps VISTA projects that include environmental stewardship as one of their anti-poverty interventions in low-income communities. Seventy-five AmeriCorps VISTA members are working on these projects.

CNCS launched Resilience AmeriCorps in July 2015. Resilience AmeriCorps is a multi-agency collaboration that recruits, trains, and embeds national service participants in communities across the country to help vulnerable populations prepare for and build resilience to shocks and stresses. The program responds to a recommendation by the President's State, Local, and Tribal Leaders Task Force on Climate Preparedness and Resilience to enhance commitments to building resilience in vulnerable communities disproportionately affected by the impacts of climate change. Since its launch date, CNCS has partnered to expand Resilience AmeriCorps to support 28 total communities and 45 total AmeriCorps VISTA members.

CNCS hopes to assume an even larger role in collaborating with other agencies to ensure rapid response and improved preparation across the nation.



Jeffrey Page
Chief Financial Officer
Chief Sustainability Officer

II. Vulnerability Assessment

A. Mission

The Corporation for National and Community Service (CNCS) is a federal agency that engages more than 5 million Americans in service through Senior Corps, AmeriCorps, and the Social Innovation Fund and leads President Obama's national call to service initiative, United We Serve. As the nation's largest grantmaker for service and volunteering, CNCS plays a critical role in strengthening America's nonprofit sector and addressing our nation's challenges through service.

CNCS harnesses America's most powerful resource – the energy and talents of our citizens – to solve problems. CNCS believes that everyone can make a difference. From grade school through retirement, CNCS empowers Americans and fosters a lifetime of service. The mission of CNCS is to improve lives, strengthen communities, and foster civic engagement through service and volunteering.

B. Risk Assessment

Climate change could have an effect on our agency's capacity to fulfill this mission. For example, an increased risk of floods, increased frequency of coastal and riverine flooding, permanent flooding of coastal lands, and changes in frequency, intensity, duration, and impact on communities from extreme weather events could have an effect on the capacity of CNCS to operate its programs.

Impacts of climate change will likely increase the need for new or expanded national service programming. Based on the effects of such climate changes, affected communities may not be able to sustain the nonprofit infrastructure through which we meet our goals. As a result, CNCS might redirect resources to supplement state and local efforts as required by limited capacity.

Average rises in temperatures, more frequent and/or longer heat waves, and changes in precipitation or water availability could also affect the capacity of CNCS and its partners to operate programs, and the ability of national service participants to deliver services and build capacity. As average temperatures rise and there is an increased demand for cooling, the facilities that host national service members and volunteers may be strained. Higher temperatures and reduced precipitation could cause a migration of citizens from states and localities with insufficient water supplies to states and localities with more stable water supplies.

Climate change could also cause issues related to freshwater resources. According to the *National Action Plan*, rainfall amounts are expected to decline in some areas and increase in others, while the proportion of precipitation that falls as snow decreases. Rainfall and storms are expected to be more intense. The *National Action Plan* further highlights that in some areas rising sea levels are projected to inundate water infrastructure, posing significant challenges for managers of freshwater resources and ensuring adequate water supply will be more difficult. All of these climate change-related impacts pose risk to our ability to accomplish our mission, operations, and programs.

These risks include, but are not limited to risks to physical assets and real property; operations; human health and safety; physical and mission security; infrastructure and

support systems; and external coordination. These impacts could affect both the CNCS headquarters operations, and the operations of its state offices and campuses.

CNCS could also be affected by changes in insect/disease vectors, humidity, wind patterns, large scale atmospheric circulation, and ocean circulation.

CNCS's organizational structure, and our focus on disaster management support, allows CNCS to efficiently deploy resources to mitigate, respond, and recover from climate change-based impacts across the nation. With additional support, CNCS can ensure that our capacity to prepare and respond is strengthened as the impact of climate change increases.

C. Rationale for Risk Assessment

The Third National Climate Assessment notes that climate change is affecting every region of the country and key sectors of the U.S. economy and society. CNCS is well-positioned to continue to combat the threats climate change presents. In particular, CNCS's environmental efforts are designed to reduce the harmful effects of climate change. CNCS disaster management activities are also poised to assist communities plan for and recover from climate change-caused disasters. Our Continuity of Operations Plan will ensure that we are able to sustain operations should climate change affect our offices and staff.

III. Current State: Programs, Policies, Plans and Additional Action

Currently, 111 AmeriCorps programs and 13,775 AmeriCorps member positions were awarded to work on environmental stewardship projects in their communities. Of these, 73 programs are primarily focused on environmental issues including climate change. In 2015, CNCS invested over \$31 million on these projects.

CNCS currently supports six AmeriCorps VISTA projects that include environmental stewardship as one of their anti-poverty interventions in low-income communities. Seventy-five AmeriCorps VISTA members are working on these projects.

In the 2014-2015 program calendar year, AmeriCorps State and National environmental stewardship programs have:

- Weatherized or retrofitted to improve energy efficiency in 1,799 housing units
- Provided education in energy-efficiency other environmental stewardship topics to over 163,473 individuals.
- Improved over 17,345 miles of trail or rivers.

In addition, in 2015, AmeriCorps invested \$1.2 million to implement projects focused on building community resilience in the face of climate change. Throughout the states, 48 AmeriCorps members are expected to contribute more than 156,000 hours to support local climate action projects.

In addition to programs focused on environmental stewardship efforts and activities, 16 AmeriCorps programs and 4,600 national service members are currently trained and deployable to support disaster response, recovery, and mitigation associated with a FEMA Corps mission assignment. Of those 4,600 national service members, 1,200 members are AmeriCorps NCCC and non FEMA-specific. These members are capable of deploying

alongside a FEMA mission assignment, or independently within a region or state.

AmeriCorps projects dedicated to disaster services help communities prepare and mitigate the risks of natural disasters, but are also among the first to deploy to areas to respond to hurricanes, tornadoes, flooding, fires, and the like. More than 110,000 participants in CNCS's programs have contributed over 10 million hours to relief, recovery, and rebuilding efforts in response to Hurricane Katrina. These recovery programs assisted more than 3 million people, recruited or managed 650,000 volunteers, completed nearly 55,000 damage assessments, refurbished over 10,500 homes, constructed 2,000 new homes, served 1.6 million meals, and distributed more than 6,000 tons of food.

CNCS strategies start with the assumption that all climate change-related disasters are local. CNCS focuses on enhancing and adding value to what already exists in communities and infrastructure by working in partnership with state service commissions, local governments, nonprofits, and faith-based organizations. To fulfill that mission, CNCS prioritizes disaster programming in its grantmaking and project selection.

A. Programs

CNCS funds a variety of programs that allow for citizens to become AmeriCorps members or Senior Corps volunteers and contribute to communities nationwide in a variety of focus areas. CNCS's focus areas include disaster services, economic opportunity, education, environmental stewardship, veterans and military families, healthy futures.

AmeriCorps programs that directly relate to disaster services and environmental stewardship can be found in this report's Appendix. The programs outlined in the table manage climate risks and expand upon community climate resiliency in the short and long term.

AmeriCorps State and National

AmeriCorps State and National supports a wide range of local service programs that engage thousands of Americans in intensive community service each year. CNCS provides grants to a network of local and national organizations and agencies committed to using national service to address critical community needs in education, public safety, health, and the environment. Each of these organizations and agencies, in turn, uses their AmeriCorps funding to recruit, place, and supervise AmeriCorps members nationwide.

In Fiscal Year 2015 alone, 51 AmeriCorps State and National programs across the country have incorporated disaster service work and training into their members' activities. Members working in these programs are planning to reach over 300,000 individuals through assistance in disaster preparedness, response, recovery, and/or mitigation. State and National programs are open to U.S. citizens, nationals, or lawful permanent resident aliens age 17 and older. Members may serve full- or part-time over a period not to exceed 12 months. Individuals can serve as AmeriCorps members in every state, U.S. territory, and on tribal reservations.

AmeriCorps VISTA

VISTA was founded as Volunteers in Service to America in 1965 as a national service program designed specifically to fight poverty in America. In 1993, VISTA was incorporated into the AmeriCorps network of programs. Members make a year-long, full-time commitment to serve on

a specific project at a nonprofit organization or public agency. They focus their efforts to build the organizational, administrative, and financial capacity of organizations that fight illiteracy, improve health services, foster economic development, and otherwise assist low-income communities.

CNCS currently supports six AmeriCorps VISTA projects that include environmental stewardship as one of their anti-poverty interventions in low-income communities. Seventy-five AmeriCorps VISTA members are working on these projects. In 2015, AmeriCorps invested \$1.2 million to implement projects focused on building community resilience in the face of climate change. Throughout the states, 48 AmeriCorps members are expected to contribute more than 156,000 hours to support local climate action projects.

AmeriCorps NCCC

AmeriCorps NCCC (National Civilian Community Corps) strengthens communities and develops leaders through direct, team-based national and community service. In partnership with non-profits—secular and faith based—local municipalities, state governments, federal government, national and state parks, Indian tribes, and schools, members complete service projects throughout the region they are assigned. Drawn from the successful models of the Civilian Conservation Corps of the 1930s and the U.S. military, AmeriCorps NCCC is built on the belief that civic responsibility is an inherent duty of all citizens and that national service programs work effectively with local communities to address pressing needs.

Since 2000, AmeriCorps NCCC national service participants have suppressed or contained wildfires on over 1.3 million acres of land. Corps Members have planted 3.8 million trees, shrubs, native plants and seedlings; educated 72,173 people on sustainability and energy conservation; and outfitted 2,615 homes/buildings with energy efficient modifications.

Disaster Services Unit

CNCS's Disaster Services Unit (DSU) has agency-wide responsibility for coordination of CNCS disaster services activities. The DSU provides expertise, ongoing support, and access to a network of dedicated volunteers. Our focus is on enhancing and adding value to what already exists in communities and infrastructure, working in partnership with State Service Commissions, local governments, nonprofits, and faith-based organizations. From forest fires and floods, to hurricanes and tornadoes, to terror attacks and oil spills, participants in CNCS programs have provided critical support to millions of Americans affected by disasters since 1994.

CNCS DSU operates the AmeriCorps Disaster Response Team, a collection of AmeriCorps grantees and AmeriCorps NCCC, who are specifically trained and equipped to deploy to disaster-affected communities to support disaster response and recovery operations. These teams are leaders in the field managing volunteers, donations, and other direct field services. These teams are often called on to support affected communities transition from disaster response and recovery and are nationally recognized assets.

B. Policies

CNCS has developed a robust Continuity of Operations Plan (COOP) which is reviewed and revised on an annual basis. Interruption in operations due to climate change will be managed in

the same way as any other condition that affects business operations at headquarters or in CNCS's field offices. The COOP assures that critical business operations can continue, or if stopped, can be re-established as soon as possible.

The COOP includes a disciplined plan for activation, and clearly defined roles and communication protocols. Any climate change-related cause for invoking the COOP would likely be calamitous in nature, and would affect every federal agency and business in the region, not just CNCS. However, CNCS is confident that operations can be maintained through the COOP in a circumstance of threat by emergency conditions caused by climate change such as fire, floods, extreme weather/temperature, or disease.

C. Plans

Please see Appendix.

IV. Significant Risks

Climate change presents the same degree of risk to CNCS operations as it does to citizens in general. In addition, CNCS is well-positioned to respond to the impacts of climate change by virtue of its mission.

CNCS is a grantmaker and does not manage or support infrastructure beyond CNCS office space. CNCS does not envision any significant risks to the agency or its operations as a result of climate change except as climate change affects the operations of the federal government and the nation as a whole.

V. Cost-Benefit of Improvements

CNCS works through GSA with respect to agency suppliers, supply chain, real property investments, and capital equipment purchases. CNCS has no plans to update agency policies for leasing, building upgrades, relocation of existing facilities and equipment, and construction of new facilities but defers to and will coordinate with GSA's Climate Change Adaptation Plan.

VI. Interagency Coordination

CNCS frequently collaborates with federal agencies, and has a number of active AmeriCorps initiatives operating in coordination with the Department of Education, the Department of Veterans Affairs, the Department of Agriculture, the Department of the Interior, the Department of Homeland Security, and others. Moreover, the AmeriCorps NCCC Advisory Board includes a number of Cabinet-level secretaries.

In 2013, President Obama issued a Presidential Memorandum that established the Task Force on Expanding National Service. The Task Force calls for new public-private partnerships to create more national service opportunities. Through this Task Force, CNCS has collaborated with 17 federal agencies in an effort to identify methods and funding that can help effectively support an agency's mission through the use of national service participants.

CNCS continually seeks pathways to assist other federal agencies and their missions through the use of AmeriCorps programs. Expanding upon the current network of more than 75,000 AmeriCorps members and 270,000 Senior Corps volunteers, CNCS seeks to grow the national service network in order to support individuals and families in economic recovery, rebuilding

after disaster, improving local at-risk ecosystems, furthering education outreach, and providing healthy futures for children and families across the country.

CNCS also participates in several external task forces and councils, including the U.S. Interagency Council on Homelessness (USICH), the Department of Justice's Coordinating Council on Juvenile Justice and Delinquency Prevention, the White House Council on Women and Girls, My Brother's Keeper, and the public-private collaboration supporting the 21st Century Conservation Service Corps (21CSC).

Perhaps most relevant to climate change and disaster preparedness was CNCS's 2012-2013 contributions to the Hurricane Sandy Task Force. CNCS collaborated extensively during this period with the Department of Homeland Security's FEMA office to deploy AmeriCorps members to Sandy-affected areas for disaster relief and volunteer coordination.

CNCS is also collaborating with a variety of federal agencies to expand STEM AmeriCorps, an initiative announced by President Obama in 2013 designed to increase the outreach and quality of Science, Technology, Engineering and Mathematics education efforts. CNCS believes that an expanded investment in STEM education will help ensure the nation's future thought leaders will have the proper foundation and training to think innovatively about issues such as climate change and natural disaster.

As noted in this report's Opportunities for Support section, interagency, state, nonprofit, and private sector collaboration is essential to effectively leverage federal resources and expand upon the strides each agency is capable of making in preparing American infrastructures for climate change.

VII. Barriers

GSA Control

Aside from our Continuity of Operations Plan, CNCS is limited in its capacity to engage in efforts related to real property and infrastructure since these assets are secured and maintained through GSA.

Capacity to Act Quickly

Federal statutes, regulations, and policies can limit agencies' capacities to act quickly in time of great need. For example, responders need to deploy assessment instruments and reporting tools in the field during a disaster incident. Yet the requirements of the Paperwork Reduction Act include a 4-6 month clearance process to collect information from more than 9 members of the general public. Relaxing this and other rules would allow agencies to respond more effectively to the effects of climate change.

Several other federal agencies are currently operating service corps for various purposes across the nation. Support for the development of common requirements, reporting metrics, and coordination of these corps will lead to more efficient and effective deployment in response to climate change.

Resource Availability

The limited availability of resources to increase our efforts to expand national service

programming in the areas of disaster management and environmental stewardship, and to support interagency coordination and collaboration in response to climate change is the key barrier facing effective response to climate change.

VIII. Policy and Funding Reform

CNCS is not engaged in policies or funding programs that may, even unintentionally, increase the vulnerability of natural or built systems, economic sectors, natural resources, or communities to climate change related risks. CNCS programs focus on education, disaster services, healthy futures, environmental stewardship, and veterans and military families. We focus on resilience in all of these sectors.

IX. Opportunities for Support

CNCS supports a number of disaster response and conservation-focused corps of AmeriCorps members. AmeriCorps members are actively participating in hundreds of conservation programs, working to prevent and correct dozens of forest fires each year, and contributing to the restoration of our nation's wetlands and shorelines.

CNCS is able to support local nonprofits, corporations, communities, and other federal agencies in the implementation of their Climate Change Adaptation Plans through the engagement of AmeriCorps members and the expansion of disaster response and conservation-focused corps through the creation of new activities, or through the expansion of projects already happening across the country.

As the effects of climate change become more evident, crisis response and recovery will become increasingly central to climate change adaptation operations. To meet this anticipated need, CNCS advocates an expansion in funding and partnerships to support the increased need for additional AmeriCorps members and CNCS staff located in states experiencing impacts due to climate change. We also envision a federal staff that is more geographically flexible and trained to respond and manage disasters caused by climate change. Our infrastructure, particularly our technology infrastructure, will need to be more flexible and mobile so we can respond where we are most needed.

AmeriCorps members are able to carry out our nation's climate change adaptation plans to communities throughout the country, working with institutions such as nonprofit organizations, states, public schools, higher education institutions, and local emergency response units. AmeriCorps members can build protection for roads, homes, schools, and other infrastructure, to best prepare for the effects of extreme weather and climate change.

AmeriCorps NCCC is especially well-suited for disaster services. Operating in six-week spikes, AmeriCorps NCCC teams are able to rapidly deploy nationwide to the areas of greatest need and attention following a natural disaster. In 2012 CNCS partnered with the Department of Homeland Security (DHS) to implement FEMA Corps, a unit of AmeriCorps NCCC.

AmeriCorps NCCC members are also able to provide disaster services sponsored by state governments. Arrangements like this allow disaster service corps the flexibility to operate in areas without a Presidential declaration of emergency.

Through similar partnerships with other federal agencies, states, nonprofits, higher education institutions, and communities, CNCS is capable of helping prepare the American people and infrastructure for extreme weather and climate change by constructing protective barriers around infrastructures to prevent erosion and damage from flooding and storms.

CNCS is also investing in providing technical assistance to our partners around disaster resiliency. This July, the Disaster Services Unit convened 24 state service commissions to identify best practices, models, and gain input on developing templates that will support commissions as they work to build, grow, and sustain national service networks with key disaster partners in their own state. This assistance will better prepare states to prepare for, respond to, and recover from disasters.

Appendix: Climate Change Adaptation Plan

Program	Climate Risk Addressed	Desired Outcome	Maturity	Timeline
Disaster Services Unit	<p>Through AmeriCorps Disaster Response Teams, grantees and State Service Commissions, CNCS's Disaster Services Unit (DSU) helps communities prepare and recover from natural disaster and extreme weather, often associated with climate change.</p> <p>With 4,200 AmeriCorps members active and available for deployment with just 24 hours' notice, AmeriCorps DSU is an agile force of the federal government that delivers disaster relief, volunteer coordination and family preparation for our nation's most disaster-stricken areas.</p>	For families and communities to be adequately prepared prior to a natural disaster, and to safely and quickly recover after	Active	Ongoing
AmeriCorps NCCC	AmeriCorps NCCC is a full-time team-based residential program for men and women ages 18-24 administered directly by CNCS. Two of AmeriCorps NCCC's primary focus areas are environmental stewardship and energy conservation. The program aims to preserve, protect, and enhance parks, natural habitats, and at-risk ecosystems, increase community energy efficiency, increase use and application of sustainable energy technology, as well as improve knowledge and understanding of environmental conservation and sustainable energy practices and understanding in communities nationwide.	To prepare and assist communities faced with natural disaster, to create energy efficiencies through assessments, kits, and education.	Active	Ongoing
AmeriCorps State and National	AmeriCorps programs are helping numerous communities mitigate and adapt to the myriad risks of climate change. Programs work to help families and communities respond to temperature extremes by reducing energy consumption and carbon emissions. They address sea level rise by restoring wetlands and creating riparian buffers to reduce the risk of flooding. They are reducing invasive species such as Tamarisk from wetlands in the Southwest.	The outcomes of these programs range from reduced carbon emissions to more resilient, disaster-prepared communities.	Active	Ongoing

AmeriCorps VISTA	<p>AmeriCorps VISTA is an anti-poverty and capacity building program. Resilience AmeriCorps VISTA Members tailor their activities to the specific needs and risks identified by the communities that they serve. Examples of Resilience AmeriCorps VISTA members' projects include: increasing resilience to extreme flood events by assessing vulnerabilities and mapping community assets; enhancing energy resilience and improving affordable housing stock using smart grid technology; and engaging low-income residents in climate resilience planning efforts.</p>	<p>The goals of Resilience AmeriCorps are rooted in the core principles of its parent program, AmeriCorps VISTA:</p> <ul style="list-style-type: none"> • Anti-Poverty Focus • Community Empowerment • Capacity Building • Sustainable Solutions 	Active	Ongoing
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	<p>Programs also are supporting local institutions and governments by fostering the creation of climate action and adaptation plans. Additionally, AmeriCorps members respond to the increasing number and impact of natural disasters, helping communities respond and recover.</p>			
Senior Corps	<p>Senior Corps volunteers, primarily individuals participating in RSVP, have a long history of assisting with natural disasters, including tornadoes, hurricanes, floods, and wildfires.</p> <p>Volunteer and grantee roles include setting up volunteer reception centers to support affected communities, helping to recruit and coordinate additional community volunteers and resources, assisting in shelters, helping to connect displaced community members to services, and lending hands on support for first responders and victims. Senior Corps RSVP volunteers also help with disaster preparedness by assisting with training and raising awareness. Senior Corps volunteers also assist in monitoring local water supplies to ensure public health and safety.</p>	<p>For families and communities to be prepared for natural disaster, to organize volunteers and reunite families following a disaster, and to protect local communities from harmful contaminates in community water supplies.</p>	Active	Ongoing