Corporation for NATIONAL & COMMUNITY SERVICE

Congressional Budget Justification

FISCAL YEAR 2017

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.

Working hand in hand with thousands of local partners, our programs empower citizens to solve problems. They bolster the institutions of civil society. They expand opportunity through hard work and personal responsibility. And they unite us as a nation.

The Fiscal Year 2017 Budget continues this smart approach by engaging millions of Americans in meeting critical needs with higher levels of impact, evidence, and accountability. Through targeted investments, our AmeriCorps, Senior Corps, and Social Innovation Fund programs will tackle our most pressing challenges —helping students stay in school and graduate, supporting veterans and military families, rebuilding communities after disasters, increasing opportunity, preserving the environment, and creating healthy futures.

Expanding Partnerships

National service is a model of public-private partnership. CNCS leverages more than one dollar in outside resources for every dollar it invests to strengthen community impact and increase return on taxpayer dollars.

Advancing the goals outlined by the President's Task Force on Expanding National Service, we will continue to partner with other federal agencies, the private sector, and nonprofits to expand national service opportunities, tackle national priorities, 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.

Evidence and Results

We are committed to investing in what works and maximizing the return on the federal investment. With the resources in this Budget, we will target resources on a core set of critical problems, use performance measures to assess progress, conduct program evaluations, and use evidence in our budget, management, and grantmaking decisions.

Through the Social Innovation Fund, we are expanding 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 Budget continues the Pay for Success pilot to leverage private funds to finance services, with government paying only after results occur.

Economic Opportunity

The Budget will expand individual opportunity, strengthen family stability, and create more sustainable, resilient communities. Through AmeriCorps, Senior Corps, and other programs, our investments will engage Americans in strengthening education, supporting disconnected youth, helping seniors live independently, connecting returning veterans to employment, and more.

In addition, our programs offer a ladder of opportunity for those who serve—by helping them graduate, gain career skills, pursue higher education, and find work.

Efficiency and Accountability

CNCS will continue to foster a culture of integrity, accountability, and transparency. The Budget makes investments to strengthen management, enhance competition, increase efficiency, and reduce burdens - helping our network of grantees focus on meeting mission goals. By modernizing information technology systems, enhancing internal controls, strengthening grantee monitoring, and other steps, the Budget will allow us to better support the members, grantees, and the public we serve.

National Service Works for America

Service and social innovation have always been a vital part of the American character. For decades, successive Administrations of both parties have invested in national service to tap the ingenuity and can-do spirit of the American people.

The Budget continues this smart investment in the American people—an investment that solves problems, expands opportunity, strengthens communities, connects us with our neighbors, and unites our nation.

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 demonstrate the best of the American spirit—people turning toward problems instead of away and working together to find community solutions.

Since its creation more than two decades ago, the Corporation for National and Community Service (CNCS) has led the nation's efforts to engage citizens in solving 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, AmeriCorps and Senior Corps, CNCS engages millions of Americans in service and volunteerism each year at more than 50,000 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.

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 federal 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 the agency's ability to achieve and communicate the value that national service and social innovation bring to communities across the country. A more detailed discussion of the agency's evidence agenda can be found later in this Budget's Fiscal Year (FY) 2017 Performance Plan.

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 grant-maker 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 groups. CNCS's programs help these organizations expand their reach and impact by providing an infusion of human capital — trained and passionate AmeriCorps members and Senior Corps volunteers who can provide sustained service and mobilize other volunteers to strengthen community impact. Through the SIF, CNCS provides financial capital to grow programs that work.

Another benefit for CNCS grantees is the significant amount of cash and in-kind resources leveraged by the modest federal investment. Each year,

CNCS, its grantees, and project sponsors generate more than $1.2 billion in outside resources from businesses, foundations, and other sources. Some of the nation's largest companies provide matching support, along with thousands of small businesses, community foundations, and local agencies. This local investment strengthens community impact and increases the return on taxpayer dollars.

In addition to collaborating with nonprofit organizations across the country, CNCS also works with federal, state, and local government to engage citizens 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 works closely with mayors, county officials, and tribal leaders across the country to support local efforts to engage citizens in addressing community challenges.

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.

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, engages approximately 100 lawyers and paralegals annually as AmeriCorps members to provide legal services to unaccompanied immigrant children.
- Resilience AmeriCorps, a partnership with the National Oceanic and Atmospheric Administration, The Rockefeller Foundation, and Cities of Service to engage AmeriCorps VISTA members in helping communities plan and implement efforts to become more resilient to the impacts of extreme weather, disasters, and climate effects.
- 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, up to 225 AmeriCorps members engage youth age 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 enroll disconnected youth in national service programs.
- The Financial Opportunity Corps, a partnership with Bank of America and Points of Light, engages AmeriCorps VISTAs 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 that engages approximately 300 AmeriCorps members and other youth in gaining valuable career skills and experience while restoring the nation's forests and grasslands.

CNCS is continuing to work with other federal agencies and the private sector to develop 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.

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 supporting economic independence.

National service is also a pathway to education and employment for those who serve. AmeriCorps provides members with valuable skills, leadership abilities, and experience to jumpstart their careers. In addition to gaining valuable experience to help them find employment, AmeriCorps alumni have earned more than $3 billion in Segal AmeriCorps Education Awards to help them pay for college or repay student loans since CNCS was established in 1993.

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 can provide immediate benefits to the

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

Efficiency and Accountability

CNCS is committed to increasing efficiency in its program and financial operations, streamlining processes, reducing burdens, and supporting grantees and project sponsors in achieving their objectives. Among other activities, CNCS is strengthening IT systems to enhance efficiencies, enable program effectiveness, improve accountability, and provide effective system security. Another priority is ensuring that financial and grant management systems and policies support CNCS's business infrastructure so that the agency can meet its goals and objectives.

FY 2017 AGENCY BUDGET REQUEST AND PERFORMANCE PLAN

The FY 2017 Budget request of $1.097 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. It will help CNCS and the network it supports to meet community needs with higher levels of impact, accountability, and efficiency.

The CNCS FY 2017 Budget request will:

- Support approximately 87,400 AmeriCorps service opportunities, plus an additional 1,000 FEMA Corps positions, for a total of 88,400 opportunities. This level represents a projected increase of about 13,600 more AmeriCorps positions than in FY 2015. AmeriCorps members will serve in programs that address the critical challenges identified in the Serve America Act: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.
- 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. In FY 2017, CNCS will continue federal partnerships including FEMA Corps, Resilience AmeriCorps, STEM AmeriCorps, Affordable Housing AmeriCorps, and others, and seek investments from the corporate and philanthropic communities 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, Senior Corps, the Social Innovation Fund and its Pay for Success initiative to spur fresh social sector investment in results.
- Create opportunities for approximately 270,000 older Americans to serve in Senior Corps programs such as Foster Grandparents, Senior Companions, and RSVP volunteers. The Budget also advances the adoption of evidence-based models that demonstrate effectiveness and introduces competition into the Foster Grandparent Program and Senior Companion Program.
- Strengthen the nation's infrastructure for national service and volunteering by increasing investments in 52 Governor-supported State Service Commissions and the Volunteer Generation Fund.
- Bolster CNCS's use of evidence and evaluation to drive programmatic and funding decisions.
- Continue to build a culture of transparency and put practices in place to manage risk, ensure accountability, and increase efficiency, while responsibly using taxpayer dollars.

The FY 2017 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 $386 million will support approximately 77,500 AmeriCorps members who will provide direct service to communities across the country. This represents an increase of approximately 1,300 AmeriCorps members above the FY 2016 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.

AmeriCorps VISTA: The request of $95.9 million, an increase of $3.5 million over FY 2016, will support an estimated 8,800 full-time and summer AmeriCorps VISTA members focused on capacity building for anti-poverty projects, including up to 175 new Resilience AmeriCorps members. Resilience AmeriCorps is a partnership with the National Oceanic and Atmospheric Administration to help tribal, state, city, county, and community leaders as they plan for and address the impacts of extreme weather. 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 American's access to food and health care, supporting veterans and their families and supporting communities as they become more resilient to the impacts of extreme weather, disasters, and climate effects.

AmeriCorps National Civilian Community Corps (AmeriCorps NCCC): The request of $30 million 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 $206.8 million—in addition to $25.3 million in carryover funds—will fund Segal AmeriCorps Education Awards for approximately 87,400 eligible AmeriCorps members who complete their terms of service. The FY 2017 maximum award for full-time service is $5,935.[1]

State Service Commissions: The request of $17 million, an increase of approximately $1 million over FY 2016, will fund Governor-supported State Service Commissions in performing their critical oversight and strategic functions. State Commissions administer approximately three-fourths 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 approximately 267,000 Americans, age 55 and older. CNCS will also strengthen Senior Corps by introducing competition into these programs, providing robust support to help grantees implement evidence-based models, and providing a path for Senior Corps programs to expand their evidence-based models to deliver their mentoring, supportive services, and other activities. 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 request of $50 million invests 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 2017 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 $4 million, an increase of $200,000 over FY 2016, will help nonprofit and voluntary organizations across the country broaden their volunteer base, more effectively recruit and retain volunteers, expand opportunities 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 for Call to Service initiatives will help nonprofit and voluntary organizations broaden their volunteer base and increase their impact through the Martin Luther King Jr. Day of Service and the September 11th Day of Service and Remembrance by providing opportunities for volunteers to participate in short-term volunteer projects in communities across the country..

Evaluation: The request of $6 million, an increase of $2 million over FY 2016, will support 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, leading to increasingly relevant technical assistance.

Training and Technical Assistance: In the Consolidated Appropriations Act of 2016, Congress provided authority and direction for CNCS to provide additional resources to State Commissions to provide training and technical assistance to AmeriCorps and other national service programs. CNCS recognizes the important role of State Commissions in developing, managing, and training AmeriCorps grantees. This newly-available authority will allow Commissions to expand the training and technical assistance they currently provide to AmeriCorps grantees and offer support to other national service programs operating in their states. CNCS will use this authority to strengthen the capacity of State Commissions to support high quality programming by providing training and technical assistance in areas such as performance measurement, monitoring, evaluation, compliance, or other elements. CNCS is currently determining the amount, purposes, allocation process, and reporting requirements for

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

using this authority in FY 2016. CNCS will monitor the implementation of this authority and training as well as the technical assistance needs of Commissions and programs to determine how it will exercise the authority in FY 2017.

Salaries and Expenses: The request of $89.3 million, an increase of $7.6 million over FY 2016, supports Information Technology operations, modernization, and staffing levels needed to ensure efficient agency operations and program delivery.

Office of Inspector General: The request of $6.1 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. FY 2017 CNCS Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	$ Difference (FY16-FY17)	% Difference (FY16-FY17)
Operating Expenses	$758,349	$787,929	$794,608***	$6,679	1%
AmeriCorps					
AmeriCorps State and National	$335,430	$386,010	$386,010	$0	0%
AmeriCorps VISTA	$92,364	$92,364	$95,880	$3,516	4%
AmeriCorps NCCC	$30,000	$30,000	$30,000	$0	0%
State Service Commission Support Grants	$16,038	$16,038	$17,000	$962	6%
Senior Corps	$202,117	$202,117	$202,117	$0	0%
Foster Grandparent Program	$107,702	$107,702	$107,702	$0	0%
Senior Companion Program	$45,512	$45,512	$45,512	$0	0%
Retired Senior Volunteer Program	$48,903	$48,903	$48,903	$0	0%
Social Innovation Fund	$70,000	$50,000	$50,000	$0	0%
Volunteer Generation Fund	$3,800	$3,800	$4,000	$200	5%
Innovation, Demonstration and Other	$3,600	$3,600	$3,601	$1	0%
Evaluation	$5,000	$4,000	$6,000	$2,000	50%
National Service Trust**	$209,618	$220,000	$206,842	($13,158)	(6%)
Salaries and Expenses	$81,737	$81,737	$89,330	$7,593	9%
Office of the Inspector General	$6,000	$5,250	$6,100	$850	16%
TOTAL*	**$1,054,954**	**$1,094,916**	**$1,096,880**	**$1,964**	**0%**

*May not equal the sum of individual budget accounts due to rounding.

**In FY 2017, approximately $25.3 million in carryover funds in the National Service Trust will be used to meet the anticipated Trust obligation need.

*** Public Law 114-113 includes authority and guidance for CNCS to provide additional resources to State Commissions to provide training and technical assistance to AmeriCorps and other national service programs. CNCS is determining the amount and uses of these set-aside funds, which come from Operating Expenses.

Research and Evaluation Agenda

CNCS's research agenda is focused on the following core stakeholders:

- Program beneficiaries (community impact, or those in the community that benefit from a CNCS supported service)
- National service participants (members and leveraged volunteers)
- CNCS-funded organizations (awardees, state commissions, state offices)

To meet its strategic objectives across these groups, CNCS is broadening its use of survey data and increasing the utility of administrative data by exploring opportunities to compare CNCS data with information from other

agencies such as national education statistics. CNCS continues to focus program evaluations on the agency's most important strategic initiatives in AmeriCorps, Senior Corps, and the Social Innovation Fund which provide a more comprehensive picture of community impact and volunteer experience. Taken together these strategies help CNCS understand where resources are best targeted to achieve mission goals.

Additionally, CNCS continues to help build its grantees' capacity to understand and implement what works. This effort empowers awardees to conduct quality program evaluations capable of generating credible evidence of effectiveness. In turn, CNCS continues to use this information to inform its own organizational learning strategy and contribute to the broader knowledge base of effective national service approaches.

To further increase its partners' evidence-building capacity, CNCS will further embed evidence and evaluation components into our current Regional Training Conference structure. For example, an Evaluation Institute (e.g., a comprehensive series of workshops) was added to the AmeriCorps State and National annual grantee symposium in 2015 and this model could be built into the Regional Training Conferences.

Over time, CNCS plans to facilitate a network of local evaluation experts so that State Commissions, State Offices, and grantees have access to more local evidence expertise. These regional clusters of experts would work closely with State Commissions and State Offices to collect and disseminate information on the most effective service strategies. As initially envisioned, these regional clusters of evidence and evaluation experts will coordinate with the CNCS Office of Research and Evaluation, State Offices, State Commissions, and voluntary organizations to promote:

- Best practices, including volunteer engagement and retention
- Sound data management and reporting strategies
- Credible evaluation practices

They will also be well positioned to provide regional partners with technical assistance based on issues common to practitioners in a particular geographic area.

Performance

As part of the agency's effort to learn and improve continuously, CNCS will assess its mission performance management and measurement practices on an ongoing basis. These practices include the collection, use, and reporting of performance information. Additionally, CNCS will use evidence to inform the development of new or refined measures to track agency progress toward its mission.

CNCS is also developing a unit to lead and coordinate data analysis across programs. Key data of interest include member information (e.g., demographics), geographic location of important strategic services, Segal AmeriCorps Education Award use, and number of awardees implementing evidence-based or evidence-informed initiatives. Through its analysis of this data, the unit will help CNCS ask the right questions and find answers to inform business decisions. This work will also advance the agency's research agenda by facilitating better administrative data matches (e.g., in the employment and higher education sectors) with other agencies as appropriate.

Over the coming years, in addition to measuring performance in priority areas, CNCS will use performance data to:

- Inform performance goals and objectives looking forward to the agency's next strategic plan
- Inform resource allocation decisions (e.g., budget planning)
- Gauge ongoing progress in areas where evidence demonstrates CNCS can have an impact
- Ensure that the agency is measuring the right things accurately
- Manage risk
- Develop and target technical assistance to staff and awardees on how to collect, manage, report on, and use performance information

FY 2015 AGENCY ACCOMPLISHMENTS

In FY 2015, 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 2015 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 approximately 73,800 AmeriCorps members and nearly 270,000 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 such as Resilience AmeriCorps 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 sixth 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. And continued funding for Pay for Success grants, which provide assistance to projects that seek to further align public funding with outcomes.
- 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.
- Awarded 10 Operation AmeriCorps grants 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 identified a high-priority local challenge for AmeriCorps members to address in a relatively short period of time. Unlike other CNCS programs, applicants were able to request AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC resources in a single application.
- Continued partnerships to support community solutions including 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.

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

- Continued support for 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 300 companies, nonprofits, and public agencies have signed on as Employers of National Service since the initiative launched in September 2014 including Disney, Comcast, CSX, Miami-Dade County Public Schools, and the cities of Philadelphia and Nashville, and the states of Montana and Virginia.
- Recognized the 50th anniversary of AmeriCorps VISTA and its efforts to mitigate poverty over four decades.
- 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, with many focused on supporting veterans, soldiers, and military families.
- Created the National Veteran Corps to honor and recognize AmeriCorps members and Senior Corps volunteers who are veterans or who serve veterans and military families. In 2013, national service members served more than 780,000 veterans and military members in VA clinics and hospitals, veteran service organizations, and at nonprofits and public agencies. In addition, more than 23,000 veterans served in AmeriCorps and Senior Corps, applying their skills and leadership abilities to solving local problems.

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 millions of 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 $200 million in cash and in-kind resources in support of anti-poverty programs.
- 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, county, and tribal elected officials across the country. These officials are important partners in identifying local needs and ensuring national service resources are effectively meeting those needs. More than 2,780 mayors and county leaders representing 150 million Americans participated in the 2015 Mayor and County Recognition Day for National Service.
- Strengthened volunteer recruitment and management practices in 17 states through the Volunteer Generation Fund, which supported the recruitment of more than 266,000 volunteers in 2013.
- Supported five regional training events led by governor-supported State Service Commissions that engaged 2,000 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.

TABLE 2. FY 2015 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 2015 CNCS Priority Goals, Measures, and Contributing Programs *(dollars in thousands) (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.

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

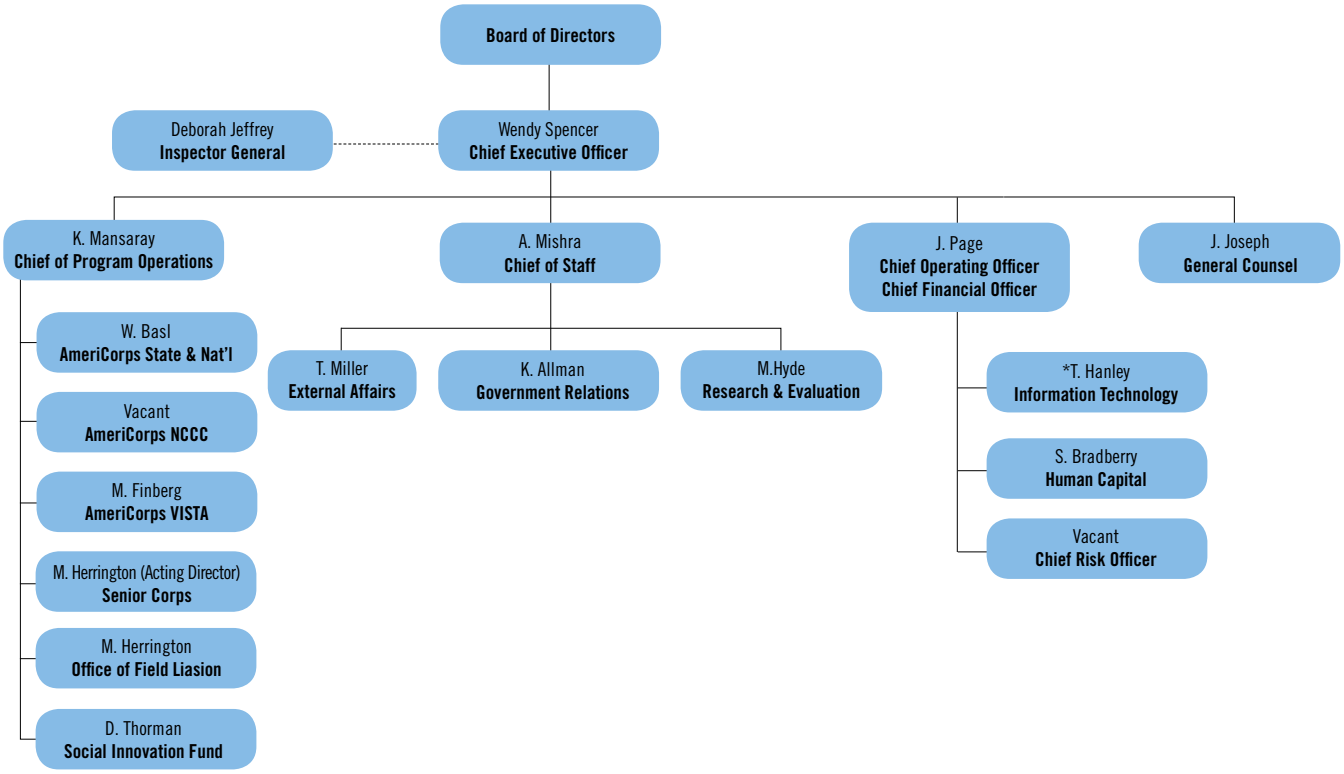
- Continued to foster a culture of integrity, accountability and transparency by fortifying its internal controls, oversight, and monitoring. CNCS's Office of Accountability and Oversight (OAO) led these enhancement efforts by beginning the development of a more robust and integrated Enterprise Risk Management (ERM) program in FY 2015.
- Created and began staffing the new Office of the Chief Risk Officer, which includes positions for a Chief Risk Officer, Internal Controls Program Manager, Enterprise Risk Management and Monitoring Program Manager, and IPERA Program Manager.
- Drafted, cleared, and promulgated Enterprise Rick Management Policy
- Began to plan and implement Internal Controls focuses on monitoring and Information Technology assessment.

For measures reflected in the preceding table, many CNCS grantees and projects began collecting data in FY 2013 and the agency began to analyze this information in FY 2014. Based on this ongoing analysis, CNCS has started to identify possible areas to focus resources, including:

- Targeted technical assistance for grantees on how to capture and enter high quality data
- Targeted technical assistance for staff on how to assess data accuracy
- Potential performance measure adjustments that will better align measures with what awardees are doing to meet agency priorities through addressing community needs

As CNCS continues to examine and learn from data reported by awardees, the agency will develop strategies to address areas of need and share effective practices with voluntary sector partners.

FIGURE 1. CNCS Organizational Chart



** Denotes staff that also have reporting line to the CEO*

FY 2017 BUDGET BILL LANGUAGE AND ANALYSIS | PART II

Operating Expenses

For necessary expenses for the Corporation for National and Community Service (referred to in this title as "CNCS") to carry out the Domestic Volunteer Service Act of 1973 (referred to in this title as "1973 Act") and the National and Community Service Act of 1990 (referred to in this title as "1990 Act"), [$787,926,000] *$794,608,000*, notwithstanding sections 198B(b)(3), 198S(g), 501(a)(4)(C), and 501(a)(4)(F) of the 1990 Act: *Provided*, That of the amounts provided under this heading: (1) up to 1 percent of program grant funds may be used to defray the costs of conducting grant application reviews, including the use of outside peer reviewers and electronic management of the grants cycle; (2) $50,000,000 shall be available for expenses 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 shall be available until September 30, 2018* to carry out subtitle E of the 1990 Act; and (5) [$3,800,000] *$4,000,000* 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 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, [2017] 2018: *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, 2016.)*

National Service Trust

(including transfers of funds)

For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, [$220,000,000] *$206,842,000,* 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, 2016.)*

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] *$89,330,000. (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2016.)*

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] $6,100,000. (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2016.)

Administative Provisions

SEC. [403] 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] 2017, 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. [404] 402. AmeriCorps programs receiving grants under the National Service Trust program shall meet an overall minimum share requirement of 24 percent for the first three 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. *Notwithstanding section 198(i)(4), these minimum share requirements shall apply to Martin Luther King, Jr. Service Day grants under Section 198(i).*

SEC. [405] 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. [406] 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. [407] 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. 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).

SEC. 407. Notwithstanding sections 139(b), 146 and 147 of the 1990 Act, an individual who successfully completes a term of service of not less than 1,200 hours during a period of not more than one year may receive a national service education award having a value of 70 percent of the value of a national service education award determined under section 147(a) of the Act.

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. The 1973 Act is amended—

(a)(1) by striking section 412,

(2) in subparagraph 201(f)(1) by striking "Notwithstanding section 412, and effective" and inserting "Effective",

(3) in subparagraph 201(g)(3) by striking "in accordance with section 412",

(4) in subparagraph 201(i)(1) by striking "or section 412", and

(b) In section 1(b)striking "Sec. 412 Notice and hearing procedures for suspension and termination of financial assistance.', and

(c) In subparagraph 227(a) by, striking paragraph (2), removing the designation of paragraph (1) and striking "paragraph (2) and".

Sec. 410. Notwithstanding Section 198K(m)(1) and 198K(m)(2)(D), of the funds appropriated for the Social Innovation Fund, not more than 7.5 percent may be used to carry out section 198K(m). (Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2016.)

TABLE 3. Appropriations Language Analysis

Language Provision/Change	Explanation
Sec. 402. Conforming match requirements for MLK Day of Service **Add:** Notwithstanding section 198(i)(4), these minimum share requirements shall apply to Martin Luther King, Jr. Service Day grants under Section 198(i)." to existing appropriations language Sec. 402	This language lowers the statutorily required 70 percent match requirement for the MLK Day Grant Competition to align with related CNCS grant programs (AmeriCorps, Senior Corps RSVP, and the September 11th Day of Service and Remembrance). Current law sets the match for MLK grantees at 70 percent, which limits the competition's applicant pool and flexibility.
Sec. 406. 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).	This language provides the opportunity for disadvantaged youth to serve in AmeriCorps during the summer months (those who are 14, 15 and 16 to serve less than full-time during May through September). AmeriCorps members under 17 would receive a summer of service educational award.
Sec. 407. Aligning Member's Service Year with the Academic Year **Add:** Notwithstanding sections 139(b), 146 and 147 of the 1990 Act, an individual who successfully completes a term of service of not less than 1,200 hours during a period of not more than one year may receive a national service education award having a value of 70 percent of the value of a national service education award determined under section 147(a) of the Act.	This language allows for the creation of a 1,200 hour AmeriCorps member position called "Reduced Full-time" with a proportional MSY value and education award. This will help recruiting because it will allow a better match of the service term with the academic year with proportional hour requirements and proportional rewards.
Sec. 408. 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)".	This language extends the opportunity to transfer a Segal AmeriCorps Education Award earned by individuals 55 and older to those who earned the Award through AmeriCorps VISTA and other programs.
Sec 409. DVSA Grant Competition **Add:** The 1973 Act is amended— (a) (1) by striking section 412, (2) in subparagraph 201(f)(1) by striking "Notwithstanding section 412, and effective" and inserting "Effective", (3) in subparagraph 201(g)(3) by striking "in accordance with section 412", (4) in subparagraph 201(i)(1) by striking "or section 412", and (b) In section 1(b)striking "Sec. 412 Notice and hearing procedures for suspension and termination of financial assistance.', and (c) In subparagraph 227(a) by, striking paragraph (2), removing the designation of paragraph (1) and striking "paragraph (2) and".	This language allows CNCS to conduct competitions for its 1973 Act (DVSA) program grants by eliminating the provision that mandates continuous, non-competitive grant renewal. Competitive grantmaking increases the impact of federal appropriations, drives innovation and accountability for outcomes, and encourages the use of evidence-based models.
Sec. 410. SIF Research and Evaluation Funding **Add:** Notwithstanding Section 198K(m)(1) and 198K(m)(2)(D), of the funds appropriated for the Social Innovation Fund, not more than 7.5 percent may be used to carry out section 198K(m).	This language increases the research and evaluation reservation of funds from 5 percent to 7.5 percent for FY2016. This would allow the Social Innovation Fund to put more money towards research and evaluation contracts.

FY 2017 BUDGET ACTIVITIES | PART III

BUDGET ACTIVITY 1:

AmeriCorps State and National

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

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

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Formula Grants to States	$115,729	$131,312	$133,933	$2,621
Competitive Grants	$202,308	$227,917	$232,593	$4,676
Set-asides for U.S. Territories	$3,278	$3,719	$3,794	$75
Set-asides for Indian Tribes	$3,278	$3,719	$3,794	$75
Education Award Program	$3,250	$4,350	$4,350	$0
Childcare	$4,232	$2,800	$2,800	$0
Grantmaking Support	$3,354	$4,670	$4,744	$74
Total Budget Authority*	**$335,430**	**$378,510**	**$386,010**	**$7,500**

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

TABLE 5. AmeriCorps State and National Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Total Members (est.)	64,804	76,198**	77,489	1,291
Cost Per MSY*	$7,813	$8,187	$8,205	$18

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

**Public Law 114-113 includes authority and guidance for CNCS to provide additional resources to State Commissions to provide training and technical assistance to AmeriCorps and other national service programs. CNCS is determining the amount and uses of these set-aside funds, which come from Operating Expenses.

FY 2017 PERFORMANCE PLAN

For 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 helping to expand economic opportunities for all Americans through activities such as: tutoring, disaster response, helping veterans reintegrate into civilian life, and many others.

Investing Federal Funds in Outcomes and Evaluation

With the requested FY 2017 funding, AmeriCorps State and National will continue to invest in community-based organizations and programs that implement evidence-informed and evidence-based solutions.

Embedding Evidence in Grant Reviews

AmeriCorps State and National will continue to place emphasis on evidence in the application review and selection process. AmeriCorps State and National will continue to promote effective and efficient solutions to social challenges by using a grant-making process that will select the strongest service models, taking into account the level of evidence for each intervention. This focus aligns with and reinforces the agency's goal of providing the most effective service to the American people. Also, AmeriCorps State and National will not award $500,000 or more to any applicant that does not demonstrate at least preliminary evidence. Below is a profile of the program's current and projected grantees' evidence levels.

Building Grantee Capacity to Conduct Quality Evaluations and Use Findings for Organizational Learning

In keeping with CNCS's strategic objective to improve organizational capacity to conduct rigorous evaluations of its programming, AmeriCorps State and National is also developing strategies with the agency's Office of Research and Evaluation to help all grantees build evidence. Recognizing that there is value in funding programs along a continuum from evidence-informed to evidence-based interventions, AmeriCorps State and National is working to ensure that every grantee develops a plan to advance along the continuum.

For the past two years, the program has provided one-on-one technical assistance to help grantees that receive $500,000 or more in CNCS funds to design and carry out quasi-experimental of experimental impact evaluations. The first cohort of grantees that received this assistance will submit their evaluation results during the FY 2016 grant competition. As shown in the chart above, the percentage of awardees that have achieved at least a preliminary level of evidence in FY 2015 increased by nearly 25 percent over FY 2014. By FY 2017, AmeriCorps State and National projects that 82 percent (vs. 57 percent in FY 2014) of its awardees will achieve at least a preliminary level of evidence.[4]

Due to the high cost of quality research, CNCS is examining other ways to support the capacity of grantees to conduct an external evaluation to increase the number of high-quality evaluations that include randomized controlled trials and quasi-experimental design. Grantees with moderate evidence who responded to a survey reported spending an average of $135,976 on evaluation and the median cost was $77,943. Since cost

TABLE 6. Level of Grantees' Evidence[2]

Evidence Level	FY 2014 Percent of Awardees	FY 2015 Percent of Awardees[3]	FY 2016 Projected Percent of Awardees	FY 2017 Projected Percent of Awardees
Strong	7	7	8	9
Moderate	22	12	22	25
Preliminary	28	52	48	48
Pre-Preliminary	42	29	22	18

Total percent for each column may not add to 100 due to rounding

[2] AmeriCorps State and National introduced its current use of evidence in grant-making decisions in FY 2014. Fiscal year percentages may not sum to 100 percent due to rounding.

[3] The 2015 awardees with strong and moderate levels of evidence accounts for 14 percent, or $11,422,060, of funds awarded to new applicants and applicants who re-competed for funding.

[4] This data is based on a portfolio average since grantees only submit evidence at the beginning of their three-year grant cycle. More detail on the program portfolio's evidence can be found in the Accomplishments section.

per MSY is a competitive factor in grant-making, there is concern that it may be leading applicants to under-budget for evaluations. Therefore, it is important to seek other ways to support the cost of high quality evaluations.

CNCS also seeks to build the evaluation capacity of small grantees that often lack the fiscal and human resources to conduct impact evaluations. The AmeriCorps Opportunity Youth Evaluation Bundling Project is a pilot project that tests a new and innovative way for small programs to participate in evaluations employing designs that rigorously assess program impacts. Evaluation bundling engages AmeriCorps State and National grantees in a collaborative relationship with each other and an evaluation contractor to design and implement a multi-site impact evaluation based on their common service interventions and outcomes. While each of these programs might not have the sample size and evaluation resources required to conduct a valid impact evaluation on their own, joining with similar programs will boost the sample size and evaluation resources available to a satisfactory level. A final evaluation report for the AmeriCorps Opportunity Youth Evaluation Bundling Project will be available in the fall of 2016.

Member Experiences and Outcomes

AmeriCorps State and National routinely coordinates with CNCS's Office of Research and Evaluation to review and assess ways to improve its participants' experience. CNCS revised the content and administration of its Member Exit Survey in FY 2015 in order to collect more relevant information and improve response rates. In addition, the agency piloted an alumni survey. Both surveys represent efforts to collect quality information about members' experiences as well as the outcomes of those experiences — particularly in continued civic engagement and career pathways later in life.

Key findings[5] in recent years (data aggregated from fiscal years 2011, 2012, 2013) have included:

- Members believed their service had an impact on communities and on themselves.
  - Ninety-one percent of State and National members agreed that they made a contribution to the community.
  - Seventy-seven percent of State and National members re-examined their beliefs and attitudes about themselves.
  - Seventy-five percent of State and National members reported that they did things they never thought they could do.
- Members believed their service experience was "defining."
  - Seventy-eight percent of State and National members believed their participation in AmeriCorps was a defining personal or professional experience.
  - Eighty-eight percent of State and National members felt their future educational, professional, or civic endeavors will benefit as a result of their AmeriCorps service.
  - Eighty-seven percent of State and National members felt their AmeriCorps experience will affect their future participation in community service/civic engagement.
  - Seventy-four percent of State and National members reported that during AmeriCorps they figured out next steps in terms of school or career goals.

AmeriCorps State and National will coordinate with the agency's new data analysis unit discussed earlier to improve the quality and usefulness of administrative data such as member demographic characteristics. This effort will include ensuring that CNCS's information systems are capturing the right data at the right time to inform key business decisions. Some of this work has already begun and is highlighted later in the agency grant and member management system modernization discussion (Salaries and Expenses).

Member Activities and Recipient Outcomes

AmeriCorps State and National tracks awardees' performance measure outputs and outcomes. CNCS uses strategic objectives to assess its progress across initiatives that have related measures and align with the agency goals mentioned earlier. The following chart reflects a limited number of the agency's priority strategic objectives and measures, including projections for FY 2017.

Areas of anticipated priority in FY 2017 include the following:

- **Disaster Services** – improving community resiliency through disaster preparation, response, recovery, and mitigation
- **Economic Opportunity** – increasing economic opportunities for communities, specifically opportunity youth, both as the population served and as AmeriCorps members.[6] This includes programming that supports My Brother's Keeper—initiatives that address opportunity gaps to ensure that all young people can reach their full potential
- **Education** – improving student academic performance in Science,

[5] The figures reported here are statistically adjusted to account for non-response bias.
[6] Opportunity Youth - people between the ages of 16 and 24 who are neither in school nor working.

TABLE 7. CNCS Strategic Objectives and Priority Performance Measures

	FY 2014 Actual	FY 2015 Estimated[7]	FY 2016 Projected	FY 2017 Projected[8]
CNCS Strategic Objective 1: Help improve school readiness for economically-disadvantaged young children				
Number of students showing improved academic performance	311,015	333,000	350,000	400,000
Number of students demonstrating improved academic engagement	49,273	151,000	180,000	190,000
CNCS Strategic Objective 2: Help increase the number of veterans served by CNCS programs				
Number of veterans, veterans' family members, family members of active-duty military, and military service members served	39,709	44,500	50,000	55,000
CNCS Strategic Objective 3: Help individuals and communities prepare, respond, recover, and mitigate disasters and increase community resiliency.				
Number of individuals receiving disaster preparedness services	N/A	665,000	750,000	800,000
CNCS Strategic Objective 4: Help improve at-risk ecosystems				
Number of at-risk acres and miles of public land improved	1,239,973	874,000[9]	1,000,000	1,100,000
CNCS Strategic Objective 5: Help increase the number of economically-disadvantaged people transitioning into or remaining in safe, healthy, affordable housing				
Number of economically disadvantaged people receiving housing assistance	35,055	31,000	39,500	40,000
CNCS Strategic Objective 6: Reducing childhood obesity and increasing access to nutritious food				
Number of individuals that gained access to food resources	116,132	75,000	95,000	95,000

Technology, Engineering, and/or Mathematics (STEM) and addressing student and school needs through School Turnaround AmeriCorps programming

- **Environment** – involving youth and veterans in protecting and restoring America's great outdoors, including providing training and building stewardship while enhancing public lands through the 21st Century Conservation Service Corps.
- **Veterans and Military Families** – positively impacting the quality of life of veterans and improving military family strength
- **Governor and Mayor Initiatives** – addressing a pressing challenge that a governor wishes to solve through partnership with a mayor and at least two nonprofits that effectively deploy AmeriCorps members for a collective impact.
- **Multi-focus intermediaries** – demonstrating measureable impact and primarily serve communities with limited resources and organizational infrastructure (e.g., rural and other underserved communities).
- **Safer communities** – focusing on public safety and preventing and mitigating civil unrest, including summer programming or engaging communities that are part of The National Forum on Youth Violence Prevention.

The request includes an Opportunity Youth initiative that would enable up to 8,000 disconnected youth to serve as AmeriCorps members during the summer, giving them a chance to help their communities while exploring potential career paths, developing skills, and earning an education award they can use for college. CNCS is interested in expanding funding for summer service programs that expand opportunity for youth.

[7] Estimate is based on performance measures in applications that will report results fall 2015.

[8] Based on applying the ration of FY 2017 grant funds to FY 2015 grant funds (1.268:1) to the FY 2015 performance measure estimates.

[9] The distribution of measures used across the portfolio is dependent on which programs are funded and which performance measures they believe best capture the outcomes of their program model. As grantees change and/or they change what they are measuring, the total targets vary from year to year, as can actual results as illustrated between FY 2014 and FY 2015 for the second measure of objective 1 and the first measure of objective 6. Both of these measures show large differences in the number of reported results between past fiscal years due to changes in AmeriCorps' grant portfolio and which measures grantees are selecting.

The Detroit Youth Service Corps is one example. A joint endeavor of AmeriCorps, Detroit Public Schools, the Michigan Community Service Commission, the Skillman Foundation, and Wayne State University, the program engages 40 Detroit youth who have risks associated with criminal behavior for a 10-week summer AmeriCorps service term. AmeriCorps members work to increase neighborhood safety and quality of life by completing beautification and board-up projects, surveying neighborhoods with the Healthy Home Screening Tool Assessment, and providing information to residents. Members also participate in weekly learning seminars to develop academic and professional skills to help them be ready for college and career.

This is one of many examples that show why AmeriCorps is an effective strategy for addressing the challenges of disconnected youth and distressed communities. AmeriCorps benefits the recipients of service, the people who serve, and the larger community. CNCS notes the Senate Appropriations Committee FY 2016 report language recognizing that AmeriCorps programs are uniquely situated to support communities that have recently experienced civil unrest and the challenges underlying them. Since its creation, AmeriCorps has had a strong focus on expanding economic and education opportunities for those who need it most. While the service activities vary widely from tutoring and mentoring to improving public safety or weatherization, AmeriCorps programs share a common goal of improving communities while expanding opportunities for those that serve. CNCS will continue and look to expand its focus on public safety and preventing and mitigating civil unrest, including summer and opportunity youth programming.

AmeriCorps State and National's budget request will also provide funding to cover the growing cost of implementing high-quality AmeriCorps programming. These costs include an increase in the cost per member to account for statutorily-required increases in the member living allowance; support for new activities that focus on member experience and community impact; and increased costs associated with evaluation.

While CNCS has encouraged its grantees to do more with less over the past several years while the cost of doing business continues to rise, the agency is considering a new approach. The agency is looking at the value of ending the trend of pushing for a lower cost per MSY for all grantees, allowing grantees to be awarded at a level or some at a higher cost per MSY if they can demonstrate the need. CNCS is sensitive to the quality of applicants and the ability of grantees to administer high quality programs. For example, several quality programs have removed their grants from competitive consideration with CNCS this year after not receiving funding at the cost per member they requested and believe is necessary to run a high quality AmeriCorps program.

In recent years AmeriCorps State and National has made strategic decisions to be able to fund all of the high quality grant applications it has received. For example, in FY 2015, CNCS did not consider any programmatic expansions of continuation applicants and reduced its new and recompeting applicants' cost per MSY by at least three percent to ensure that all high-quality applications could be funded.

Evidence and Results

A body of evidence is emerging that supports the role of national service in advancing the nation's education goals. A recent report[10] (2014) published by America's Promise Alliance summarized research that demonstrates the impact of national service programs on the following educational outcomes:

- Ensuring young children are ready for kindergarten
- Boosting early reading success
- Supporting regular attendance, good behavior and strong course performance
- Providing social and emotional support
- Extending learning beyond the school walls and the school day
- Fostering college and career aspirations
- Reconnecting young people to education employment pathways.

The FY 2017 budget will grow the use of evidence-based models in communities across the country by prioritizing funding for program models with evidence that they effectively address the outcomes listed above. In addition, the results of the School Turnaround AmeriCorps evaluation to be completed in the summer of 2016 will inform funding priorities in FY 2017. Similarly, as findings from the CNCS research grants awarded in FY 2015 become available, they will be used to test new national service models and explore the role of national service in creating jobs in communities AmeriCorps serves. Finally, as evidence emerges from initiatives like the Social Innovation Fund, CNCS will explore roles for AmeriCorps awardees to expand the use of evidence-based programs in their communities.

Increasing the emphasis on evidence creates the need for additional grant funds to support high-quality evaluations. In addition, it is important to note that new programs will not have evidence to support their specific intervention. Therefore, CNCS will continue to promote innovation by supporting well thought-out theories of change that have not yet been proven and placing emphasis on the use of performance measurement and evaluation as a way to help new programs achieve positive outcomes and grow their level of evidence in support of those outcomes.

[10] To download this report, go to: http://www.americaspromise.org/news/role-national-service-closing-graduation-gap

Efficiencies

All grantees are required to raise additional funds to manage their programs, since CNCS's funding is not sufficient to cover all costs. Seventy percent of FY 2015 grantees with awards of $500,000 or greater currently match at the rate of dollar for dollar or higher. The average match rate reported by all of the FY 2015 cost-reimbursement grantees with awards more than $500,000 is greater than 50 percent, meaning that for every federal dollar invested, there is an additional dollar from the community supporting the program.

Some programs are fixed-price awards that do not report match funds; however, they must raise additional revenue because it costs considerably more than the federal award to administer an AmeriCorps program. In total, including these "other resources," for every federal dollar invested, AmeriCorps State and National FY 2015 grantees will raise $2.70.

Partnerships and Priority Initiatives

Operation AmeriCorps

In FY 2017, AmeriCorps State and National will continue to support Operation AmeriCorps, which was discussed earlier in this Budget.

One example of this initiative is Operation AmeriCorps Orlando. This program will engage 130 AmeriCorps State members over two years to provide in-school and out of school support to high school seniors and ensure they go on to one of five opportunities after graduation: college, service in the military, AmeriCorps national service, a job, or a paid internship. AmeriCorps members across CNCS service streams, including AmeriCorps VISTA and AmeriCorps NCCC, will be crucial in this transformative process. AmeriCorps State members will contribute to this effort by serving in five local high schools and the City of Orlando recreation centers throughout targeted neighborhoods. AmeriCorps State members will lead academic tutoring, education and career counseling, and college immersion and workforce development training.[11]

FY 2015 ACCOMPLISHMENTS

During FY 2015, AmeriCorps State and National continued to support its grantees' increased attention to, understanding of, and implementation of evaluation. The FY 2015 grant competition required applicants to submit logic models, describe their theories of change, and discuss the evidence base for the proposed interventions and outcomes. Applicants were scored against a four tiered evidence level scale: pre-preliminary, preliminary, moderate, and strong.

The AmeriCorps State and National performance measures presented earlier in this Budget do not reflect all of the work being completed by grantees, but they do provide examples of how the agency is having a positive influence on challenges important to a broad range of people across the nation. For example, three of the priority measures track improvements to students' success in school or helping people find safe housing, which are issues that affect millions of Americans. For FY 2015, CNCS estimates that its awardees will meet the needs of more than 500,000 people in these priority issue areas.

For activities in FY 2014, grantees reported on 77 different national performance measures plus numerous applicant determined measures. For example, AmeriCorps grantees working to help improve school readiness for economically-disadvantaged children reported that more than 311,000 students showed improved academic performance.

Successful Project Examples

The following projects illustrate the important roles that AmeriCorps members have played in communities nationwide and the role national service has played in improving educational outcomes for low-income students and schools.

Critical Roles

Performance data reported to CNCS by the following grantees illustrate the important contributions AmeriCorps members have made in providing disaster relief, housing, and employment coaching to residents nationwide.

- A return on investment analysis in FY 2013 determined AmeriCorps' investment of $9 million into **Habitat for Humanity** yielded $7.1 million in community investment. Five hundred and seventy-five AmeriCorps members served one million hours and recruited approximately 260,000 volunteers — a 452:1 ratio. The program built or repaired 3,441 homes for an average cost of $2,624 in federal funds per home.
- Since September 2014, the St. Paul Neighborhood Network's **Community Technology Empowerment Project** members have secured employment for 443 program participants. Members provide technology, financial, and employment teaching and coaching to low-income and immigrant populations at Twin Cities community agencies.
- Fifteen AmeriCorps grantees are trained as A**meriCorps Disaster Response Teams** (A-DRT's), providing a combined total of 3,000 specially trained AmeriCorps members ready to deploy to disaster stricken areas. For example, 162 AmeriCorps members from nine A-DRTs across the country were deployed on a mission assignment from FEMA to respond to flooding throughout the Detroit area. Between October and December 2014, these members mucked and gutted 351 homes and completed 424 damage assessments. These grantees

[11] This information is based on awarded applications. Members have not yet begun serving.

also respond to disasters as part of their AmeriCorps grant. In 2015, AmeriCorps members provided direct service and responded to disasters in 13 states providing much needed assistance with debris removal and cleanup, registering disaster survivors for assistance, conducting damage assessments, and by managing volunteers and donations. In addition, AmeriCorps members provide essential disaster preparedness through education, outreach, and training; projects to mitigate the effects of flooding, hurricanes, and wildfires; and recovery support, including rebuilding/repair of storm damaged homes.

- In response to heavy rainfall that led to flooding and landslides in Grays Harbor County, Washington and a request from the state emergency management agency for assistance, 45 AmeriCorps members with Washington Conservation Corps conducted damage assessments and debris removal of flood damaged homes, as well as leveraging additional volunteers by supporting the Volunteer Reception Center. They were able to conduct nearly 80 damage assessments and leverage hundreds of volunteers to remove more than 400 cubic yards of debris.
- Severe weather in Texas in May and June 2015 led to record amounts of rainfall that flooded many communities. Before the storms ended, Texas Conservation Corps deployed 28 AmeriCorps members to manage two volunteer reception centers in San Marcos, Texas. Within the first day they registered over 1,000 volunteers.

Critical Results

The following programs conducted rigorous third-party evaluations. The strength of these findings demonstrate how national service provides important support from cradle to career, including ensuring young children are ready for kindergarten, boosting early reading success, and supporting college access.

- **Playworks** has conducted a quasi-experimental design and an experimental, randomized controlled trial and both demonstrate positive, statistically significant findings. In the **Playworks** model, AmeriCorps members use play to teach and model skills such as respect, empathy, problem-solving, and conflict resolution. The resulting positive recess climate improves students' feelings of inclusion. This leads to an improved overall school climate where students are 36 percent more likely to feel physically and emotionally safe, 42 percent more likely to feel they belong, and have a 34 percent greater sense of connection to school. Research has identified that school engagement is an indicator of long-term academic and social outcomes.
- Quasi-experimental evaluations of the **Minnesota Reading Corps** model found that the evidence-based literacy enrichment and tutoring services members provide to preschool students effectively improves preschool students' emergent literacy skills. AmeriCorps-tutored four- and five-year-old students not only out-performed students in comparison groups in five assessed areas (recognizing letter sounds, rhyming words, letter names, picture names, and alliterations) but they significantly outperformed students in comparison groups in rhyming words and picture names.
- A 2015 quasi-experimental comparison group study measured the impact of City Year's "Whole School Whole Child" model by analyzing publicly available state assessment data from more than 600 similar schools in high-poverty urban settings in 22 cities, of which 150 had partnered with City Year and 460 had had not. To identify comparison schools, Policy Studies Associates used propensity score matching that identified schools that were similar in terms of baseline state standardized test performance data, enrollment, and demographic information, including the percentage of English-language learners and economically disadvantaged students. The study found that schools that partnered with City Year were two to three times more likely to improve their proficiency rates in English Language Arts and math as compared with similar schools that did not have City Year. City Year AmeriCorps members promote academic achievement and foster student engagement in and out of the classroom at more than 290 schools in 27 urban communities across the United States
- Other AmeriCorps education program models with strong evidence have demonstrated their impact on improving children's ability to read. A randomized study of the **Reading Partners'** program was conducted in which 1,265 students at 19 schools in second to fifth grade were randomly assigned to either receive the intervention or not. Using student reading assessment scores at the beginning and end of the school year, the evaluation found statistically significant impacts of the program on reading comprehension, reading fluency, and sight-word reading after one year.
- A randomized control trial found that participants in the **College Possible** program were more than 15 percentage points more likely to enroll in a four-year institution right after high school.[12]

[12] Christopher Avery, "Evaluation of the College Possible Program: Results From a Randomized Controlled Trial," NBER Working Paper 19562, October 2013, http://www.nber.org/papers/w19562.

BUDGET ACTIVITY 2:

AmeriCorps VISTA

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

TABLE 8. AmeriCorps VISTA Budget Summary *(dollars in thousands)*

Budget Account ($ in 000's)	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Subsistence	$54,867	$57,155	$60,440	$3,285
Post-Service Stipend	$1,668	$2,040	$2,095	$55
Healthcare	$10,896	$6,800	$6,963	$163
Childcare	$1,328	$1,480	$1,519	$39
Workers Compensation	$940	$950	$950	$0
Travel, Relocation & Settling In	$3,113	$3,452	$3,544	$92
Supervision and Transportation	$5,114	$5,807	$5,962	$155
Grant-making Support	$443	$181	$181	$0
Training	$11,825	$12,330	$12,027	($303)
Evaluation, Administration, etc.	$784	$784	$784	$0
Recruitment and Outreach	$1,385	$1,385	$1,415	$30
Total Budget Authority*	**$92,364**	**$92,364**	**$95,880**	**$3,516**

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

TABLE 9. AmeriCorps VISTA Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Total AmeriCorps VISTA Members	7,782	8,533	8,764	231
Number of MSYs	5,550	6,095	6,305	210
Cost per MSY	$16,642	$15,154	$15,220	$66

FY 2016 Performance Plan

AmeriCorps VISTA was created to support efforts to 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 builds the capacity of organizations to alleviate poverty by engaging individuals age 18 and older in a year of full-time service activities.

Investing Federal Funds in Outcomes and Evaluation

With the requested FY 2017 funding, AmeriCorps VISTA will continue to build the capacity of results-based, community programs and organizations that help economically disadvantaged Americans and communities address poverty and poverty-related issues. Several examples of these types of investments are described in the following sections. As evidence accumulates for effective national service and

social innovation program models, CNCS plans to use this evidence to inform AmeriCorps VISTA programming.

AmeriCorps VISTA Member Experience

AmeriCorps VISTA actively coordinates with CNCS's Research and Evaluation Office to review and assess ways to improve its participants' experience. CNCS revised the content and administration of its Member Exit Survey in FY 2015 in order to collect more relevant information and improve response rates. In addition, the agency piloted an alumni survey. Both surveys represent efforts to collect quality information about members' experiences as well as the outcomes of those experiences—particularly in continued civic engagement and career pathways later in life.

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 AmeriCorps VISTA Pre-Service Orientation for members. In FY 2017, AmeriCorps VISTA will further expand and enhance its virtual training offerings for members, sponsors, and site supervisors to increase support and achieve greater cost efficiencies.

AmeriCorps VISTA Member Activities and Organizational Outcomes

The flexibility to work with community stakeholders to identify culturally and regionally appropriate solutions to poverty is a hallmark of the AmeriCorps VISTA program. The intended outcome of AmeriCorps VISTA projects is the increased programmatic, organizational, or community capacity to address poverty and poverty-related issues, as determined locally with the involvement of beneficiaries in the community.

To achieve these outcomes, AmeriCorps VISTA members engage in a variety of capacity building service activities, such as strengthening community partnerships, recruiting volunteers and helping to improve volunteer management systems, developing materials that support programming, conducting community assessments and outreach to target beneficiaries, and fundraising. AmeriCorps VISTA members are often involved in several of these activities during their term.

Of particular interest, some AmeriCorps VISTA members are helping host sites increase their capacity to effectively use data to measure outcomes and improve performance of their anti-poverty interventions. AmeriCorps VISTA members helping to build the data/research and evaluation capacity of nonprofit sponsors support CNCS's goal of using data more effectively. AmeriCorps VISTA will look for best practices and takeaways from these data-focused projects.

AmeriCorps VISTA members raised $222 million in FY 2015 to support the anti-poverty interventions of the organizations they served. In addition, AmeriCorps VISTA members developed meaningful opportunities for more than 1.2 million community volunteers to serve low-income communities.

Based on historical data, AmeriCorps VISTA estimates that it will generate more than $200 million in leveraged cash and in-kind resources in FY 2017 to support the capacity-building efforts of nonprofits across the nation.

Provided below is an example of how, with local community involvement, AmeriCorps VISTA members are being leveraged to create or expand capacity to address local needs.

Shaping Our Appalachian Region (SOAR)

This bipartisan initiative was launched by Kentucky Governor Steve Beshear and Congressman Hal Rogers to help meet the challenges in eastern Kentucky related to unemployment and poverty, and help the region develop and execute new locally-oriented strategies to attack persistent challenges. Through this investment of more than $1 million, CNCS estimates that 50 AmeriCorps VISTA members will provide 100,000 volunteer hours over the next year to eastern Kentucky families and individuals. 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. They will focus on job creation and retention, youth engagement, education success, and health and human services.

One AmeriCorps VISTA member co-wrote a successful $19.9 million grant funded by the U.S. Department of Agriculture to support underemployed Kentuckians to gain vital workforce skills. Partnering with the Eastern Kentucky Concentrated Employment Program, State Cabinet for Health and Family Services, Education and Workforce Development, and the Kentucky Community and Technical College System, this grant will help low-income residents increase their employment readiness.

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Based on historical data, AmeriCorps VISTA estimates that it will generate more than $200 million in leveraged cash and in-kind resources in FY 2017 to support the capacity-building efforts of nonprofits across the nation.

Evidence and Results

In FY 2017, AmeriCorps VISTA will continue to promote effective and efficient solutions to social challenges by selecting projects with strong indications of success. These indications include robust logic models, demonstrated past performance, and similarity to successful models.

AmeriCorps VISTA is currently working with CNCS's Research and Evaluation Office to develop an updated theory of change and associated logic model that will guide the program's evaluation strategy in the coming years. A primary goal of this effort is to increase VISTA's capacity to identify program sponsors with an increased likelihood of having interventions with measurable anti-poverty impact.

Efficiencies

In FY 2015, over 23 percent of all AmeriCorps VISTA living allowances were funded by sponsoring organizations, primarily with funds from the communities where the AmeriCorps VISTA members served. This is a tribute to the degree in which AmeriCorps VISTA resources are valued by the communities served. In FY 2017, AmeriCorps VISTA is projecting that approximately 25 percent of all AmeriCorps VISTA living allowances for members will be supported through cost-share agreements funded by public-private partnerships. These cost share agreements allow for more members to serve by further leveraging federal funds. CNCS estimates that this cost-share program will enable VISTA to support nearly 2,000 more AmeriCorps VISTA members in FY 2017 than what federally appropriated funds alone would support.

As referenced above, AmeriCorps VISTA will also continue to achieve greater cost efficiencies by further expanding and enhancing its virtual training offerings for members, sponsors, and site supervisors.

Partnerships and Priority Initiatives

Resilience AmeriCorps

For FY 2017, AmeriCorps VISTA is requesting a $4 million increase to recruit, train, place and support up to 175 additional AmeriCorps VISTA members in low-income communities throughout the United States as part of Resilience AmeriCorps. This initiative responds to a recommendation made by the President's State, Local, and Tribal Leaders Task Force on Climate Preparedness and Resilience to assist vulnerable communities that lack the capacity to rebound from catastrophic events—both natural and manmade. Resilience AmeriCorps is a partnership initially launched between CNCS, the National Oceanic and Atmospheric Administration, the Environmental Protection Agency, the Department of Energy, Cities of Service, and the Rockefeller Foundation.

The first phase of Resilience AmeriCorps kicked off in early FY 2016 with Cities of Service placing 19 VISTA members in 10 cities across the country: Anchorage, Alaska; Boulder, Colorado; Chicago, Illinois; El Paso, Texas; Minot, North Dakota; New Orleans, Louisiana; Norfolk, Virginia; Phoenix, Arizona; Pittsburgh, Pennsylvania; and Tulsa, Oklahoma. The traditional AmeriCorps VISTA onboarding was supplemented by resilience-specific training developed by the Rockefeller Foundation.

Further phases of Resilience AmeriCorps will include placing members at sites around the country with additional intermediary partners including Catholic Charities USA and Lutheran Services in America.

Mentoring, Opportunity Youth, and Workforce Development Initiatives

Through support for the My Brother's Keeper initiative, AmeriCorps VISTA will help young adults gain the education they need to become employed in today's workforce and 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 My Brother's Keeper Task Force focus areas:
  - Entering school ready to learn with a focus on closing the achievement gap, ensuring access to high quality early care and education, and expanding health and developmental screenings
  - Promoting reading at grade level by 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 2017, AmeriCorps VISTA will continue to assist with the resettlement of refugees by supporting projects that:

- Connect targeted populations with programs focused on English as a Second Language and computer literacy
- Provide interviewing skills, resume writing, mentoring programs, and other professional development opportunities for youth and adults
- Expand access to social services including health care, food access, and transportation.

STEM AmeriCorps

In FY 2017, AmeriCorps VISTA will help to expand STEM education by supporting partnerships such as those with US FIRST, US2020 and

the California State University system. These partnerships engage students, faculty/staff, and community partners to bolster the number of low income/underserved (low socio-economic) and underrepresented (minority, female, rural) students who pursue and obtain STEM-related degrees. This program will expand on the partnership CNCS has with the National Science Foundation, in collaboration with 100Kin10 to help thousands of teachers access the Education Awards, which will enable them to learn computer science fundamentals, and teach and inspire the next generation of great innovators, problem-solvers, and STEM teachers.

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 inaugural five Promise Zone designees are San Antonio, Philadelphia, Los Angeles, Kentucky Highlands, and the Choctaw Nation of Oklahoma. Each of these communities received a broad package of support to revitalize the community, including five AmeriCorps VISTA members per year for five years in each community. Among other activities, AmeriCorps VISTA members have helped build the capacity of the Promise Zones to work with federal agencies, coordinate key stakeholders, and support the community's data plans.

In April, 2015, eight additional Promise Zone designees were named: Camden, Hartford, Indianapolis, Minneapolis, Sacramento, St. Louis, the Low Country of South Carolina, and Pine Ridge Indian Reservation of the Oglala Sioux Tribe in South Dakota.

Following a third and final competition, seven additional communities are expected to be announced as Promise Zone designees in the spring of 2016.

Overall, a total of 20 communities will receive a Promise Zone designation. AmeriCorps VISTA will make available resources to support five AmeriCorps VISTA members (up to a total of 100 AmeriCorps VISTA members) per year for five years in each community.

AmeriCorps VISTA will continue to coordinate with other federal, state, local, and tribal agencies in support of the Administration's Promise Zone and Strong Cities Strong Communities initiatives, among other interagency initiatives.

Operation AmeriCorps

For FY 2017, AmeriCorps VISTA plans to support Operation AmeriCorps, which was introduced earlier in this Budget. An example of the type of work CNCS anticipates funding with this Budget is an economic development project in Utah that provides AmeriCorps members in both AmeriCorps State and National and AmeriCorps VISTA with an opportunity to help Americans who are homeless find stable housing. Additionally, AmeriCorps members help those at risk of homelessness find jobs and access social services. AmeriCorps VISTA members contribute to this effort by engaging and providing outreach to target communities, providing capacity-building support to sponsor organizations, and evaluating and assessing service impact.

FY 2015 ACCOMPLISHMENTS

In FY 2015, CNCS funded more than 7,000 AmeriCorps VISTA members who helped organizations meet community needs in the agency's primary focus areas. The agency estimates the following project distribution by focus area:

- Economic Opportunity (40%)
- Education (32%)
- Healthy Futures (23%)
- Other (5%)

Provided in the following sections is additional context for how AmeriCorps VISTA projects will further target CNCS's priority strategic objectives in FY 2017, along with examples of recent project success based on currently available data.

Economic Opportunity

AmeriCorps VISTA estimates that more than 2,100 project sites will be approved to receive capacity-building assistance from AmeriCorps VISTA members in the Economic Opportunity focus area.

The primary strategic objectives under Economic Opportunity are housing, employment, and financial literacy. Some examples of successful programs follow.

Equal Justice Works

The Equal Justice Works AmeriCorps VISTA project builds the capacity of tenant associations in eligible project-based Section 8 U.S. Department of Housing and Urban Development (HUD)-assisted properties to increase tenants' knowledge of their rights, responsibilities, and options for preserving their homes and improving their communities. AmeriCorps VISTA members build the capacity of tenant organizations through outreach, education, leadership development, and legal aid. The project is the result of a federal partnership between CNCS and HUD. In 2015, EJW reported that 945 community volunteers were recruited as a result of the VISTA project and they provided over 5,300 hours of community service. One of the sites, Bread for the City, reported that 261 housing units were retained or made available to low-income individuals and families.

Bethany Christian Services

Bethany Christian Services is a global children and families social services agency that empowers and strengthens families for the well-being of

children. In 2015, the 39 AmeriCorps VISTA members at Bethany Christian Services focused on literacy, English as a Second Language (ESL), housing placement, financial literacy, mentoring, and economic development through employment services and job skill development. AmeriCorps VISTA members recruited 778 volunteers and secured more than $1.7 million for the organization through cash and in-kind donations. These resources led to the development of a refugee agricultural farm and a refugee driver's education program, three community gardens that service 90 families a year, furnished homes for over 250 refugee individuals and families, and a refugee job placement rate of more than 85 percent.

Education

CNCS estimates that more than 2,100 project sites will be approved to receive capacity-building assistance from AmeriCorps VISTA members in the Education focus area. A majority of sites are likely to focus on K-12 success and post-school support. Some examples of successful models follow.

Heart of Florida United Way

Heart of Florida United Way in Orlando operates an AmeriCorps VISTA project focusing on enhancing academic achievement, attendance, behavior, and college readiness of students in Title I schools in low-income communities in the Orange, Osceola, and Seminole County School Districts. In FY 2015, 20 AmeriCorps VISTA members recruited 1,037 volunteers to mentor, tutor, and perform other activities at low-performing schools, serving 8,768 hours.

These VISTAs have also formed community-school partnerships, including partnerships with Lockheed Martin, NASA, and the National Society of Black Engineers, to have their employees/members work with low-income students around STEM education and STEM careers. An evaluation of the project showed that students mentored by community volunteers had better school attendance and academic achievement compared to students who were eligible for mentoring but did not participate in the program.

Higher Achievement

Eight AmeriCorps VISTA members help strengthen the capacity of Higher Achievement, an organization that provides middle school students from under-resourced communities with rigorous year-round learning enrichment, caring role models, and a culture of high expectations. The program's model works to instill college-bound scholars with the character, confidence, and skills to succeed.

AmeriCorps VISTA members support Higher Achievement's mission to serve scholars at operating centers in Washington, DC; Alexandria, VA; Baltimore, MD; Pittsburgh, PA; and Richmond, VA.

AmeriCorps VISTA members play an active role in expanding Higher Achievement's after-school and summer academy program, generating nearly $154,000 in cash and in-kind resources. They also conduct research and evaluation and develop connections with the community surrounding each Achievement Center to build grassroots support and recruit community-based volunteers and mentors.

This year, AmeriCorps VISTA members recruited and managed nearly 600 mentor volunteers who provided academic instruction, guidance, and personal support to more than 1,000 scholars. At Higher Achievement, 95 percent of the scholars that complete its programs advance to top academic high school programs and 93 percent advance to college.

With the support of AmeriCorps VISTA members, Higher Achievement aims to serve 70 percent more students and impact more than 7,000 students in 2016.

Healthy Futures

CNCS estimates that more than 1,200 project sites will be approved to receive capacity-building assistance from AmeriCorps VISTA members in the Healthy Futures focus area. A majority of these sites will be focused on nutrition and access to health care.

Top Box Foods VISTA Project

The Top Box Foods VISTA project addresses the issue of "food deserts" and "food swamps" in low-income Chicago neighborhoods that either lack grocery stores or have an abundance of fast food. Top Box provides high-quality and nutritious food at affordable prices to low-income individuals and families. AmeriCorps VISTA members help expand the program by adding churches, community organizations, schools, pantries, public housing, and senior centers as partners.

In FY 2015, AmeriCorps VISTA members developed 21 new community partners, recruited 75 more community volunteers, and secured $48,000 in grant funding. These operational and financial capacity-building efforts enabled the program to distribute 227,284 lbs. of food, including 137,445 lbs. of fresh produce to 1,450 new customers. Ninety percent of program participants reported that Top Box increased their food security and helped them provide high quality nutritional meals to their family.

Oregon Health Authority VISTA Partnership Project

Oregon Health Authority (OHA) sponsors a team of 29 AmeriCorps VISTA members that serve throughout the state with local community health agencies. This AmeriCorps VISTA project focuses on health equity, access to care, wellness initiatives, and building public health infrastructure to help communities more effectively bring themselves out of poverty.

The AmeriCorps VISTA team forms new partnerships, generates media exposure and secures new funding sources. This past year, the AmeriCorps members raised $2.3 million in cash and in-kind donations, developed 158 new partnerships, and recruited 6,000 community volunteers. Through programs and services developed by the VISTA team, more than 2,800 new community members received health services.

BUDGET ACTIVITY 3:

AmeriCorps National Civilian Community Corps (NCCC)

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

TABLE 10. AmeriCorps National Civilian Community Corps Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Program Support	$12,055	$12,055	$12,055	$0
Program Operations	$17,945	$17,945	$17,945	$0
Total Budget Authority	**$30,000**	**$30,000**	**$30,000**	**$0**

TABLE 11. AmeriCorps National Civilian Community Corps Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Number of MSYs	1,200	1,200	1,200	0
Total Annualized Members	1,011	1,011	1,011	0
Cost per MSY	$29,674	$29,674	$29,674	$0
Cost per MSY (constant 2009 dollars)	$26,248	$26,248	$26,248	$0

FY 2017 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.

Investing Federal Funds in Outcomes and Evaluation

A collaborative team of CNCS staff and outside academics worked together to study the implementation and early outcomes of the FEMA Corps interagency partnership. The team presented a panel at the fall 2014 Association for Research on Nonprofit Organizations and Voluntary Action research conference and is submitting two papers for publication in peer-reviewed journals. The team interviewed senior leaders at both FEMA and AmeriCorps NCCC and analyzed program performance data. One paper details the policy process from idea inception to implementation and explains how the partnership required all stakeholders involved to break new ground in developing relationships, identifying and understanding roles, crossing organizational boundaries, and merging both agency cultures and administrative processes. The other paper uses the partnership between FEMA and AmeriCorps NCCC as a case study demonstrating what it takes for two federal agencies to successfully collaborate on data collection and reporting. These studies reflect the agency's commitment to systematically assessing its programs, policies, and partnerships to ensure they can achieve their intended results.

NCCC Member Experiences and Outcomes

The FY 2017 requested funds will support core programming for NCCC projects that increase employment skills, leadership abilities, and economic opportunity for young adults—particularly those from disadvantaged circumstances.

AmeriCorps NCCC coordinates with CNCS's Evaluation Office to review and assess ways to improve its volunteers' experience. This includes the use of tools such as the AmeriCorps member exit survey. Key findings from the most recent survey are highlighted in the box to the right.[13]

[13] AmeriCorps NCCC Member Exit Survey 2014.

Youth from Disadvantaged Circumstances

AmeriCorps NCCC continues to expand participation by recruiting a diverse member community to serve across the country. 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 will continue to thoughtfully engage members of different backgrounds in FY 2017 using the funding requested in this Budget. Related to this engagement, CNCS will also use the requested FY 2017 NCCC funding to continue training staff on effective strategies for engaging and retaining disadvantaged youth. Staff will be trained on to issues related to poverty, mental health, diversity and cultural differences.

While working to better understand participants' experience, AmeriCorps NCCC will also coordinate with the agency's new data analysis unit discussed earlier in this Budget to improve the quality and usefulness of administrative data collected through the program's campuses. This effort will include ensuring that CNCS's information systems are capturing the right data at the right time to inform key business decisions.

AmeriCorps NCCC Member Activities and Project Sponsor Outcomes

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

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

On the opposite page are key indicators of results related to these focus areas. Projects are selected and developed based on community requests and the changing priorities across the regions served by the program. The flexibility of the AmeriCorps NCCC program allows pressing community needs to be addressed as the priorities change across the region and country where members serve.

In addition to capturing these performance indicators, AmeriCorps NCCC conducts project sponsor surveys, which provide outcome evidence on the community impact of the AmeriCorps NCCC program model. The most recently available results, from FY 2014, demonstrate two primary results of AmeriCorps NCCC projects. First, AmeriCorps NCCC service enhanced the capacity of the sponsoring organization to meet community needs. Second, collaborating with AmeriCorps NCCC expanded or enhanced the sponsoring organization's community impact. Ninety-five percent of the sponsors reported that NCCC enhanced their ability to provide services, including increasing the number of people they could serve and the amount of service they could provide. Specific examples are described in this budget activity's FY 2015 Accomplishments section.

Member Development

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 members reported:

- Improved sensitivity and respect for cultural differences (90 percent)
- Strengthened commitment to community service (84 percent)
- Increased likelihood to motivate others to strengthen their commitment to community service in the next year (88 percent)
- An intention to volunteer more frequently (84 percent)

Evidence and Results

For FY 2017, AmeriCorps NCCC will coordinate with CNCS's Office of Research and Evaluation to increase the program's capacity to gather and use evidence as well as other indicators of performance. For example, a study designed to better understand how to more accurately measure the benefits of AmeriCorps NCCC projects from the perspective of sponsors will be implemented in FY 2016.

Partnerships and Priority Initiatives

FEMA Corps

Building on AmeriCorps NCCC disaster work and two decades 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. CNCS anticipates continuing its partnership with FEMA to address critical needs with a renewed Inter-Agency Agreement in FY 2017. CNCS anticipates enrolling approximately 1,000 FEMA Corps members in FY 2017 support with funding through FEMA.

TABLE 12. AmeriCorps NCCC Performance Indicators

Performance Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Wildfire - suppression and containment	18,435	35,331	39,089	40,000	40,000
Wildfire - acres of brush cleared	2,606	1,179	6,842	6,000	6,000
Wildfire - prescribed burns	4,108	25,813	12,648	13,000	13,000
Homeless assisted	16,880	16,322	13,700	17,000	17,000
At-risk youth assisted	13,355	21,666	14,638	15,000	15,000
Veterans assisted	3,913	5,681	2,978	2,000	2,000
People taught environmental information	15,660	11,579	9,909	17,000	17,000
New trees planted	314,731	41,261	49,509	50,000	50,000
Volunteers coordinated or recruited	74,606	24,212	24,420	12,000	12,000
Houses constructed	641	281	197	250	250
Houses weatherized/outfitted with energy-efficiency modifications	231	182	235	200	200
Taxpayer dollars returned to Americans through tax prep services	$21.3M	$13.3M	$16.5M	$15M	$15M
FEMACorps: Helpline calls answered	17,714	14,656	23,607	23,000	23,000
FEMACorps: Educational materials or preparedness kits distributed	24,773	1,240	3,830	6,500	6,500
FEMACorps: Survivor cases updated	62,680	17,108	3,045	1,075	1,075
FEMACorps: Shelter sites assessed	141	64	1,796	900	900

The Corps Network and AmeriCorps VISTA

AmeriCorps NCCC is an active participant in The Corps Network which supports the Youth Corps conservation movement. Since 2010, a partnership has developed with Conservation Legacy and AmeriCorps VISTA to assist impoverished communities develop cleaner, healthier places to live and work. The Conservation Legacy AmeriCorps VISTA program includes an AmeriCorps NCCC team placed in small rural communities to energize their capacity building activities with direct service. The AmeriCorps NCCC members gain experience by participating on important projects which benefit mostly poor, isolated communities.

These teams have served in seven states including Alaska, West Virginia and Colorado. In 2015, AmeriCorps NCCC teams landscaped a 4,000 square foot community garden with over 180 plants, improved four miles of trail, and served 150 children through guided hikes on two school field trips in partnership with "Take it Outside New Mexico." In four Colorado cities, AmeriCorps NCCC teams improved six gardens in communities and schools, beautified six historic buildings, and improved two miles of trail. AmeriCorps NCCC anticipates continuing this partnership and expanding this model to other Youth Corps.

Operation AmeriCorps

In FY 2017, AmeriCorps NCCC plans to support Operation AmeriCorps, combining AmeriCorps NCCC teams with other service streams such as AmeriCorps State and National and AmeriCorps VISTA to solve a community's most pressing challenges. Current projects include the City of Flint, Michigan's Community Education Initiative, designed to improve the school environment and increase the chance of educational success. Two AmeriCorps NCCC teams are working to improve school facilities, recreational areas, and safe routes. Additional wrap-around supports from AmeriCorps State and National members include tutoring, service learning, and connecting families with social service support.

FY 2015 ACCOMPLISHMENTS

In FY 2015, AmeriCorps NCCC enrolled 1,000 members and recruited or managed more than 12,000 additional volunteers in efforts to

improve communities throughout the country. Throughout the fiscal year, AmeriCorps NCCC continued to serve in the focus areas identified in the Serve America Act and CNCS's Strategic Plan: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

For FY 2015, in support of the work highlighted earlier in this section, AmeriCorps NCCC project hours were allocated as follows:

TABLE 13. FY 2015 AmeriCorps NCCC Project Hours by Focus Area[14]

Issue Area	Team Service Hours Completed	Percentage of Total Team Service Hours
Natural and Other Disasters	129,417	17.53%
Infrastructure Improvement	107,929	14.62%
Environmental Stewardship and Conservation	226,092	30.63%
Energy Conservation	8,962	1.21%
Urban and Rural Development	265,639	35.99%
Total[15]	**738,039**	**100%**

Successful Project Examples

Urban and Rural Development – 2015 Summer Food Program Support

AmeriCorps NCCC teams addressed childhood hunger in several states by supporting, enhancing and improving access to food during the summer of 2015. The City of Little Rock, Arkansas received a $200,000 Cities of Service Leadership Grant funded by Bloomberg Philanthropies and the Rockefeller Foundation and initiated a Love Your School evidence-based intervention to lower rates of childhood obesity. Three AmeriCorps NCCC teams augmented the AmeriCorps-Garden Corps Team in all seven Partner Schools delivering nutrition presentations to students; constructing raised bed gardens; teaching health food shopping and preparation skills and garden and irrigation repair; and leading physical activity programs like walking clubs for students.

Hasbidito, a community organization in Cuba, New Mexico engages residents in the Eastern Navajo Nation, one of the poorest in New Mexico. It has no food-related infrastructure other than schools, senior centers, and community centers. Community members must travel 60-90 miles to Farmington or Albuquerque to access a supermarket. To re-build and enhance the Tri-Community Mobile Farmers Market, the AmeriCorps NCCC team started community gardens that included 53 garden beds, five water towers, and a refurbished greenhouse.

In Hannibal, Missouri nearly 60 percent of children qualify for free and reduced lunches. An AmeriCorps NCCC team served with Douglass Community Services in partnership with the USDA summer food program to prepare meals and support the ENRICH math and language arts enhancement program to combat summer learning loss. Youth were tested at the end of the summer on their math and communication comprehension with the goal of maintaining level or higher skills from when they left school in May.

Supporting Disaster Survivors

In FY 2015, AmeriCorps NCCC responded to flooding in Michigan, Texas, Oklahoma, South Dakota, and West Virginia. FEMA Corps teams responded to disasters throughout the country including Guam and Puerto Rico. In response to the Texas flooding, the state requested ten AmeriCorps NCCC and FEMA Corps teams (1,722 members) which complemented the efforts of other CNCS disaster programs to provide critical resources to disaster damaged areas. They played a critical role in marshalling and managing outside volunteers helped the affected communities begin to recover, and bridged the gap between private and non-government sector assistance to disaster survivors.

The first 72 hours are critical in disaster response and FEMA Incident Management Assistance Teams often arrive in that timeframe to set up response infrastructure. AmeriCorps NCCC teams augment this important work to enhance effectiveness, efficiency, and capacity; which ultimately benefits disaster survivors. The agency has highlighted this partnership as an example of government delivering services better, faster, and more efficiently—a core element of President Obama's Management Agenda.

Environmental Conservation – Blue Water Baltimore; Baltimore, Maryland

Over the course of the fiscal year, Blue Water Baltimore requested three AmeriCorps NCCC teams (24 members) to help plant and maintain trees and shrubs, and engage the public in the Mayor's Tree Baltimore Initiative. This initiative will help create a tree canopy in Baltimore City to improve water quality and allow forests to regenerate naturally. Blue Water Baltimore's mission is to restore the quality of Baltimore's rivers,

[14] Data submitted as of 7-10-15

[15] 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.

streams, and harbor to foster a healthy environment, strong economy, and thriving communities. Through the work of three AmeriCorps NCCC teams, AmeriCorps members planted over 1,000 trees in the Baltimore region. Additionally, members tended to another 7,000 trees, potted over 400 native plants, and canvased the community emphasizing the benefits of trees and plants. Lastly, members helped clean up trash near rivers and streams in the area.

Infrastructure Improvement – Bigfork Playhouse Children's Theater; Bigfork, Montana

An AmeriCorps NCCC team partnered with the Bigfork Playhouse Children's Theater (BPCT) to assist with infrastructure improvements as well as after school programming. The BPCT produces and presents a yearly series of youth-oriented theatrical productions at the Bigfork Center for the Performing Arts in order to promote, encourage, and help train youths in all aspects of theatre. The Bigfork ACES Afterschool Program also utilizes the theater and provides a variety of activities including tutoring and mentoring, music, art, recreation, cooking, gardening, STEM, and social enrichment classes to at-risk youth.

While serving at BPCT, the AmeriCorps NCCC team renovated the theater. AmeriCorps members replaced the old tin roof, primed and painted the entire first floor, removed old flooring, installed 2,500 square feet of new linoleum and carpet, and 420 feet of new base trim. In addition to the renovation, members engaged youths in the afterschool program to encourage physical activity, creative adventures, and healthy interpersonal communication. The improvement of the facilities will assist in helping children feel special, valued, and safe.

Energy Conservation – Habitat for Humanity: Seven Rivers Maine, Inc.; Topsham, Maine

In partnership with Habitat for Humanity Seven Rivers, an AmeriCorps NCCC team assisted with weatherization and winterization of eight homes. Habitat for Humanity Seven Rivers creates successful homeownership opportunities for low-income families by building sustainable housing and repairing, weatherizing, and winterizing existing homes. Most of the homeowners assisted were disabled, elderly, or low income families with several dependent children at home.

AmeriCorps members conducted energy assessments to determine the need for each home. Once completed, members insulated doors, attics, basements, and hot water pipes. For homes where these services could not be done, AmeriCorps members replaced old windows with interior storm windows which help reduce drafts and heat loss. Due to the work of the AmeriCorps NCCC team, Habitat for Humanity Seven Rivers was able to weatherize and winterize more homes and complete more effective weatherization and winterization methods in these homes.

BUDGET ACTIVITY 4:

State Service Commission Support Grants

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

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

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
State Service Commission Support Grants	$16,038	$16,038	$17,000	$962

FY 2017 PERFORMANCE PLAN

When Congress created CNCS in 1993, it envisioned national service as a shared federal-state partnership, creating a central role for governors in designing and implementing national service through governor-supported State Service Commissions (Commissions). This helps focus support at the local level. 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 and community impact, and leading citizen service efforts in their states and territories.

Today, the nation's 52 Commissions monitor approximately three-fourths of CNCS's AmeriCorps grant funds. Commissions strive to be centers of excellence and laboratories of innovation that develop state and local solutions for state and local needs. Commissions provide outreach to prospective AmeriCorps grantees, develop the next generation of AmeriCorps programs, conduct grant competitions, provide training and technical assistance, 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 through State Service Plans and actively pursue them in collaboration with other CNCS programs, volunteer centers, Voluntary Organizations Active in Disasters, and other partners. Their activities include hosting statewide volunteer conferences, coordinating state volunteer training and volunteer matching systems, and developing volunteer centers.

Commissions also support key governor initiatives, such as decreasing high school dropout rates, increasing mentoring efforts, reducing crime, supporting people with disabilities, helping veterans make the transition to civilian life, and coordinating volunteers in response to disasters. In addition to providing training and technical assistance, State Commissions have frontline responsibility for ensuring AmeriCorps grantees comply with all federal rules and regulations and oversee and monitor their subgrantees.

With the requested funding, CNCS will focus State Commission Support grants on the following:

- Strengthening Commissions' use of evidence-based approaches and their capacity to measure results and move the programs they fund to stronger levels of evidence. 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 track their own performance.
- Nurturing strong programs to compete for the expanded funding amounts proposed for FY 2017 AmeriCorps grants, ensuring robust competition and more "home-grown" programs.
- Advancing the agency's goal to develop results-driven partnerships that expand service opportunities to meet state and local needs,
- Supporting Commissions in performing their critical administrative, oversight, monitoring, training, and strategic functions.

Evidence and Results

In keeping with CNCS's strategic objectives on evidence and measuring performance, in FY 2014 State Commissions were required to submit logic models and establish performance measures for their Commission activities. In FY 2015 State Commissions reported on their performance. The FY 2017 budget will provide Commissions needed support to track and report the results of their own activity, as well as to train and monitor the performance of their subgrantees. Given that Commissions oversee three-fourths of AmeriCorps grantees, it is crucial they have sufficient capacity and expertise to help grantees advance their use of evidence, including small grantees that often lack the fiscal and human resources to conduct impact evaluations. This data will also help CNCS monitor and measure the impact of State Commissions in capacity building and other activities.

Efficiencies

State Service 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. State Commissions will also continue to expand their use of low-cost distance learning tools to provide training to grantees.

State Commission Support grants have a 1:1 match requirement. This match requirement increases the return on federal investment by requiring every federal dollar to be matched with 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 State Commissions in assessing and addressing local needs.

Partnerships and Priority Initiatives

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 agency's goal to expand service opportunities and increase the impact of citizens in solving problems. Through the FY 2017 request, State Commissions will continue to develop new and sustainable partnerships.

FY 2015 ACCOMPLISHMENTS

In FY 2015, State Commissions continued to conduct a variety of activities in their states to ensure accountability, develop partnerships, build the use of evidence, and maintain a strong network of service delivery. These activities included training, performance reviews, site visits, risk assessments, and other activities.

As an example of partnership development, ServeMinnesota continued to support the expansion of Reading Corps, an evidence-based, data-driven model that has proven to be effective in boosting literacy levels of Pre-K and K-3 students. Two recent evaluations of the Reading Corps model by NORC at the University of Chicago found that AmeriCorps members can produce significantly greater increases in student's literacy outcomes, and that the model is highly replicable in multiple settings. ServeMinnesota has provided technical support for the replications of the Reading Corps model, which now operates in 12 states and Washington D.C., serving more than 40,000 students annually in nearly 1,200 preschools and elementary schools.

Many State Service Commissions play a leadership role in disaster services operations, working in partnership with state emergency management agencies, Voluntary Organizations Active in Disasters, and faith-based and nonprofit organizations. Twenty-five State Commissions are included in their states' emergency management plans as the lead for volunteer and donations management during times of disaster. Others are responsible for coordinating disaster preparedness education programming for their state, donations or provide communities with disaster preparedness information. State Service Commissions work with their networks to support disaster preparedness, response, recovery, and mitigation in their states.

As one example of how Commissions promote evidence, the Seeing Impact Project is a partnership of Serve Washington and Oregon Volunteers to design and embed into the leadership teams of Oregon and Washington AmeriCorps programs the ability to evaluate impact in credible, powerful, and meaningful ways. The Seeing Impact Project has provided Washington and Oregon AmeriCorps programs with the tools to develop durable and sustainable practices of evaluating impact.

One of CNCS's most significant Commission successes is the Detroit Urban Safety Corps. For this effort, CNCS partnered with Michigan's Governor, Detroit's Mayor, and Police Chief and Wayne State University to mobilize community members to help increase public safety and reduce blight in a number of high-need Detroit neighborhoods. AmeriCorps members along with volunteers created special maps featuring crime "hotspots," which can then be targeted with focused area patrols—of both uniformed and plain clothes officers—and other community policing methods. AmeriCorps members mobilized and recruited community volunteers. The crime rate dropped by 51 percent in targeted Detroit neighborhoods—a reduction that local officials credit with saving Detroit $62 million.

BUDGET ACTIVITY 5:

National Service Trust

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

TABLE 15. National Service Trust Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
National Service Trust*	$209,618	$220,000	$206,842	($13,158)

*In FY 2017, approximately $25.3 million in carryover funds in the National Service Trust will be used to meet the anticipated Trust obligation need.

FY 2017 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, who successfully complete their terms of service in an AmeriCorps program. By statute, the value of the education award is linked to the maximum level for Pell Grants each year. For FY 2017, the estimated value of the education award for a full-time member who completes his or her term of service is $5,935.

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 87,400 new AmeriCorps member enrollments in the Trust, in line with the following principles:[16]

- An estimated average Trust cost per MSY of $4,365
- Full-time members comprise approximately 46.2 percent of the portfolio
- No increase to the National Service Trust Reserve. As directed 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.

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.

Efficiencies

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 2017:

Member Service Years. AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC members will comprise approximately 53,000 MSYs. An additional 1,177 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 2017 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 percent 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.,

[16] Includes approximately 1,000 no cost slots.

full-time, part-time, and reduced part-time). Historically, CNCS has found that about four percent of members exit programs early and receive a slightly reduced award.

Usage Rate. Based on Trust model projections, for FY 2017, 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.

FY 2015 ACCOMPLISHMENTS

Since CNCS's inception in FY 1993, AmeriCorps members have earned over $3.1 billion in education awards and used over $2.2 billion of that amount to fund their education and repay student loans. In addition, CNCS has made $93.6 million in interest forbearance payments, covering the interest costs of outstanding student loans for AmeriCorps members during their terms of service.[17]

[17] FY 2015 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)

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

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Grants to Projects				
Continuing Grants, Extensions, Supplemental (one time funds)	$29,337	$32,220	$33,294	$1,074
Administrative Renewals	$0	$13,841	$13,841	$0
New Grants	$17,798	$1,074	$0	($1,074)
Subtotal, grants	**$47,135**	**$47,135**	**$47,135**	**$0**
Grant making and Business Support	$1,768	$1,768	$1,768	$0
Total Budget Authority	**$48,903**	**$48,903**	**$48,903**	**$0**

TABLE 17. RSVP Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Number of federally-funded awards	627	627	627	0
Average federal award/grant	$75,000	$75,000	$75,000	$0

FY 2017 PERFORMANCE PLAN

RSVP engages the skills, talents, and experience of volunteers age 55 and older, participating in federally-funded projects, to meet a wide range of community needs. RSVP volunteers help seniors live independently in their homes, tutor and mentor at-risk youth, help communities recover from disasters, and expand economic opportunities for veterans and their families.

Investing Federal Funding in Outcomes and Evidence

Starting in FY 2016, CNCS will link federal funding to volunteer placement in either service activities associated with performance measure outcomes or service activities that support evidence-based programming. This change will allow current RSVP grantees and future RSVP applicants to prioritize outcomes and evidence in both competitive and non-competitive renewals.

Between FY 2013 and FY 2015, CNCS competitively awarded the entire RSVP grant portfolio for the first time in the program's history, which represents an important goal of the Serve America Act (SAA). From FY 2016 to FY 2018 the SAA requires that RSVP grants be administratively renewed, a process that will set the stage for the next round of competitive grant renewals in FY 2019 to FY 2021, pursuant to the SAA.

RSVP Volunteer Experiences and Outcomes

In FY 2016, CNCS anticipates additional analyses on the self-reported health characteristics of RSVP volunteers. This information will inform program and policy development for FY 2017.

Initial indications suggest that younger RSVP volunteers are well-represented in National Performance Measure-related service activities. This provides preliminary assurance that future generations of Americans will continue to volunteer in CNCS programs as they become eligible at age 55. These results will inform the development of future data collection

on the experiences of its program volunteers. This research will contribute to the development of tools that will help RSVP programs and State Offices provide efficient feedback on what volunteers are experiencing as they serve their communities.

While working to better understand participants' experience, RSVP will coordinate with the agency's new data analysis unit discussed earlier in this Budget to improve the quality and usefulness of administrative data such as where participants are serving. This work will include reviewing the usefulness of current data and applying standardized quality control practices to ensure such data is valid and reliable.

RSVP Volunteer Activities and Recipient Outcomes

RSVP volunteers help seniors live independently in their homes, tutor and mentor at-risk youth, expand economic opportunity for veterans and their families, and help communities recover from disasters. RSVP estimates that it will leverage more than 230,000 volunteers in FY 2017 to help organizations accomplish the following:

- Serve more than 300,000 veterans in activities such as transportation and employment service referrals
- Mentor more than 70,000 children
- Provide independent living services to nearly 800,000 adults, primarily frail seniors
- Provide respite services to more than 20,000 family or informal caregivers
- Engage more than 20,000 veterans who will serve as RSVP volunteers
- Leverage more than 18,000 additional volunteers to support RSVP activities such as delivering meals to those in need and tutoring at-risk children

Evidence and Results

CNCS and the Administration for Community Living (ACL) at the Department of Health and Human Services (HHS), have entered into a Memorandum of Understanding to use volunteer service activities to support shared strategic goals that include evidence-based programs. Under this MOU, CNCS is encouraging RSVP Corps programs to engage in evidence-based disease and disability prevention programs including:

- Matter of Balance: CNCS currently has grantees engaged with Matter of Balance and provided supplemental funding to expand this activity in Rhode Island in FY 2015.[18]
- Stanford Chronic Disease Self-Management Program (CDSMP): CNCS also has grantees engaged with CDSMP and has provided supplemental funding to introduce this program in Wyoming[19] and expand it to South Dakota.[20] The addition of these new CDSMP programs in Wyoming means that this model will exist in all 50 states.

In FY 2017, CNCS anticipates continuing to expand the types of initiatives highlighted above in partnership with HHS.

Efficiencies

Based on anticipated match levels, CNCS projects that states and local communities will contribute an estimated $39 million in non-federal support during FY 2017, including cash and in-kind support to RSVP projects. These additional resources, including an estimated $4 million in state-appropriated dollars, demonstrate how RSVP is able to efficiently leverage federal funds to achieve broader impact. The changes in the RSVP national performance measures will also provide RSVP grantees increased flexibility to support allowable service activities outside of the national performance measures that are often supported by non-federal funding, while ensuring that federal funding is tied to outcomes and evidence.

Partnerships and Priority Initiatives

Senior Corps RSVP has answered the agency's call 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. As mentioned earlier, CNCS and the ACL have entered into a Memorandum of Understanding to support ACL Evidence-based Disease and Disability Prevention Programs. CNCS will work with ACL 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.

FY 2015 ACCOMPLISHMENTS

In FY 2015, RSVP volunteers provided service in their communities through local organizations that deliver meals to the homes of isolated older adults or schools where volunteers tutor at-risk youths. The following are actual and projected results for RSVP projects.

Community Impact

The majority of FY 2015 RSVP grants focus on strategic objectives related to improving health outcomes in target communities. These objectives

[18] Federal Hill House RSVP in Providence, Rhode Island
[19] Cheyenne Housing Authority RSVP & Community Action Program of Natrona County RSVP, Wyoming
[20] Volunteers of America, Dakotas RSVP South Dakota

TABLE 18. RSVP Performance Measures[21]

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected	FY 2017 Projected
Veterans served	461,000	329,000	329,000	300,000	300,000
Children mentored	87,000	78,000	78,000	70,000	70,000
Adults receiving independent living services	610,000	797,000	797,000	800,000	800,000
Families or caregivers receiving respite care	15,000	20,300	20,300	20,000	20,000
Veterans serving as RSVP volunteers	21,600	20,100	20,100	20,000	20,000
Volunteers	274,500	232,400	232,400	230,000	230,000

include helping to increase seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible. CNCS estimates that more than 800,000 seniors will receive RSVP assistance toward this objective.

In FY 2015 CNCS conducted case studies on Disaster Services provided by CNCS grantees in FY 2013 in response to 1) tornadoes centered around Moore, Oklahoma; 2) flooding in Colorado; 3) flooding in Springfield, Missouri; 4) an industrial accident in West, Texas; and 5) damage from Super Storm Sandy in Long Island, New York. These case studies resulted in the development of disaster services toolkits for RSVP grantees and a series of regional trainings for RSVP grantees that will occur in FY 2016. CNCS also provided $95,000 in supplemental funding to the Morehead State University RSVP project to support long-term disaster service support in eastern Kentucky.

Successful Project Example (by Focus Area)

Disaster

Below is a list that indicates the percent of FY 2015 RSVP grants targeting respective focus areas.[22]

- Disaster Services (2 percent)
- Economic Opportunity (2 percent)
- Education (13 percent)
- Environmental Stewardship (1 percent)
- Healthy Futures (82 percent)
- Veterans and Military Families (1 percent)

RSVP of the Midlands – South Carolina

In FY 2015, Senior Corps provided a grant augmentation of $100,000 to Senior Resources, Inc., the sponsor of RSVP of the Midlands, South Carolina, to support flood recovery and continued disaster education efforts. The additional funding was used to support: new RSVP volunteers to be trained in disaster preparation, recovery, mitigation, and response; expanded capacity by training RSVP volunteers to lead disaster coordination efforts; developing new partnerships to strengthen local disaster network; purchasing and assembling of Personal Safety Preparedness Kits for distribution to vulnerable seniors; and engaging appropriate community partners to train and educate community members on emergency management.

Morehead University RSVP Program - Kentucky

In 2015, Senior Corps provided a grant augmentation of $150,000 to Morehead University, the sponsor of the Senior Corps RSVP program, to support long-term disaster recovery in response to devastating floods in the Eastern Kentucky counties of Carter, Rowan, and Johnson Counties.

The augmentation grant supported two volunteer case management positions to aid in the on-going needs of the residents affected by the floods. These individuals served as the point of contact for identifying needs, recruited and connected volunteers to address those needs, as well as engaged in long-term recovery planning. CNCS estimates the program engaged and managed more than 400 community-based volunteers and recruited at least 50 new RSVP volunteers.

Additionally, Morehead University is working alongside the Johnson County Recovery Group, UNITE, the Christian Appalachian Project, and

[21] In FY 2015, CNCS began a comprehensive review of the first agency-wide performance data reported by SCP grantees and anticipates providing some related preliminary analysis in FY 2016. All numbers are rounded.

[22] FY 2015 Grants will begin to report results to CNCS in FY 2016. By FY 2017, CNCS will begin to share these grants' results in the agency's public reports. Percentages do not equal 100 percent due to rounding.

CNCS AmeriCorps NCCC (National Civilian Community Corps) to increase resources and support rebuilding and redevelopment of the area.

North Coast Opportunities RSVP Program - California
In FY 2015, North Coast Opportunities (NCO), the RSVP sponsor in Lake County, California received an augmentation grant of $100,000 to aid with recovery efforts related to the Lake County fires. NCO anticipates that a total of 500 new volunteers will provide assistance that reaches at least 6,400 individuals whose homes have been destroyed or damaged contributing at least 10,000 hours (20 hours per volunteer) over the coming year. Since the fires, more than 375 new volunteers have come forward to help with relief efforts, and spontaneous volunteers continue to come forward to serve. NCO RSVP will utilize the supplemental funding to support volunteer management as well as managing incoming donations that meet immediate needs for food, shelter, and transportation for disaster survivors.

Education

RSVP of Montgomery County – Pennsylvania
The RSVP program, sponsored by Montgomery County, Pennsylvania, supports Science, Technology, Engineering and Math (STEM) programs in public and charter schools in Philadelphia and Montgomery County. RSVP volunteer tutors support two STEM initiatives: STEM Career Exposure Presentations; in which professional engineers, scientists and others hold interactive demonstrations on the kind of careers that result from a science and math education; and My Free Tutor, an online, interactive math tutoring program. In the program approximately 38 RSVP volunteers exclusively serve students that are from low-income families. During 2015, RSVP volunteers served 324 students through the STEM initiative, including students recruited through a collaboration with the League of United Latin American Citizens (LULAC).

In 2015, RSVP, in collaboration with the University of Pennsylvania, launched a partnership with the TRIO Veterans Upward Bound College Preparatory Program for three 15-week semesters to help prepare veterans to enter college as prepared learners. Nine RSVP volunteers served 24 veterans in the program, helping six of these veterans to graduate, while the remaining veterans are continuing their college prep courses.

To support more students in 2016, RSVP plans to expand My Free Tutor through a collaboration with the College Access Center of Delaware County and the Swenson Arts and Technology High School in Philadelphia.

BUDGET ACTIVITY 7:

Foster Grandparent Program (FGP)

(Domestic Volunteer Service Act of 1973, Title II)

TABLE 19. Foster Grandparent Program Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Grants to Projects				
Renewal/Continuing Grants	$101,090	$106,150	$101,090	($5,060)
New VSYs-new grants & augmentations	$5,060	$0	$5,060	$5,060
Subtotal, grants	**$106,150**	**$106,150**	**$106,150**	**$0**
Grant making and Business Support	$1,552	$1,552	$1,552	$0
Total Budget Authority	**$107,702**	**$107,702**	**$107,702**	**$0**

TABLE 20. Foster Grandparent Program Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Number of federally funded CNCS awards/grantees	319	319	319	0
Average federal award/grant	$332,000	$333,000	$333,000	$0

FY 2017 PERFORMANCE PLAN

The Foster Grandparent Program (FGP) is an intergenerational program first established in 1965 that connects 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.

Investing Federal Funding in Outcomes and Evidence

FGP's budget justification includes a request for new authority. CNCS does not currently have the authority to compete grants in the Foster Grandparent Program. Therefore, the agency is requesting changes to the Domestic Volunteer Service Act that will introduce competition to the Foster Grandparent Program and ensure federal funds support the most competitive applicants in each community.

In FY 2016, CNCS will allow FGP grantees to request a higher level of volunteer service year costs if they are implementing an evidence-based program. This will create a strong incentive for grantees to adopt more effective practices and provide additional resources to support such programming. If this approach is successful, CNCS will strongly consider continuing it in FY 2017 and beyond. This approach, combined with the request for authority to compete these grants in FY 2017, make the grants more attractive to applicants interested in implementing evidence-based interventions.

In FY 2015 CNCS funded case studies of two AmeriCorps models that are being implemented with FGP's support. These case studies examine the barriers to adoption of evidence-based national service models and provide a roadmap for the integration of the Foster Grandparent Program into evidence-based programs. The results of these case studies will lead to potential policy changes and the proposal of regulatory changes and proposed statutory changes to support the expansion of evidence-based programs in FGP. An example of this is the proposal to provide statutory relief to allow Foster Grandparent Volunteers to serve in team leader roles similar to the team leader role allowed for in the Senior Companion 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 requirements. This administrative renewal process will incorporate selection criteria based on the FY 2013 RSVP competitive renewal. While CNCS does not currently have the authority to compete grants in the FGP, the agency expects that this new requirement will provide grantees confidence that they could successfully compete in a competitive renewal as proposed by this Budget. Furthermore, CNCS's factor analysis and inter-rater reliability analysis of the FY 2013 RSVP competition, which was published in 2015, validates the use of these kinds of selection criteria in a competitive grant process.

FGP Volunteer Experiences and Outcomes

CNCS has started a longitudinal quasi-experimental evaluation of the potential health benefits of volunteering in FGP with the final data being collected in FY 2017. After collecting this data, CNCS will assess findings and use them to inform program and policy work. This study will also examine retention rates and volunteer satisfaction for volunteers recruited in the summer and fall of 2015.

This follows a cross-sectional study that demonstrated that FGP volunteers reported less poor health than a comparison group of community volunteers and non-volunteers. In FY 2014 Senior Corps completed an analysis of a cross-sectional evaluation of FGP volunteers as compared to similar volunteers not engaged in national service. The evaluation demonstrated that FGP volunteers were more likely to be African American and Latino older adults as compared to a comparison sample of non-FGP volunteers. These results demonstrate that FGP engages a diverse group of Americans 55 and older in volunteering.

While working to better understand participants' experience, FGP will coordinate with the agency's new data analysis unit discussed earlier in this Budget to improve the quality and usefulness of administrative data such as the average distance FGP volunteers are traveling to serve. This work will include reviewing the usefulness of current data and applying standardized quality control practices to ensure such data is valid and reliable.

FGP Volunteer Activities and Recipient Outcomes

FGP estimates that it will leverage more than 25,000 volunteers in FY 2017 to help organizations accomplish the following:

- Serve more than 23 million hours to communities with residents in need
- Mentor or tutor more than 189,000 disadvantaged children
- Mentor or tutor more than 2,000 disadvantaged children of military families

In FY 2015, CNCS conducted a feasibility study on a possible impact evaluation of a model that addresses school readiness through a FGP grant in Los Angeles, California. This model relies on Foster Grandparents to help improve school readiness and literacy skills for children age 3-5. A literature review of similar models that incorporate senior volunteers was conducted as part of the feasibility assessment. The findings will help inform the agency's programming decisions in FY 2016 and FY 2017.

Evidence and Results

The Foster Grandparents Program is building its evidence base and identifying the most successful service strategies to inform FY 2017 programming. Significant resources have been invested in gathering higher quality data about the characteristics of Foster Grandparents, their volunteer experience, and health outcomes associated with volunteering with FGP. The investment in a longitudinal survey of Foster Grandparents and the inclusion of a matched comparison group will advance the evidence base for the impact of volunteering on various health outcomes for seniors.

In addition, CNCS is exploring the feasibility of placing Foster Grandparents in evidence-based programs. As findings emerge from these lines of inquiry the agency will be better positioned to most effectively place senior volunteers in programs that have demonstrated positive outcomes for the target population. Over time, the agency anticipates directly evaluating the effectiveness of program models that rely on Foster Grandparents.

Efficiencies

Based on anticipated match levels, CNCS estimates that states and local communities will contribute more than $30 million in non-federal support in FY 2017, including cash and in-kind support 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 (VSYs) available to serve. These additional resources, including an estimated $6 million in state appropriated dollars, demonstrates how FGP efficiently leverages federal funds to achieve broader impact.

Partnerships and Priority Initiatives

In FY 2017, CNCS will leverage cross-agency support for My Brother's Keeper using targeted FGP mentoring activities through new Foster Grandparent Program grants awarded to the Chickasaw Nation of Oklahoma, the Seminole Nation of Oklahoma, and the Round Valley Indian Tribes of California. In FY 2016 CNCS will be conducting case studies on Foster Grandparents who are engaged in mentoring in support of My Brother's Keeper.

FY 2015 ACCOMPLISHMENTS

Foster Grandparent Program FY 2015 accomplishments are highlighted in the following table.

Senior Corps FGP has answered the agency's call to leverage results-driven relationships within and outside of the federal government. The expansion of the PEACE, Inc. Foster Grandparent Program to every 1st and 2nd grade classroom 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 began evaluating partnerships between Senior Corps FGP 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 continuing work of the Presidential Task Force on Expanding National Service.

Community Impact

With its FY 2015 administrative renewals and grant continuations, FGP has successfully implemented agency performance measures across its portfolio. This means that by the end of FY 2016, CNCS will have outcome performance measures from 100 percent of FGP Grantees. The following data describes the national performance measure service activities that FGP volunteers will be engaged in as part of their current grants.[23]

- Academic achievement (49 percent)
- School readiness (35 percent)
- Mentorship (12 percent)
- Child welfare and safety related services (4 percent)

Successful Project Example

Education

My Brother's Keeper Initiative - Massachusetts

The Foster Grandparent Program sponsored by Action for Boston Community Development Inc. (ABCD) has Somali Foster Grandparent volunteers working with young Somali boys to help them learn English and to teach them about Somali culture and tradition.

For these boys, many of whom do not have fathers at home, the Foster Grandparents serve as older male role models. They advise them on how to assimilate into their communities without losing their cultural identity. They teach them about American customs and culture, as well as helping them understand the American education system, because their experience in their new communities may be different from their experience in Somalia. This cultural and practical mentoring can help ease the transition for these boys.

Foster Grandparents also engage in a Somalian tradition of telling folk stories to help develop the youths' moral character. Two frequently told stories are "The Lion's Share," a story about sharing and greed and "Igal Shidad," the moral of which is about acknowledging our weaknesses and embracing who we are.

TABLE 21. Foster Grandparent Program Performance Measures[24]

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected	FY 2017 Projected
Volunteers' hours served (in thousands)	23,000	23,000	23,000	23,000	23,000
Children served	196,000	189,100	189,100	189,100	189,100
Children of military families served	3,400	2,700	2,700	2,700	2,700
Direct volunteers[25]	28,250	25,190	25,190	25,190	25,190

[23] FY 2015 Grants will begin to report results to CNCS in FY 2016. By FY 2017, CNCS will begin to share these grants' results in the agency's public reports.

[24] In FY 2015, CNCS began a comprehensive review of the first agency-wide performance data reported by FGP grantees and anticipates providing some related preliminary analysis in FY 2016. All numbers are rounded.

[25] 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.

My Brother's Keeper Initiative – Maryland

The Foster Grandparent program in Baltimore, Maryland is sponsored by the Maryland Department of Juvenile Services (DJS) to support children in juvenile detention facilities. Statewide, twenty-three Foster Grandparent volunteers tutor and mentor approximately 350 children ages 12-21 years of age at the Maryland Department of Juvenile Services. These adults model appropriate behavior and help build up the self-esteem of the students they serve. DJS staff reports that the youth served by a Foster Grandparent are more respectful, not just to the adults, but also to their peers. Their overall classroom behavior improves and they are more focused on their class work.

The Foster Grandparent volunteers serve the younger students in reading groups and participate with them in classroom open discussions, often sitting next to them to offer encouragement for the students to actively participate in the class. Along with mentoring the older students, the Foster Grandparents tutor them to help prepare them for their GED tests and help with other school projects. The Foster Grandparent volunteers encourage the youth to take responsibility for their actions and use the time they spend in detention to work toward goals that will benefit the youths once they are back home.

Recent research has shown that effective and timely re-entry and aftercare programs increase the success rate for youth when they return to the community by providing continued counseling, services and employment training and assistance. As a result of this research, the Foster Grandparent Program, with the support of the DJS Community Service Division, has added six additional volunteer sites focusing on Department of Juvenile Service community supervision, re-entry, and after-care programs. The new sites include 4 youth reporting centers and two group homes. The mentoring efforts of the ten Foster Grandparent Volunteers assigned to the new sites will touch the lives of approximately 200 youths as they continue their progress.

The DJS Foster Grandparent Program also has 36 volunteers tutoring more than 175 students in Baltimore City Public Elementary Schools, and five volunteers tutoring 25 students in an after school program.

Education and Head Start - North Carolina

The Foster Grandparent program, sponsored by Senior Resources of Guilford County, North Carolina, places 73 Foster Grandparents in schools and Head Start centers in the greater Greensboro area to provide one-on-one tutoring to children with special needs in reading and reading comprehension. Over the past year, 219 students participated in the program, with 90 percent of these students demonstrating improvement in literacy at the end of the program year. This impact includes 74 students in early-childhood programs who demonstrated improved readiness to enter Kindergarten at the end of the program. One hundred and forty five elementary school students received classroom tutoring, with 89 percent of participants being promoted to the next grade level at the end of the year. The program works with eleven partners in Guilford County and is in high demand in the community with a waiting-list of more than 30 income-eligible seniors ready to begin service with the Foster Grandparent Program.

BUDGET ACTIVITY 8:

Senior Companion Program (SCP)

(Domestic Volunteer Service Act of 1973, Title II)

TABLE 22. Senior Companion Program Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Grants to Projects				
Renewal/ Continuing Grants	$43,361	$44,368	$44,368	$0
New VSYs-new grants & augmentations	$1,007	$0	$0	$0
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**

TABLE 23. Senior Companion Program Vital Statistics *(in whole numbers)*

Statistic	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Number of federally funded CNCS awards/grantees	182	182	182	0
Average federal award/grant	$244,000	$244,000	$244,000	$0

FY 2017 PERFORMANCE PLAN

SCP engages volunteers, age 55 and over, in providing in-home support to adults who have difficulty with daily living tasks.

Investing Federal Funding in Outcomes and Evidence

CNCS does not currently have the authority to compete grants in the Senior Companion Program. CNCS does not currently have the authority to compete grants in the Senior Companion Program. SCP's budget justification includes a request for new authority to compete the program. This request would ensure federal funds support the most competitive applicants in each community.

By introducing competition into SCP, providing robust support to help grantees implement evidence-based models, and helping evidence-based programs expand, the FY 2017 budget enhances the capacity for SCP volunteers to meet critical needs in their communities in the most effective manner.

In FY 2016, CNCS will allow SCP grantees to request a higher level of volunteer service year costs if they are implementing an evidence-based program. This will create a strong incentive for grantees to adopt more effective practices and provide additional resources to support such programming. If this approach is successful, CNCS will strongly consider continuing it for FY 2017 and beyond. This approach, combined with the request for authority to compete these grants in FY 2017, will make the grants more attractive to applicants interested in implementing evidence-based interventions.

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 requirements. This administrative renewal process will incorporate selection criteria based on the FY 2013 RSVP competitive renewal. In 2015, CNCS published a factor analysis and interrater reliability analysis of the FY 2013 RSVP competition, validating the selection criteria and the competitive process. While CNCS does not currently have the authority to

compete grants in the SCP, the agency expects that this new requirement will provide grantees confidence that they could successfully compete in a competitive renewal as proposed by this Budget. Further, CNCS's factor analysis and inter-rater reliability analysis of the FY 2013 RSVP competition, which was published in 2015, validates the use of these kinds of selection criteria in a competitive grant process.

SCP Volunteer Experiences and Outcomes

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. After collecting this data, CNCS will assess findings and use them to inform program and policy work. This study will also examine retention rates and volunteer satisfaction for volunteers recruited in the summer and fall of 2015. This follows a cross-sectional study that demonstrated that SCP volunteers reported less poor health than a comparison group of community volunteers and non-volunteers.

In FY 2014 Senior Corps completed an analysis of a cross-sectional evaluation of SCP volunteers compared to similar volunteers not engaged in national service. The evaluation demonstrated that SCP volunteers were more likely 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 55 and older in volunteering.

While working to better understand participants' experience, SCP will coordinate with the agency's new data analysis unit discussed earlier in this Budget to improve the quality and usefulness of administrative data such as the average distance SCP volunteers are traveling to serve. This work will include reviewing the usefulness of current data and applying standardized quality control practices to ensure such data is valid and reliable.

SCP Volunteer Activities and Recipient Outcomes

SCP projects that more than 12,000 volunteers will help organizations:

- Serve more than 10 million hours to communities with Americans in need
- Provide respite care to more than 6,000 families
- Serve approximately 43,000 total frail, older adults
- Serve more than 3,000 frail, older adult veterans

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 the Senior Companion Program will provide SCP programs a better understanding of the needs of caregivers and how the program can better serve clients.

Evidence and Results

The Senior Companions Program is building its evidence base. Significant resources have been invested in gathering higher quality data about the characteristics of Senior Companions, their volunteer experiences, and health outcomes they perceive to be associated with volunteering with SCP. The investment in a longitudinal survey of Senior Companions and the inclusion of a matched comparison group will advance the evidence base for the impact of volunteering on various health outcomes for seniors.

Efficiencies

Based on anticipated match levels, CNCS projects that states and local communities will contribute an estimated $22 million in non-federal support during FY 2017, including cash and in-kind to SCP projects. The non-CNCS funding supports project operations and allows SCP projects to expand their scope of service by increasing the number of VSYs available to serve the clients and their caregivers. These additional resources, including an estimated $6 million in state appropriated dollars, demonstrates SCP efficiently leverages federal funds to achieve broader impact.

Partnerships and Priority Initiatives

In FY 2017, CNCS anticipates continuing to support the Department of Health and Human Services Elder Justice initiative, which follows the award of new Senior Companion Programs to the North Fork Rancheria of Mono Indians of California and the Kenaitze Indian Tribe of Alaska. These new grants will invest national service resources to empower community members age 55 and older to serve vulnerable older adults in Native American and Alaskan Native communities. 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.

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

FY 2015 ACCOMPLISHMENTS

In addition to the examples above, SCP has answered the agency's call 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.

Below is additional SCP performance information for recent past and future fiscal years.

Community Impact

With the FY 2015 administrative renewals and grant continuations, SCP has successfully implemented agency performance measures across its portfolio. This means that by the end of FY 2016, CNCS will have outcome performance measures from 100 percent of all SCP Grantees. The chart below describes the national performance measure service activities that FGP volunteers will be engaged in as part of their current grants.

CNCS grantee data show that a majority (74 percent) of volunteers serving through FY 2015 SCP grants will focus on independent living services that assist older adults with remaining in their homes as they age.[26]

In FY 2015, CNCS conducted the first ever Senior Companion Program Tribal grant competition which resulted in two grants; one to the North Fork Rancheria of Mono Indians of California, and one to the Kenaitze Indian Tribe of Alaska. These grants will implement SCP National Performance Measures and Elder Justice interventions. SCP grants will address health needs within communities by focusing specifically on independent living (aging in place) and access to health care. Senior Companion volunteers will address Elder Justice Act priorities by placing volunteers in assignments that help to mitigate the potential that clients and caregivers served by the Senior Companions will be victims of financial fraud, abuse, and/or neglect.

Foster Grandparent Program Tribal grants will provide support and/or facilitate access to services and resources that contribute to improved educational outcomes for economically disadvantaged people, especially children, and for children with special and/or exceptional needs.

Successful applicants for both competitions are expected to increase support for adults in need of extra assistance in Indian Country by offering funding opportunities for grants to Indian Tribes.

The 2015 FGP and SCP competitions included the requirement to leverage other resources through meeting specific non-federal shares. Applicants competing for new projects were required to budget at least 10 percent match per year.

Successful Project Example

Independent Living for Tribal Elders - Alaska
Kenaitze Indian Senior Companion Program that supports 40 Tribal Elders with an estimated 45 Senior Companions. Recruitment of Senior

TABLE 24. SCP Performance Measures[27]

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected	FY 2017 Projected
Volunteers' hours served (in thousands)	10,700	10,000	10,000	10,000	10,000
Families receiving respite care	6,900	6,650	6,650	6,650	6,650
Frail, older adults served (e.g., buying food, providing transportation to medical appointments, etc.)	46,750	43,000	43,000	43,000	43,000
Frail, older adult veterans served	3,480	3,100	3,100	3,100	3,100
Direct volunteers[28]	13,770	12,190	12,190	12,190	12,190

[26] FY 2015 Grants will begin to report results to CNCS in FY 2016. By FY 2017, CNCS will begin to share these grants' results in the agency's public reports.

[27] In FY 2015, CNCS began a comprehensive review of the first agency-wide performance data reported by SCP grantees and anticipates providing some related preliminary analysis in FY 2016. All numbers are rounded.

[28] 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. This is based on the most recent available data.

Companions occurs within the existing Tyotkas Elders program in Kenai, Alaska through a partnership with the Kenai and Soldotna Senior Centers. The Senior Companion Program funding has allowed the tribe to expand support to homebound elders in the community who currently receive limited services and have little connection with the community. In addition to common SCP activities, the volunteers assist their clients to age in place while still partaking in traditional activities such as subsistence dip net fishing, berry picking, and community gatherings. Overall, the companions focus on community-wide connectivity and re-engaging Elders within the larger framework of Dena'ina cultural traditions.

Independent Living - Missouri

The Senior Companion program sponsored by Kingdom House, a 113 year old Social Service Agency in St. Louis, supports the needs of elderly citizens both native and foreign born in an ethnically diverse community.

Working with 10 community based volunteer stations, this program has trained 55 low income seniors (average age of 70), as Senior Companion volunteers who serve a 45 mile span on the Missouri side of the St. Louis Metropolitan Area and visit an average of three frail, isolated and/or homebound clients per week. These Senior Companion volunteers help to combat loneliness and isolation and prevent premature institutionalization by providing a routine visit that involves a variety of activities from light meal preparation, medication reminders, reading together, grocery shopping, scheduling, and/or escorting clients to appointments. In the course of one year, this program has provided companionship and respite services to over 250 clients with a total of nearly 35,000 hours of service to the community. Ten of these volunteers are bilingual in both English and Vietnamese and provide service to 20 of the 250 clients. Senior Companion visits also provide respite to the caregivers of the older adults being served.

Data collected from this program indicates that 50 vulnerable or at risk individuals have benefited from respite service with 98 percent of clients able to remain living at home. Ninety-six percent of caregivers also reported that respite services have allowed them to tend to their own needs and have relief from stress.

Client satisfaction surveys reveal that 98 percent of the 200 clients receiving companionship visits are extremely satisfied, that home visits have eliminated loneliness, and allowed them to remain living independently in the community.

BUDGET ACTIVITY 9:

Social Innovation Fund

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

TABLE 25. Social Innovation Fund Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Social Innovation Fund	$70,000	$50,000	$50,000	$0

FY 2017 PERFORMANCE PLAN

SIF Classic (original SIF program)

Over the past five years, the Social Innovation Fund (SIF) has combined public and private resources to grow the impact of innovative, community-based solutions that have compelling evidence of improving the lives of people in low-income communities throughout the United States. Over a half a billion dollars has been leveraged in five short years to support nearly 200 nonprofit organizations. These funds were generated by local, regional, and national funding sources as matching funds for those provided by SIF.

FY 2017, SIF will continue to identify the most innovative programs and support them through this public private partnership. With the requested funding level, SIF expects to make 15-20 grant awards. Additionally, SIF Classic will 1) conduct a comprehensive review of current funding areas; and 2) review the benefit of SIF using current authority to directly fund grantees.

The program currently focuses on:

- Improving economic opportunity
- Improving health outcomes
- Investing in children and youth
- Innovative programs using technology to increase program outcomes

SIF Pay for Success (PFS)

As part of the President's vision for building a smarter, more effective government, PFS financing has emerged as an approach that allows government to partner with the private and nonprofit sectors to fund proven and promising practices. PFS is an innovative contracting and financing model that leverages philanthropic and private dollars to fund services up front, with the government paying only after agreed upon outcomes are achieved.

In FY 2015, SIF selected eight grantees to help communities study the use of PFS or structure PFS projects, helping to tackle social problems ranging from childhood asthma to chronic homelessness. As of January 2016, SIF was funding 36 studies to determine whether PFS would be an appropriate model for target programs. Additionally, SIF is providing nine PFS projects with support to help them structure financial deals. Through this work, CNCS is building capacity for PFS among more than 60 state and local governments and nonprofit organizations representing 40 jurisdictions across the country.

Evidence and Results

Evidence and research are fundamental components of all SIF grants. All programs funded by the SIF must be able to demonstrate at least 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 America's communities. As such, the SIF is inherently aligned with CNCS's research and evaluation agenda in that it identifies interventions that have proven community impact and helps scale these interventions so that they reach more people.

The SIF provides both technical assistance and funding for the required evaluation of all selected programs. These evaluations 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, grant-makers, and government agencies by rigorously documenting evidence and sharing best-practices and lessons learned.

In addition to promoting evidence-based programs, the SIF projects that 100 percent of SIF's portfolio will be active in at least one of the agency priority measures in FY 2017. These priority measures include:

- Increased school readiness
- Improved education outcomes for K-12
- Improved access to housing
- Demonstrating stronger evidence of program effectiveness through evaluations

SIF National Evaluation[29]

The National Assessment of SIF Classic is expected to be completed by FY 2017. It examines how participation in the SIF affects the policies and practices of intermediaries, federal funders, and others in the grant making and nonprofit world. It is helping CNCS and other stakeholders assess change over the initiative's implementation and answer the following five key questions that flow out of the initiatives theory of change:

1) Does SIF Classic increase organizational use of evidence-based grant-making strategies?
2) Does it increase organizations' willingness and ability to build the evidence base for high-impact models?
3) Does it increase organizational knowledge of how to scale proven models?
4) Does it strengthen organizational infrastructure to support the growth of proven models?
5) Does it facilitate collaborative approaches to addressing local community needs?

Ongoing Evaluation

All SIF Classic grantees must conduct rigorous evaluations as a central aspect of receiving funding. The SIF currently has 73 approved program evaluations for a total of 87 funded interventions distributed across the following focus areas:

- Economic Opportunity (10)
- Healthy Futures (14)
- Youth Development (63)

Upcoming Evaluations

SIF anticipates that 12 new evaluations will be released by FY 2017.

Efficiencies

To be eligible for SIF funding, grantees are required to match every federal dollar 1:1 at the first stage of funding—federal grant to intermediary—and at the second stage—intermediary to sub grantee. CNCS projects the amount of leveraged funds will be approximately $150 million in FY 2017.

Additionally, SIF will be implementing an online learning tool and network. In addition to the learning tool and network SIF, will deliver an online portal that provides Congress, academics, grantees, and policymakers with real-time information about the SIF program by geography, subject matter, and impact. The portal will also allow users to network with each other to build on the learnings developed through SIF and related programming.

FY 2015 ACCOMPLISHMENTS

Since its inception in 2014, the PFS program has funded 33 PFS feasibility studies and provided support for project structuring for five PFS projects, with up to an additional ten feasibility studies and four projects to receive project structuring support from FY 2015 funds that are available through FY 2016. As of January 2016, CNCS is the only federal agency that has made active awards supporting the growth and strengthening of the pipeline of Pay for Success projects—an integral component in the development of the burgeoning field of evidence-based and outcomes-oriented financing for high-quality, impactful interventions. As part of the three-year grant program, the PFS program expects to work with up to 50 state and local government jurisdictions and nonprofits across the country to build capacity to develop PFS projects, and to support moving the projects from conception to fruition through project structuring dollars.

Successful Project Examples

Jobs for the Future

Evaluation of the Greater Cincinnati Workforce Network partnership found that programs demonstrated **statistically significant positive effects** on the general employment rates of participants and were **highly effective** in improving focus industry employment, job retention, and earnings for Health Careers participants.

Reading Partners

Evaluation of Reading Partners found that the program:

- **More effectively raised students' reading proficiency** than other similar reading programs in the same schools that were studied
- **Had a positive and statistically significant impact o**n students' reading comprehension, reading fluency, and sight word efficiency;
- Showed suggestive evidence that it was particularly **effective with students reading at the lowest levels**; and
- Cost the host school/school district **on average $710 per student, compared with an average of $1,690 per student** for other reading programs offered in the same school. This resulted in a p**er student savings of $980** for the host school/school district.

REDF

Life and work-related outcomes were tracked for 282 workers at seven social enterprises over the course of the study, which found that social enterprise workers moved toward economic self-sufficiency and life stability:

- Employment rose from 18 percent to 51 percent
- Stable housing rose from 15 percent to 53 percent

[29] More on the SIF National and PFS Evaluations can be found later in the Evaluation Budget Activity section.

- Dependence on government support decreased from 71 percent to 24 percent
- Social enterprises produced $2.23 in social benefits for every $1 they spent (by reducing dependence on government support and increasing tax revenue)

U.S. Soccer Foundation

Soccer for Success is a sports-based youth development program that serves children in grades K-8 in underserved, urban communities. The program uses soccer as a tool to combat obesity, promote healthy eating and exercise habits, and foster positive youth development. The program consists of soccer activities that incorporate nutritional lessons.

Evaluation of *Soccer for Success* found that the program participants showed:

- **Greater improvement towards healthy BMI and waist circumference** categories than participants in other similar programs in the same neighborhoods
- **Greater improvement in aerobic capacity** compared to participants in similar programs.

In addition, the study found that *Soccer for Success*:

- Was **implemented as designed (i.e. with fidelity)** across the sites studied
- Had **statistically significant and consistent results** across different locations, genders, and socio-economic backgrounds supporting the conclusion that if the program were replicated with fidelity in other urban communities, similar results would be likely.

Nonprofit Finance Fund

As a recipient of SIF PFS funds, the Nonprofit Finance Fund (NFF) is providing sub-awards to Pay for Success project coordinators to take PFS projects from conception to fruition. NFF's SIF program has two objectives designed to further NFF's goal of growing, strengthening, and diversifying the PFS market to:

- Fund the exploration of innovative PFS funding strategies that will advance promising PFS approaches, and
- Share knowledge, resources, and lessons learned from new and existing PFS projects through NFF's learning platforms, including the existing Pay for Success Learning Hub website (www.payforsuccess.org/).

To accomplish these goals, NFF is supporting PFS transaction structuring for the following projects:[30]

- The Community Foundation of Utah, in partnership with Third Sector Capital Partners, Inc. – Maternal health, homelessness, criminal justice – Utah
- Enterprise Community Partners, Inc., in partnership with Corporation for Supportive Housing (CSH) – Homelessness – Denver
- Jewish Vocational Services, in partnership with Social Finance US – Adult basic education and employment for English Language Learners – Massachusetts
- Third Sector Capital Partners, Inc., in partnership with the Conscience Community Network, LLC – Youth involved in Juvenile Justice and Child Welfare Systems – Illinois
- Tuscaloosa Research & Education Advancement Corporation, in partnership with Social Finance US – Employment for Veterans with Mental Health Illnesses – National
- Greenville Health System – Community Paramedicine Services – South Carolina
- Hillside Children's Center – Juvenile Justice – New York
- Nurse Family Partnership National Service Office- Maternal and Child Health Wellbeing – Michigan
- The County of Santa Clara, California, in partnership with Telecare – Corporation Behavioral Health for Individuals with Acute Mental Health Needs – California

[30] Please visit nationalservice.gov for more information about these projects.

BUDGET ACTIVITY 10:

Volunteer Generation Fund

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

TABLE 26. Volunteer Generation Fund Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Volunteer Generation Fund	$3,800	$3,800	$4,000	$200

FY 2017 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. This includes helping 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.

The requested funding will allow CNCS to focus VGF awards on the following:

- Allowing for additional governor-appointed Commissions to compete for and utilize VGF funding. Currently, only 17 Commissions are grantees, yet in the 2014 VGF competition 26 Commissions submitted grants requesting $6.3 million while CNCS only had $3.8 million available.
- Strengthening Commissions' use of evidence-based approaches in working with their VGF subgrantees and partners, and their capacity to measure results and move the programs they fund up the evidence chain.
- Using VGF funding to (1) support efforts to leverage volunteers to help governors address state challenges, from working to reduce veteran's homelessness to assisting those without employment find jobs or (2) use the funding competition to highlight a CNCS priority, including volunteering as pathway to employment, STEM, or projects that support Opportunity Youth.
- Focusing investments on volunteer management practices that increase recruitment and retention, ensuring volunteers are productively engaged and increasing the stability of nonprofit operations, allowing organizations to increase community 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 connects 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 agency priorities such as STEM programs and projects that support Opportunity Youth. In addition, VGF funding will 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.

Evidence and Results

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. Commissions will use the funds to enhance the ability of subgrantees and partners to report their performance, including the number of volunteers generated and adoption of best practices in volunteer management.

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 with VGF support, is a 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 80 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.

Partnerships and Priority Initiatives

The VGF will continue to support partnership efforts between Commissions and nonprofits, faith-based and community organizations, and public agencies to engage more volunteers more effectively in solving problems. 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.

For 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.

FY 2015 ACCOMPLISHMENTS

During FY 2015, VGF grantees that received awards in FY 2014 reported results and CNCS made new awards to grantees that will continue to focus on the agency's priorities.[31] All VGF grants support CNCS's mission to improve lives and strengthen communities through growing and strengthening national service.

In FY 2015, 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
- Built capacity to manage volunteers in times of disaster.

In addition, Commissions supported community-based organizations by helping them to recruit, manage, and support volunteers; including four Commissions new to the VGF. All grantees provide subgrants 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. For 2013 Volunteer Generation Fund grants, State Commissions reported that more than 266,000 volunteers were leveraged with the support of these grants.

[31] 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.

BUDGET ACTIVITY 11:

Innovation, Demonstration, and Other Activities

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

TABLE 27. Innovation Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Request	Increase/Decrease (FY16-FY17)
Innovation, Demonstration and Other Activities	$3,600	$3,600	$3,601	$1

FY 2017 PERFORMANCE PLAN

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

Partnerships and Priority Initiatives

Call to Service

In FY 2017, CNCS will lead the nation's two principal Days of Service, Martin Luther King Jr. National Day of Service and the September 11th National Day of Service and Remembrance. Consistent with previous years, CNCS will align these Days of Service with the agency's strategic priorities, including economic opportunity, education, and veterans and military families. In addition, to align with the agency's theme of effectiveness and efficiency, CNCS intends to streamline grant application and award process to better align these grants with the agency's performance measures and evidence-based outcomes.

CNCS is also committed to strengthening its efforts to inspire more Americans to volunteer and consider applying for national service programs. This focus will include exploring new technology to make information about these opportunities more accessible through mobile applications and other channels.

Support for Innovative Service and Other Assistance

Innovative service requires ongoing training, support and attention to in order to be effective. With increasing emphasis on evidence and evaluation, developing multiple ways to deliver training and support is more important than ever. Innovative Service and Other Assistance Funds will focus on supporting national service expansion based on increasing levels of evidence, and compliant and effective performance among new and ongoing projects.

CNCS will continue expanding its training and technical assistance reach to more than 3,400 grantees and projects, including AmeriCorps and Senior Corps. Topics include critical training on core competencies. Content will reflect attention to emerging community needs, new requirements, compliance, best practices in program and financial management, and to support the expansion of national service and related programs. All materials will be developed in formats that are accessible on line to all who need them when they are needed.

In FY 2017, CNCS will again support competitive grants for Regional Training Conferences. This cost-effective strategy trains over 2,000 project directors in AmeriCorps and Senior Corps, reaching frontline staff with the critical training topics including performance measures, compliance, financial and grant management, and criminal history checks.

Subtitle H Funds will support the development of new digital resources, as well as hosting and maintenance of CNCS's training infrastructure. New content, capacity, and enhanced interactive elements are needed for new partnerships and for inclusion of people with disabilities.

FY 2015 ACCOMPLISHMENTS

Call to Service

In FY 2015, 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.

Martin Luther King Jr. National Day of Service

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

- The faith-based grantee **Hope Worldwide** engaged more than 6,100 volunteers and reached more than 43,000 households with critical fire prevention safety and disaster preparedness information. Volunteers also implemented a large-scale improvement project at four Nashville area parks and recreation community centers and started an ongoing reading program with an initial class of 900 children.
- **Service for Peace** engaged an estimated 23,300 volunteers in 359 projects on MLK Day with an additional 3,600 volunteers engaged in 123 projects in the 40 subsequent days of peace. In Bloomington, Indiana, the group completed 40 service projects that focused on increasing awareness of ways to prevent teen violence, providing books to a local family shelter, and setting up a clothing closet for low-income families with the Boys and Girls Clubs Ellettsville Unit.
- **Points of Light** mobilized an estimated 111,900 individuals in almost 2,000 local projects. One project supported a pro-bono Scope-A-Thon during which more than 300 project managers were paired with 100 local nonprofit organizations in the Washington, D.C. Together, these professional project managers contributed 2,400 hours worth of technical and strategic counsel in just one day.
- The President and First Lady, joined by CNCS CEO Wendy Spencer, served alongside AmeriCorps members at the Boys & Girls Club of Greater Washington. More than 10 cabinet secretaries and other Administration officials participated in service projects across the country. Secretary of Interior Sally Jewell joined AmeriCorps members and other community volunteers in cleaning up the Anacostia River and Secretary of Treasury Jack Lew served alongside City Year AmeriCorps members who were improving schools.

September 11th National Day of Service and Remembrance

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.

Employers of National Service

Announced by President Obama as part of the 20th anniversary of AmeriCorps in 2014, 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.

As President Obama said when launching the initiative, "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."

In less than a year, more than 300 corporations, nonprofits, 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, and the U.S. Office of Personnel Management. In addition, the governors of Montana and Virginia signed up their states as Employers of National Service. On the municipal level, New York City, Phoenix, and Tucson joined the list of participating cities that already includes Nashville, Philadelphia, and South Sioux City. The success of this initiative underscores the broad geographical and multilevel enthusiasm for employers to recruit national service alumni.

Stars of Service

In addition to Employers of National Service, the President established the Stars of Service on the 20th Anniversary of AmeriCorps. The President's Service Star Award recognizes youth leaders, whom CNCS will encourage to consider applying their skills through AmeriCorps. The Commissions asked 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: The National Partnership on Mentoring. 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 CNCS to demonstrate how national service programs can help recruit mentors and engage the private sector in the agency's work. CNCS focused on partnerships, such as Youth Opportunity AmeriCorps's partnership 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 2015, CNCS support focused on enhancing the grantee and project performance through innovative training models and digital infrastructure support focused on compliance, accountability, and management.

AmeriCorps State and National grantees participated in their annual symposium of 400 leaders of 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 and grants management, and compliance requirements.

In FY 2015, CNCS issued competitive grants for Regional Training Conferences. The events were held in five locations, and reached 2,000 participants. 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 Commission leaders.

To support one of the many partnerships developed through the President's Task Force on Expanding National Service, funds from the Innovation and Demonstration budget 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.

In 2015 the Office of Research and Evaluation hosted the inaugural CNCS Research Summit for over 250 attendees, and 100 virtual participants (CNCS grantees, projects, state commissions, the philanthropy sector, academics, and consultants). The objectives of the Summit included:

1) Fostering a positive culture of evaluation and promoted learning among all grantees regardless of funding levels, using performance measurement data and process evaluations
2) Highlighting the evaluation efforts of CNCS programs that expand the evidence base for activities and programming; promote member/volunteer benefits; and promote the direct contributions of national service to communities and beneficiaries
3) Discussing knowledge gaps, national service innovations, and the use of different methodologies to advance research and evaluation with targeted audiences, including federal agencies, policy makers and academics in order to advance national service, social innovation, and social science research.

The Summit produced recommendations for the creation of an evaluation and evidence practitioners electronic mailing list, a Research and Evaluation Office blog on evidence-based practices and related topics, and inclusion of conference session products in ongoing Research and Evaluation projects.

BUDGET ACTIVITY 12:

Evaluation

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

TABLE 28. Evaluation Budget Summary *(dollars in thousands)*

Budget Account	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Evaluation	$5,000	$4,000	$6,000	$2,000

FY 2017 PERFORMANCE PLAN

In alignment with the agency's call to do what works, and as part of CNCS's effort to improve the quality and results of its programs, CNCS uses its evaluation budget to implement an ambitious research and evaluation agenda capable of comprehensively addressing the agency's mission and illuminating its most effective policies, programs, and practices.

CNCS works through its Office of Research and Evaluation and in coordination with its programs and external stakeholders to:

- Inform the development and implementation of CNCS programs and initiatives with evidence
- Measure the performance and results of CNCS's programs and initiatives through research and evaluation
- Build knowledge about the effectiveness of national service and volunteering as solutions to community needs using scientific methods
- Encourage a culture of learning and continuous improvement within the agency and within the nonprofit organizations CNCS funds
- Shape key agency policy and program decisions using credible data.

With its FY 2017 Budget request, CNCS will deepen the evidence base for AmeriCorps programs, expand the reach of its evaluation capacity building initiative to Commissions and State Offices, build connections to valuable intellectual capital within U.S. universities, and increase staff and grantee access to evidence to promote its use for program improvement and organizational learning.

To achieve the goals outlined above, CNCS will design and implement a comprehensive, mixed-methods evaluation of AmeriCorps. The agency is considering an evaluation design capable of examining the role of different national service models (e.g., direct service delivery models, volunteer management models, organizational capacity building models, team-based models) in improving organizational and community capacity to address CNCS focus areas. A case study methodology utilizing both quantitative and qualitative data, as well as meaningful comparisons, is envisioned.

The agency will also increase the evaluation capacity of Commissions and State Offices by creating more local networks of evaluation expertise. These networks will coordinate and leverage local evaluation expertise and help build evidence for effective models, creating a stronger pipeline of competitive applications. Initial efforts to develop these networks of evaluation excellence will include integrating the Evaluation Institute model implemented with AmeriCorps State and National grantees in 2015 into Regional Training Conferences. In addition, virtual centers could be built that would provide a platform for Research and Evaluation staff, program officers, grantees, and local evaluators who have worked with grantees to share information. CNCS would also fund another cohort of universities to continue increasing the nation's understanding and knowledge about the importance and potential of volunteering, national and community service, and other civic behaviors in addressing some of America's greatest challenges.

As part of it efforts to achieve mission success, CNCS will strengthen its strategies for disseminating its research and evaluation findings. Examples of dissemination activities include the following:

- Create customized resources for different stakeholder groups such as research to practice or issue briefs
- Convene annual Evidence Summits to share findings and their potential use for decision-making with key stakeholder groups
- Create and manage state-level reports of member exit survey data so that Commissions can ensure quality member experiences

Additionally, with the FY 2017 Budget request, CNCS will continue to support an ambitious research and evaluation strategy capable of comprehensively addressing the agency's mission, accommodating

agency-wide evidence priorities, and illuminating the agency's most effective policies, programs, and practices. For example, survey research is used to document various outcomes for national service members and volunteers participating in CNCS programs.

Further, members are surveyed after completing their service terms and asked about the quality of their experience while serving in an AmeriCorps program as well as their future plans regarding continued civic engagement, education, and employment. In addition, strategic third-party program evaluations are conducted to determine the effectiveness of priority agency initiatives. Finally, the Office of Research and Evaluation dedicates significant resources to building the capacity of grantee organizations to conduct quality evaluations of their programs and to use evaluation findings for program improvement.

FY 2015 ACCOMPLISHMENTS

The Office of Research and Evaluation worked with program offices in FY 2015 to make significant strides in the agency's use of evidence and evaluation in budget, policy, and management decisions. The Office of Research and Evaluation convened a now-annual research and evaluation strategy meeting with agency leadership, including all program directors, to determine priorities for the year.

Key 2015 accomplishments include:

Research Learning Strategies

- Conducted a research grant competition to expand the agency's connection to academia's intellectual capital. The Notice of Funding Availability published in June of 2015 generated 60 letters of interest submissions by institutions of higher education nationwide. A total of 54 applications were submitted. Seven awards were made totaling $923,100.00.
- Improved a survey methodology that will increase the quality of information the agency collects from its national service members. The member exit survey content and administration were revised within a year and was administered for the first time in the spring of 2015.
- Completed a Senior Corps survey that provided the first-ever descriptive data for volunteers in the program and implementation of a longitudinal survey of volunteers based on these findings.
- Drafted a literature-based rationale and data-based combined volunteering and civic engagement supplement[32] and shared with the U.S. Census Bureau and other Federal stakeholders in preparation for revising current data collection procedures.

Evaluation Learning Strategies

- Prioritized a set of third-party program evaluations focused on assessing the Agency's highest-profile initiatives which currently includes the Social Innovation Fund national assessment, the School Turnaround AmeriCorps evaluation, and the Social Innovation Fund Pay For Success evaluation.
- Implemented an evaluation capacity building initiative that has increased grantee organizations' ability to conduct quality evaluations and ultimately generate more credible evidence of effectiveness. Within two years of implementing this model, staff has experienced a transition from resistance to evaluation to invitations from Commissions to offer workshops at their regional training conferences nationwide.

Dissemination & Utilization Strategies

- Launched a virtual repository of evaluation reports and resources, facilitating access to existing evidence and best-practices for program design and evaluation purposes and contributing to an increase of three points for the Agency's What Works Index score in 2015.
- Conducted a systematic review of the National Service and Social Innovation research literature and developed two practice briefs focused on the Education and Economic Opportunity focus areas for the field to use.
- Completed a review of 50 years of AmeriCorps VISTA's program evaluations used to facilitate a discussion with program staff around their long-term research and evaluation strategy.

Partnerships and Priority Initiatives

The Office of Research and Evaluation continued to work closely with agency programs to enhance the CNCS's infrastructure (e.g., leadership, systems and structures, communication, culture[33]) for evidence-based decision-making, including:

- Convened a now annual research and evaluation strategy meeting with agency leadership, including all program directors, to determine priorities for the year.
- Included and refined evidence criteria in the scoring matrix for AmeriCorps applications.

[32] For more information about these supplements be go to https://catalog.data.gov/dataset/current-population-survey-volunteers-supplement and http://catalog.data.gov/dataset/current-population-survey-civic-engagement-supplement.

[33] Source: Preskill, H., & Boyle, S. (2008). A multidisciplinary model of evaluation capacity building. *American Journal of Evaluation*, 29, 443-459.

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))

TABLE 29. Salaries and Expenses Budget Summary *(dollars in thousands)*

Budget Activity	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/ Decrease (FY16-FY17)
Salaries	$40,052	$41,971	$42,726	$755
Other personnel compensation	$358	$610	$710	$100
Civilian personnel benefits	$12,330	$11,711	$11,774	$63
Total personnel compensation	**$52,740**	**$54,292**	**$55,210**	**$918**
Travel and transportation of persons	$1,502	$1,530	$1,611	$81
Rental payments to GSA*	$8,616	$5,615	$4,119	($1,496)
Communications, utilities, and miscellaneous charges	$2,049	$1,907	$1,907	$0
Other Services	$16,427	$17,943	$26,033***	$8,090
Supplies and Materials	$403	$450	$450	$0
Total, Salaries and Expenses**	**$81,737**	**$81,737**	**$89,330**	**$ 7,593**
Full Time Equivalent	**460**	**459**	**467**	**8**

*In FY 2016 CNCS relocated its headquarters offices to a new Washington, DC location. An 18 month rent-free incentive associated with CNCS's Headquarters move, ending in FY 2017, temporarily reduced rental payments to GSA while providing some relief for rising costs in other salaries and expenses areas.

**The salaries and expenses total does not reflect IT costs covered by program funds and NCCC direct administrative expenses.

***Includes an IT investment of $23.4 million.

FY 2017 REQUEST

The CNCS FY 2017 Budget proposes growth in AmeriCorps and AmeriCorps VISTA and other initiatives and so the request S&E also includes some support requirements relating to the proposed program growth. Since FY 2010, S&E funding has trended downward, resulting in a budgets that had decreased by nearly two percent by FY 2016.

In addition to dealing with actual budget reductions and reductions caused by absorbing the cost of inflation, CNCS has taken on new support roles and responsibilities, in part resulting from new security and reporting requirements mandated by Congress. The FY 2017 budget request for S&E will provide support for necessary investment in people, infrastructure, and governance that will enable CNCS to meet its fiduciary, financial, and operational requirements; identify and mitigate risk; provide effective program support; and ensure mission success.

These infrastructure and support investments will enable CNCS to achieve its management and mission goals and will be aligned with the following strategic objectives:

- Develop and retain a talented, diverse, and adaptive workforce that continues to promote organizational excellence and advance national service
- Strengthen IT systems to enhance efficiencies, enable program effectiveness, improve accountability, and provide effective system security
- Ensure that financial and grants management systems and policies support CNCS's business infrastructure so that the agency can meet its goals and objectives.

In support of the priorities listed above, CNCS requests an FY 2017 S&E budget increase of approximately $7.6 million above FY 2016 enacted levels to:

- Fund staff compensation and training at levels comparable to those of other federal agencies and sufficient for effective employee retention and development
- Modernize and strengthen information technology systems and infrastructure to provide adequate program and operational support and address the agency's operational risk

- Fund 8 additional Full Time Equivalent employees.[34]

The following sections provide detailed explanations and justifications for the FY 2017 S&E budget request and describe how this investment is essential in order for CNCS to meet its management objectives and agency goals.

Staffing and Training

In addition to supporting critical CNCS programming, the requested budget increase allows CNCS to right-size a critically under-resourced support staff, develop and retain a skilled workforce by appropriately compensating staff, reward superior personnel performance, and provide targeted employee training opportunities.

Over the past several years, reductions in S&E funding has prevented CNCS from allocating appropriate staffing resources in response to increased program support needs. New Congressional requirements such as the Improper Payments Elimination and Reduction Act and criminal history checks, along with greater CNCS involvement in partnerships, have dramatically increased monitoring, assessment, and auditing demands. CNCS must acquire, equip, and train the workforce to conduct these activities as well as analyze the data collected.

The $750,000 requested for training represents approximately 1.3 percent of the requested payroll budget. Identifying training needs in the Budget request is considered a federal government best-practice and this percentage is less than other agencies' training budgets. For example, the Office of Personnel Management allocates approximately two percent of its budget for training.

It is also a standard best-practice for federal agencies to include salary increases and performance award funding in their budget requests as a means of offering appropriate and equitable compensation to high performing career employees. CNCS is adopting this practice to improve compensation and retention flexibilities, as opposed to the past practice of hoping funding for such compensation will emerge from unanticipated cost savings elsewhere in the S&E budget. Such savings have not become available in past years, and the approach to funding these standard compensation payments is neither an effective nor a responsible practice.

The FY 2017 budget requests $450,000 for performance awards and salary adjustments to be distributed following the completion of Performance Year 2016 appraisals. This funding will incentivize high quality work and help CNCS retain its most productive staff. This funding represents a nominal investment compared to other federal pay scales, particularly compared to the General Schedule (GS), which builds in automatic of pay adjustments (e.g., standard within grade increases) instead of the performance-based pay adjustments this request envisions.

CNCS will continue to prioritize training based on statutory/regulatory requirements and cross-cutting organizational priorities. Such requirements include training on IT security and privacy, the No FEAR Act, ethics, appropriations law, grants management, finance and accounting practices, and federal supervision. In addition to training in regulatory and technical areas, CNCS will increase its delivery of leadership and professional development opportunities through the design and delivery of a cohort-based leadership development program and an increased emphasis on diversity and inclusion practices. In addition, CNCS will continue its partnership with the Department of the Interior, which provides commercial off-the-shelf training at discounted prices.

Information Technology (IT)

The FY 2017 IT budget request of approximately $23.4 million represents a net increase of $7.8 million over the corresponding FY 2016 funding level. The request seeks to restore funding cut in FY 2016, support the continued operation and maintenance of CNCS's existing IT services including contract cost escalation, and invest in system modernization and enhancements to better support core business operations and serve the agency's stakeholders. The restoration of funding will enable CNCS to implement recommended cybersecurity and industry improvements as well as resume scheduled technology refresh upgrades. The IT investment includes completing phase two of grants and member management modernization, improving video teleconferencing, and implementing critical IT enhancements, such as data monitoring, records management, and intelligent data compression (data de-duplication), which reduces storage and is necessary to further strengthen CNCS's cybersecurity posture and accountability.

Key IT service categories and associated projects/activities that will be funded by this request include:

IT Infrastructure and Grant/Member Management Systems

- Operating, maintaining, and securing CNCS's network and telecommunications services, including phone, data, and mobile services
- Hosting, maintaining and enhancing the security of CNCS core systems and websites including My AmeriCorps Portal, Grants and Member Management System (Phase 1), data warehouse, nationalservice.gov, and new Evidence Exchange
- Delivering staff office productivity/collaboration services and other software required to meet mission needs

[34] Due to higher expected costs for IT modernization, CNCS has revised its request to 8 additional FTE.

- Providing grantees with a single point of contact for service support (e.g., National Service Hotline/Help desk) and program information

Cyber Security and Privacy Protection

- Continuing to invest in IT security/privacy contractor support services to ensure the protection of systems and data
- Implementing new tools and processes to address emerging threats and respond to rapidly changing IT security policy requirements
- Meeting the cyber security challenges by implementing next generation security measures that provide a more rigorous protection of data and systems

Support Services and Shared Services

- Operating and maintaining CNCS's Financial Management System
- Subscribing to Federal Shared Services (e.g., Grants.gov, HHS Payment Management System, eOPF, eRulemaking, GSA ETS Travel) to meet business requirements

IT Modernization and Innovation

- Completing grants and member management modernization (Phase 2) utilizing advanced security features to protect member data and starting the implementation of new, more expansive data analytic services to enable new business intelligence that will inform policy decisions
- Deploying information system enhancements to support compliance with the DATA Act, mature agency risk and grantee performance management capabilities, and expand Evidence Exchange data sets and online services
- Implementing new, secure and more robust records management capability to enable compliance with Federal requirements
- Providing new video teleconference and telecommunications infrastructure at CNCS's new headquarters facility to support staff mobility and productivity

FY 2015 MANAGEMENT PERFORMANCE AND ACCOMPLISHMENTS

As the nation's largest federal grantmaker devoted exclusively to supporting national and community service projects, CNCS provides approximately $790 million in results-focused funding to organizations across the nation that improve lives and strengthen communities.

CNCS has adopted key indicators, detailed 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 2015, CNCS launched 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. CNCS's Office of Accountability and Oversight (OAO) led these enhancement efforts by beginning the development of a more robust and integrated Enterprise Risk Management (ERM) program in FY 2015. In FY 2016, CNCS established an Office of the Chief Risk Officer to lead the ERM program at CNCS. That office will work with restructured CNCS risk management entities to apply a holistic approach to risk management across CNCS.

The OAO office efforts also involved managing the agency's A-123 Internal Controls program, including 15 business process assessments focused on the following areas:

- Design and effectiveness of operations
- Compliance with laws and regulations
- Reporting reliability.

TABLE 30. CNCS Strategic Goal 4: Operations Measures

Award and close grants and contracts within prescribed timeframes	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Actual
Award all grants before the budget period start date.	95%	95%	95%	95%	95%
Post grant competition award and review data to the internet within 90 days of completion of the award process.*	100%	63%**	100%	100%	100%
Complete all grant monitoring activities identified in the annual monitoring plan and follow up with grantees where necessary.	89%	85%	85%	85%	85%
Close all grants within 180 days of the performance period end date.	64%	65%	65%	65%	65%

*Actual FY 2015 data for this measure will be available February 2016.
**CNCS is currently working to post the balance of its award data, which should be available online by the spring of FY 2016.

The assessments enabled CNCS to establish clear roles and responsibilities for management officials to assess risks and focus remediation efforts on the agency's operational integrity. As a result, management identified improvement opportunities for contracting, grants monitoring, and compliance with regulations. Additional actions are already underway to implement the following business improvements:

- Develop an enhanced enterprise-wide, risk-based grants monitoring model that directs monitoring efforts to the highest risk activities across programs
- Establish an infrastructure to ensure regulatory compliance, especially as the agency moves to address prior year audit concerns and modernize its information systems
- Enhance business processes to inform contracting decisions that will focus scarce resources on the highest priority agency needs.

Overall, CNCS's integrity assurance program identified opportunities that when combined with its greatest resource — human capital — will help the agency mitigate current and future threats to mission success.

Accounting and Financial Management Services

In FY 2015, the Office of Accounting and Financial Management Services implemented efforts to achieve timelier, traceable, and accurate collection processing by implementing:

- Required electronic invoice payments
- Preauthorized debit processing for selected cost-share sponsors
- Electronic Check Processing for check deposits with new equipment, which allowed efficient disposition of unreadable checks submitted to CNCS.

Also, in FY 2015, CNCS implemented an automated interface between its financial system (Momentum) and the Treasury Department's payment and collection system (IPAC) to eliminate manual entries and associated errors. This interface will improve the timeliness, reliability, and efficiency of processing these collections and payments through the financial system.

CNCS has also implemented a new travel management system (ETS2) with improved reporting. The agency has adopted CFO-level exception reporting for travelers with late vouchers or other exceptional conditions in order to assure timely submission and processing of travel transactions.

Information Technology

CNCS's recent IT investments have been focused on an entity-wide modernization effort that will enhance and facilitate business processes in support of the agency's mission, while strengthening CNCS's enterprise cyber security program to enable secure and effective IT management.

In FY 2015, CNCS continued to execute its IT strategy through initiatives and projects emphasizing:

- Modernizing systems to meet evolving business processes
- Expanding cybersecurity oversight for IT systems and data
- Maximizing return on IT investment
- Effectively managing agency information resources.

Key accomplishments by Strategic Area include:

Modernizing systems to meet evolving business processes

- Began implementing information system projects focused on optimizing grants management business processes and deploying support services to the next generation of grants and member management system
- Implemented online versions of office productivity and collaboration software and CNCS electronic records management capability
- Updated CNCS's core telecommunications and network infrastructure to support 21st Century service delivery and mitigate the risk of failure with aging equipment
- Deployed new applications and hardware to improve overall office automation, accountability, and staff mobility.

Expanding cyber security oversight for IT systems and data

- Awarded a cyber security support contract, filled critical staff vacancies, developed a plan for remediating known weaknesses in the information assurance program, and ultimately transformed the program into a cyber security strategy
- Implemented new portable media encryption technology to protect CNCS data and networks
- Improved Security Authorization and Accreditation processes.
- Retrained the entire agency on cybersecurity and, where appropriate, provided specialized security training for staff with elevated privileges.

Maximizing return on IT investment

- Awarded new IT Managed Service Contract, which will enable OIT to improve delivery of core IT services to programs/offices making use of cloud technologies
- Continued to consolidate web and digital properties onto a single web platform, reducing management overhead and redundancy.

Effectively managing agency information resources

- Implemented new tools to improve the overall usability of websites and web applications to ensure compliance with Section 508 requirements.

Disability Inclusion Strategy

FY 2017 PERFORMANCE PLAN

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 Two 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 2017, CNCS plans to use two 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 FY 2016 and ensure that all segments of the diverse disability community are able to engage in national service. The data will also be used to set further goals for disability outreach and education for CNCS grantees. 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.
- Expand the agency's work with the Office of Disability Employment Policy to include: consultation to provide technical assistance to CNCS grantees and partners at conferences and strengthen CNCS's online resources for grantees and partners (including creating content), enhancing coordination and communication between the workforce development system and the network of national service programs, and supporting recruitment efforts within the disability community.
- Collaborate with Vocational Rehabilitation Services to provide the groundwork for recruitment of members with disabilities from their client population by distributing information about the benefits national service provides to their counselors.
- Provide a one-day workshop to educate nonprofit organizations who comprise and serve the disability community on becoming an AmeriCorps State and National grantee. This targeted outreach is meant to assist with bringing greater diversity to the ASN grantee population while engaging potential grantees with significant disability populations who could become members with disabilities. This workshop will provide further information to the types of organizations that joined a disability community Notice of Funding Opportunity (NOFO) call in fall 2015.
- 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 (AHEAD) and Career Opportunities for Students with Disabilities (COSD), whose conferences are attended by college guidance counselors, are two ways CNCS will reach out to those connected to college students with disabilities.

FY 2015 ACCOMPLISHMENTS

For FY 2015, as authorized by the Serve America Act, CNCS used program dollars to fund its disability activities.

In 2015, CNCS expanded the available resources on disability inclusion for grantees:

- Developed an educational campaign during the month of July that provided 25 action items that are necessary to achieve disability inclusion. This campaign was disseminated through social media with grantees and directed them to a landing page with supportive resources for further reference.
- Provided technical assistance on understanding the logistics of reasonable accommodation of members with disabilities at a regional cluster conference and at Washington D.C. based service events. Similar support was provided through dozens of calls and emails with grantees.
- Increased the electronic resources available on program accessibility through the Disability Inclusion Knowledge Network
- Released the Employers of National Service toolkit for Alumni with Disabilities along with a joint letter to the Workforce Development system regarding the Department of Labor's Inclusive Service guide. The toolkit provides resources that support the pathway to employment for AmeriCorps alumni by educating them on disability employment issues and providing connection to disability-specific

government programs, mentorship, and networking opportunities. The guide provides the workforce development system necessary information for those interested in identifying inclusive service opportunities.

- Strengthened the process for obtaining funding for reasonable accommodations for service members with disabilities. While the vast majority of members with disabilities cost nothing to accommodate because their accommodations are logistical in nature, programs who have members that need goods and services as part of their accommodation are receiving reimbursement for this cost. 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. In FY 2015, accommodations for ten members were reimbursed.
- Developed 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.
- Developed a toolkit for alumni with disabilities to use when attempting to transition to employment following national service. Given the unique employment issues people with disabilities experience and the myriad of specialized resources pertaining to disability, the toolkit provides up-to-date information about special programs, government resources, and assistance available to individuals with disabilities. The toolkit is part of the Employers of National Service initiative and was released in line with the 25th anniversary celebrations of the Americans with Disabilities Act in late July 2015.

In FY 2015, CNCS began receiving more detailed information 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 to assess whether CNCS is recruiting effectively and identify those populations where there is an opportunity to expand collaboration, as well as justification for expansion into those targeted populations.

Disaster Response, Recovery, and Mitigation Strategy

CNCS has developed a comprehensive, strategic approach that leverages its program resources to help communities in need respond to, recover from, and mitigate the effects of natural disasters. Through AmeriCorps and Senior Corps, CNCS responds to natural and man-made disasters, including forest fires, floods, hurricanes, tornadoes, terror attacks, and oil spills. Since 1994, CNCS programs have provided critical support to millions of Americans affected by disasters. The agency's assets include:

- 4,200 AmeriCorps Disaster Response Team (A-DRT) members, including AmeriCorps NCCC, that are available to be deployed in response to disasters
- 1,000 NCCC-FEMA Corps members directly deployable by FEMA throughout the country
- 300,000 Senior Corps participants throughout the country

Since 2011, CNCS has responded to nearly 75 state and federally declared disasters while deploying over 10,000 National Service members.

FY 2017 PERFORMANCE PLAN

In FY 2017 and beyond, the focus of disaster services with AmeriCorps and Senior Corps will be on building a strong national service infrastructure, working in partnership with Commissions, state and local government, tribal governments, nonprofits, and faith-based organizations. This strong national service infrastructure is being accomplished through training and support to AmeriCorps programs and members on the local level, providing opportunities for elevating national service engagement in all phases of the disaster continuum, providing training and technical assistance, and by coordinating partnership and collaboration between national service and other disaster-focused nonprofits and local government. CNCS is building the capacity of AmeriCorps members across the country to be prepared to help communities prepare for, respond to, and recover from disasters.

Throughout FY 2015 and FY 2016, CNCS is conducting training for local AmeriCorps programs across the nation in management of volunteer reception centers in disaster-impacted communities. This FEMA certified training is conducted in partnership with FEMA, State Service Commissions, CNCS State Office, state and local emergency managers, and local Voluntary Organizations Active in Disasters. In addition, CNCS is building the capacity and standardizing training across the agency's AmeriCorps Disaster Response Team programs. In FY 2016, all AmeriCorps members in the A-DRT programs will be trained in the basics of disasters and emergency management systems, disaster psychology, risk management, crew management and operations, and additional direct service modules depending on the disaster type. A standardized A-DRT training will better prepare AmeriCorps members to enter into a disaster response deployment and provide consistent service to disaster partners and communities.

On the national level, CNCS is also a federal partner with America's PrepareAthon! Campaign to increase emergency preparedness and resilience through hazard-specific drills, group discussions, and other emergency exercises. AmeriCorps members will provide individuals, communities, and organizations with action-based guidance to practice the steps necessary to stay safe during a disaster or emergency; learn about mitigation measures; and understand community plans, including alerts and warnings, evacuation, and sheltering.

CNCS, through its Disaster Services Unit, has worked with a Senior Corps RSVP Think Tank of 25 RSVP Project Directors to assist in the development and production of a training and technical assistance toolkit for RSVP projects engaged in disaster service activities. In addition, throughout FY 2015 and FY 2016, CNCS is conducting training for local Senior Corps programs across the nation in management of volunteer reception centers in disaster-impacted communities.

FY 2015 ACCOMPLISHMENTS

In FY 2015 local AmeriCorps members provided direct service and responded to disasters in more than 13 states and a territory (California, Guam, Illinois, Kentucky, Maine, Minnesota, Missouri, Michigan, Oklahoma, South Dakota, Texas, Washington, West Virginia, and Vermont). These members provided critical assistance with debris removal and cleanup of homes damaged by disasters, conducted damage assessments, registered disaster survivors for assistance, and managed and documented volunteer hours and donations.

In addition to direct response activities, AmeriCorps members regularly provide essential services across the nation in areas of disaster preparedness through education, outreach, and training; mitigation projects, including environmental projects to mitigate the effects of flooding and hurricanes; and recovery operations, which includes the rebuilding and repair of storm-damaged homes, long-term recovery support, and needs and case management.

In addition to CNCS's network of local AmeriCorps programs, there are 15 grantees that are trained as AmeriCorps Disaster Response Teams

(A-DRT's). They are providing a combined total of 3,000 specially trained AmeriCorps members ready to deploy to disaster stricken areas.

- Direct Assistance: AmeriCorps can provide direct support to homeowners in the cleanup of their homes. There is still a high demand for cleanup support with few voluntary agencies to meet the high demand.
- Volunteer Coordination: AmeriCorps can coordinate and lead volunteers in the cleanup efforts. This coordination is critical to a community and individuals ability to recover quickly and safely.
- Documentation for soft match: AmeriCorps can track volunteer hours and donated resources that may be used as soft match for the state's cost share for the PA grant under FEMA's Donated Resources Policy.

For FY 2015 there are two priority areas to build the capacity of AmeriCorps in disaster services:

- Increase CNCS partnerships with State Emergency Management Agencies (EMAs). This has been accomplished by implementing a tiered system of national service and emergency management engagement to share: best-practices, targeted goals, and a consistent framework for engaging the power of national service. The goal is to engage all 50 states at the basic level while continuing growth and engagement once the base goal is reached.
- Create a Commission Working Group on disaster services. CNCS has increased the level of training and technical support to strengthen collaboration between State Service Commissions and the Disaster Services Unit (DSU). Regional work groups are planning and implementing regional preparedness exercises between the DSU, Commissions, and CNCS State Offices.

Successful Project Examples

AmeriCorps

In response to heavy rainfall that led to flooding and landslides in Grays Harbor County, WA; 45 AmeriCorps members with Washington Conservation Corps conducted damage assessments and debris removal of flood-damaged homes, and leveraged additional volunteers by supporting the Volunteer Reception Center. They were able to conduct nearly 80 damage assessments and leverage an additional 225 volunteers to remove more than 400 cubic yards of debris.

Following severe weather and tornadoes that struck Van, Texas on May 11, 2015; nine AmeriCorps members from American Youth Works Texas Conservation Corps were called by the state Emergency Management Agency to set up and manage a Volunteer Reception Center. They members were able to coordinate and manage more than 1,000 volunteers that arrived to assist with the cleanup efforts. Just weeks later, with continued severe weather and flooding in Texas, record amounts of rainfall flooded many communities. Before the rain had even stopped, Texas Conservation Corps deployed 28 AmeriCorps members to manage two volunteer reception centers in San Marcos and Wimberley, Texas. Within the first day they registered over 1,000 volunteers.

Senior Corps

In FY 2015, local Senior Corps volunteers provided direct service and responded to disasters in communities across the United States providing much needed assistance with supporting feeding and shelter operations, managing 211 call centers, conducting damage assessments, registering disaster survivors for assistance, and managing and documenting volunteer hours and donations. In addition to direct-response activities, Senior Corps volunteers regularly provide essential services across the nation in areas of disaster preparedness through education, outreach, training, mitigation projects, and recovery operations which include long-term recovery support and survivor case management.

In FY 2014 and FY 2015, Senior Corps made augmentation awards to existing RSVP projects in communities impacted by disasters. This award increased the number of RSVP volunteers assisting communities in response and recovery activities to build community resiliency. Case studies of the eight augmentation awards analyzed how RSVP volunteers can be more effective in providing support to areas affected by natural disasters.

In June 2013, the state of Oklahoma was hit by a series of devastating tornadoes. These historic storms caused catastrophic damage and overwhelmed local emergency response capacity. Illustrating the magnitude and severity of these events, the storm left a path of destruction two miles wide and 12 miles long through a major metropolitan area, including Moore, OK.

Prior to these storms, RSVP of Central Oklahoma had no disaster-related experience. Shortly after the most severe storms, RSVP of Central Oklahoma was inundated with calls requesting volunteers from multiple organizations. To assist with relief efforts, the grantee placed volunteers at various call centers, nonprofit organizations, and shelters. In total, 108 RSVP of Central Oklahoma volunteers contributed more than 5,500 service hours to nine nonprofit and state organizations. RSVP of Central Oklahoma also engaged in outreach to local agencies to determine and respond to needs for volunteer placement.

CNCS made an augmentation award to the grantee to expand their disaster related activities. Grant resources were used to fund and train a disaster coordinator, strengthen partnerships with United Way and Heartline 211, where RSVP volunteers assisted with disaster relief call centers. RSVP of Central Oklahoma also directed some augmentation funds toward support for disaster preparedness within the program's existing base of 500 vulnerable, direct low-income clients.

RSVP volunteers assembled and distributed disaster preparedness kits and conducted consultations with recipients to help them prepare for future emergencies. RSVP volunteers also distributed Be-Ready bags — containing essential disaster preparedness materials such as blankets, flashlights, and emergency water — to a total of 6,000 seniors throughout the State of Oklahoma.

When severe weather and storms struck the same area again in the spring of 2015, RSVP of Central Oklahoma was ready and able to respond, coordinating with the state EOC (Emergency Operations Center), assisting with phone calls, in-takes, and volunteer/donation management. RSVP volunteer also worked with Heartline 211 and Red Cross on the ground assessing further needs.

OFFICE OF INSPECTOR GENERAL | PART IV

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 National Direct grants and grants awarded by State Commissions throughout the United States, many of them small nonprofit organizations; measuring the performance of these grants to ensure that Americans receive a strong return on their investment; and achieving results despite outdated information systems and a cumbersome legacy infrastructure. Cybersecurity and implementing a strategy of risk-based grant management, along with the information systems architecture to support it are among the most urgent priorities facing CNCS. The OIG plays a critical role in strengthening CNCS to meet these challenges 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 2017 Budget Request Summary

For FY 2017, the OIG requests an operating budget of $6.1 million. These resources are necessary to provide effective and meaningful oversight of CNCS's programs and operations, including the activities of contractors and grantees.

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

- Conducting audits, evaluations, and reviews of high-risk CNCS activities, focusing on systemic, operational, and programmatic vulnerabilities and highlighting areas in need of better risk management
- Particular oversight of urgent and ongoing information technology (IT) security and modernization activities, in addition to compliance with the Federal Information Security Management Act (FISMA)
- Working closely with agency leadership to adopt, develop and implement a comprehensive Enterprise Risk Management strategy, to strengthen CNCS operations and improve grant management

TABLE 24. OIG Budget Summary *(dollars in thousands)*

Budget Activities	FY 2015 Enacted Level	FY 2016 Enacted Level	FY 2017 President's Budget	Increase/Decrease (FY16-FY17)
Audit	$2,040	$2,537	$3,345	$808
Investigation	$1,032	$1,009	$1,021	$12
Support	$1,466	$1,076	$1,134	$58
Information Technology	$706	$537	$521	($16)
Training	$6	$38	$60	$22
CIGIE	$0	$15	$19	$4
Total Operations	**$5,250**	**$5,250**	**$6,100**	**$850**
Relocation Expense		**$0**	**$0**	**$0**
Total Budget Authority	$5,250	$5,250	$6,100	$850
Reimbursable Authority*	$250	$250	$80	$80
Total Available for Obligation	$5,250	$5,250	$6,100	$850

*Reimbursable Authority authorized for FY 2016

- Auditing selected high-risk grantees to identify problematic practices, recommend improvements, and determine costs that should be recovered
- Protecting the integrity of CNCS programs, operations, and activities by working an active caseload of civil, criminal, and administrative matters
- Operating a robust hotline operation to receive and process allegations of fraud, waste, and mismanagement by CNCS, grantees or contractors
- Collaborating with an independent public accountant to perform the statutorily required audit of CNCS's financial statements
- 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 $60,000 to the training necessary for investigators and auditors to maintain their professional credentials and expand the OIG's capacities and competencies;
- Contributing actively to the governance and activities of the Inspector General community to promote accountability across the Federal government.

Audit Section

For FY 2017, the OIG Audit Section requires $3,345,439. For a grant-making agency such as CNCS, audits are an essential oversight tool and form the largest single component of the OIG's Budget.

An estimated 40 percent of the Audit budget will be devoted to four statutorily required audits/evaluations, which are performed by independent firms with close collaboration by OIG personnel: (1) the Financial Statement Audit (including the audit of the National Service Trust);[35] (2) the Federal Information Security Management Act evaluation (FISMA);[36] (3) review of the Corporation's compliance with the Improper Payments and Elimination and Recovery Act (IPERA);[37] and (4) review of CNCS compliance with the Digital Accountability and Transparency Act (DATA Act). The first three of these audits continue to uncover serious vulnerabilities in CNCS's security, risk management, and accountability, which have not been fully resolved. The remaining mandatory evaluations — risk assessments of CNCS purchase card and travel card programs — are undertaken by the OIG audit staff.

For maximum impact, the OIG will continue to devote attention to weaknesses in significant agency programs, processes and operational units. The OIG is strengthening its evaluation capacity for this purpose and with sufficient funding, intends to undertake two such evaluations in FY 2017. Our recent work illustrates the value of this internally focused oversight:

- A recent report on procurement practices found multiple irregularities and egregious waste, including $900,000 of poorly conceived consulting studies and reports that were paid for but never used, legally unauthorized contractual commitments by program staff and payments of millions of dollars to consultants for labor without any substantiation of the charges.[38]
- Another report discovered serious weaknesses in the administration and monitoring of AmeriCorps' growing portfolio of fixed amount grants, which enabled a grantee to overspend by $1 million without timely detection. Our 17 recommendations for stronger oversight included risk-based monitoring with certain automatic controls to protect against a recurrence of this loss.
- Currently in progress is an evaluation of the National Civilian Community Corps, which will include recommendations to strengthen program operations and increase the impact and cost-effectiveness of national service on our communities.
- In FY 2016, the OIG will evaluate the VISTA program, to determine whether it is meeting certain objectives and creating increased, sustainable capacity in anti-poverty organizations.

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 $868,000 in one case[39] and $1.7 million in the case of the other.[40] In FY 2017, we expect to audit multiple state commissions, the AmeriCorps component that accounts for more than half of the agency's programmatic budget, as well as other select grantees.

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[35] *Audit of the Corporation for National and Community Service's Fiscal Year 2014 Financial Statements*, Audit Report 15-01 http://www.cncsoig.gov/sites/default/files/15-01.pdf

[36] *Our Federal Information Security Management Act (FISMA) Independent Evaluation for FY 2014*, Audit Report 15-03 (http://www.cncsoig.gov/sites/default/files/15-03_0.pdf) found agency controls were ineffective in seven of the 12 areas that were tested. In four of the seven areas, the deficiencies were severe enough to constitute a significant deficiency; these areas were Continuous Monitoring Management, Risk Management, Plans of Action and Milestones (POA&M), and Privacy.

[37] Our IPERA evaluation found that CNCS, despite considerable time and expense, did not perform a reliable assessment of the susceptibility of its programs and activities to improper payments, nor did it reliably estimate the amount or the rate of improper payments in the AmeriCorps program. *See Performance Audit of the Corporation for National and Community Service's Compliance with the Improper Payments Elimination and Recovery Act of 2010 for Fiscal Year 2014*, Audit Report 15-04. http://www.cncsoig.gov/sites/default/files/15-04_0.pdf

[38] Audit of Blanket Purchase Agreements for Professional Consulting Services, Audit Report 14-09. http://www.cncsoig.gov/sites/default/files/14-09.pdf

[39] Audit of Atlantic Human Resources, Audit Report 13-05a (http://www.cncsoig.gov/sites/default/files/13-05a.pdf) and Audit Report 13-05b (http://www.cncsoig.gov/sites/default/files/13-05b.pdf). This grantee ultimately filed for protection in bankruptcy.

[40] Audit of Family Services of Central Massachusetts, Audit Report 14-05 (http://www.cncsoig.gov/sites/default/files/14-05.pdf), pending management decision and resolution.

Improving the Corporation's risk management, particularly with respect to grants, remains a priority. A long history of inadequate risk assessments and monitoring coupled with ineffective mitigation — the lack of a comprehensive risk management strategy — are the root causes of mismanagement by grantees. The lack of adequate risk assessment by CNCS impairs the operation of programs and is leading to unnecessary waste. CNCS has formally committed to a long-needed Enterprise Risk Management approach and plans to launch in FY 2016 a new grant monitoring process that is part of a larger project to modernize its information technology. The OIG has long advocated such an undertaking, particularly to meet the more rigorous requirements for managing Federal grants adopted last year. The success of the new system will determine the effectiveness and efficiency of national service for years, if not decades, to come. An OIG evaluation of the new monitoring program will add sustained value to CNCS by improving its ability to manage grant risks more effectively.

As our prior evaluations show, there is an increased need to audit and/or evaluate the Corporation's information security. In FY 2015, we reported that the information security and privacy program at CNCS did not meet minimum standards under FISMA and required substantial improvement. The controls were found to be ineffective in seven areas and in four of them — Continuous Monitoring, Risk Management, Plans of Action & Milestones, and Privacy — the defects were severe enough to constitute a significant deficiency that required immediate correction and attention by agency leadership. Having been entrusted with the personal information of nearly one million AmeriCorps members and alumni, CNCS must strengthen its information security, and the OIG will continue to place a high priority on progress in this vital area.

Investigation Section

The OIG Investigation Section requires funding of $1,020,601. The Section focuses on allegations of fraud involving potentially significant losses of agency funds and other substantial criminal or administrative misconduct involving its programs and operations. Our five agents travel extensively 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. The Section also operates the Hotline through which OIG receives reports of fraud, other misconduct, and violations of the Whistleblower Protection Act.

Investigative needs continue to increase. CNCS has recently expanded the categories of misconduct that must be reported to the OIG, and our regional Fraud Awareness Briefings have also generated additional requests for investigative assistance. We have already surpassed last year's number of Hotline calls by 37 percent and are on track to exceed the number of investigations undertaken last year. The Section is also encountering more complex matters involving larger amounts.

In FY 2015, the investigation section conducted 31 investigative actions, handled 139 Hotline contacts and recovered more than $4,240,133 and identified more than $139,800 in savings to the Federal government based on changes in grantee behavior as a result of our investigative efforts.

In FY 2015, the Investigation Section secured the largest False Claims recovery in the history of CNCS, the sum of $4,083,304 in damages and penalties. Based on a Hotline report, investigators discovered the Project Ayuda, an AmeriCorps program based at a community college in Maricopa County, AZ, allowed pre-professional students to receive AmeriCorps credit for performing clinical service independently required by their academic programs. Only a handful of the more than one thousand students enrolled in Project Ayuda provided service beyond their educational requirements. As a result, the expenditure of AmeriCorps funds produced no added benefit for the community. By approving false timesheets and falsely certifying education awards, the Executive Director induced AmeriCorps to disburse $2,960,684 in Federal funds: $2,036,084 in education awards to individuals who had not earned them and $924,600 awarded to the community college to administer the program.

Rather than risk a determination of liability, the community college district settled the lawsuit for four million dollars, an unprecedented amount for CNCS. As the Inspector General noted at the time of the settlement, "Taxpayers are justifiably outraged when a community fails to receive promised services because national service funds were misused. We hope that this settlement will deter other grantees from similar misconduct." The Commercial Litigation Branch of the Department of Justice's Civil Division handled the case on behalf of CNCS. *See* DOJ Maricopa Press Release (http://www.cncsoig.gov/sites/default/files/maricopadoj.pdf).

The Investigation Section also houses the OIG's research analyst, an experienced investigator whose work supports all OIG operations, including analysis of grant histories, social media sifting, analysis of Single Audit Reports, criminal and commercial background checks, corporate relationships, and related research. This work is invaluable to Audit Section, as well as to investigators, and enhances the OIG's risk assessments.

The requested level of support will enable our highly talented workforce to maintain its consistently high quality performance to achieve timely results and to travel throughout the United States to combat fraud, waste, and abuse wherever they occur. Prior resource limitations required the OIG to defer investigating allegations of serious misconduct, including fraud, and to refer many cases to the agency for follow-up, either

directly or through a State Commission. This posed a high risk that serious misconduct would remain undetected, would not be thoroughly investigated by trained professionals, or that evidence would become spoiled, stale, or unavailable. The OIG believes that the integrity for Federal programs must be protected, and our investigators are committed to the timely and impartial investigation of all allegations.

Support Section

The Support Section sustains the leadership and administrative operation of the OIG, including the Inspector General, Deputy Inspector General/ Whistleblower Ombudsman, and Counsel to the Inspector General by supporting the staff responsible for budgeting, accounting and financial administration, as well as, all OIG common expenses. Our request for the Support Section totals $1,133,696.

Information Technology

The Information Technology Section (ITS) provides timely and dynamic 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 also supports the electronic research tools used by the OIG's investigative research analyst. 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. ITS requires funding of $521,264.

During FY 2015, ITS oversaw the OIG's transition to a collaborative document management system with a shared environment and is taking other steps to eliminate paperwork in favor of digital signatures. This saves time and money, increasing the OIG's efficiency.

By the end of FY 2017, ITS will have transitioned the OIG onto the Cloud infrastructure as a Service environment, by moving almost all OIG IT services into a cloud environment. When complete, this will enable the OIG to shrink its footprint by eliminating physical servers and network hardware, while increasing the staff's ability to communicate and share documents seamlessly and securely.

Certification for Training and Council of Inspectors General on Integrity and Efficiency Support

Our training request of $60,000 satisfies all OIG's training requirements for FY 2017. Included in our request is $19,000 which will be used to provide support to the Council of Inspectors General on Integrity and Efficiency.

Strategic Goals and Performance Measures

The OIG is charged with providing timely and independent information to the Corporation's Chief Executive Officer and the Congress regarding the effectiveness and efficiency of CNCS programs and operations. Our 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 2017 audit and investigative plans are designed, to the best of the OIG's ability, to assist CNCS in meeting its strategic goals, reducing program vulnerabilities, strengthening program integrity in the delivery of benefits to program participants, and increasing the efficiency and effectiveness with which CNCS manages and exercises its stewardship of grant funds.

The OIG's Strategic Plan and Performance Measures can be found at OIG 2010-2015 Strategic Plan (http://www.cncsoig.gov/sites/default/files/strategic_plan_2010-2015.pdf).

APPENDICES | PART V

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, CNCS[4]	**$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, CNCS[4]	**$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, CNCS[4]	**$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, CNCS[4]	**$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 Enacted	FY17 President's Budget
Total, Operating Expenses	**$756,849**	**$758,349**	**$787,929**	**$793,092**
National Service Trust	$335,430	$335,430	$386,010	$386,010
AmeriCorps State and National	$92,364	$92,364	$92,364	$94,364
AmeriCorps VISTA	$30,000	$30,000	$30,000	$30,000
AmeriCorps NCCC	$15,038	$16,038	$16,038	$17,000
National Senior Service Corps	$202,117	$202,117	$202,117	$202,117
RSVP	$48,903	$48,903	$48,903	$48,903
Foster Grandparent Program	$107,702	$107,702	$107,702	$107,702
Senior Companion Program	$45,512	$45,512	$45,512	$45,512
Senior Demonstration Program	$0	$0	$0	$0
Innovation, Demonstration and Assistance[1]	$76,900	$77,400	$57,400	$57,601
Innovation, Demonstration and Other	$3,100	$3,600	$3,800	$3,601
Social Innovation Fund	$70,000	$70,000	$50,000	$50,000
Volunteer Generation Fund	$3,800	$3,800	$3,600	$4,000
Non-Profit Capacity Building Fund	$0	$0	$0	$0
Evaluation	$5,000	$5,000	$4,000	$6,000
Learn and Serve America	$0	$0	$0	
State Commissions Support Grants[2]	$0	$0	$0	
Partnership Grants	$0	$0	$0	
Special Volunteer Programs	**$0**	**$0**	**$0**	
Disability Placement Funds	$0	$0	$0	
Training and Technical Assistance[3]	$207,368	$209,618	$220,000	$206,358
Salaries and Expense Account	$80,737	$81,737	$81,737	$89,330
Office of the Inspector General	$5,000	$5,250	$5,250	$6,100
TOTAL, CORPORATION[4]	**$1,049,954**	**$1,054,954**	**$1,094,916**	**$1,094,880**

[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 non profits 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.

APPENDIX C. Summary of Program Benefits for Participants

Program	Eligibility	Stipend
AmeriCorps State and National	In general, an AmeriCorps State and National member must (1) be at least 17 years old at the commencement of service, or have been an out-of-school youth 16 years of 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 $12,530 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 $1136 per 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% of poverty).	Yes, if income guidelines are met (200% 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% of poverty).	Yes, if income guidelines are met (200% 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), reduced half-time (minimum of 675 hours for up to 12 months), quarter time (minimum of 450 hours for up 12 months), minimum time (minimum of 300 hours up to 12 months).	Full-time members must receive health care benefits except for members in the Education Award Program. Less than full time members may not receive health care with CNCS funds.	Only members are eligible to receive child care. Rate 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 2016 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* Awarded	Pct	Actual 2010* Awarded	Pct
Education Award Program	23,112	29.8%	23,303	31.7%	22,111	29.6%	20,856	23.5%	20,521	(22.9%)
National Direct	11,332	14.6%	12,568	17.1%	13,810	18.5%	16,942	19.1%	N/A	
Professional Corps	1,331	1.7%	2,426	3.3%	1,645	2.2%	1,637	1.8%	N/A	
State Formula and Competitive	33,605	45.0%	27,047	36.8%	28,431	38.1%	36,183	40.8%	N/A	
Competitive Grants (new for 2010)	N/A		N/A		N/A		N/A		36,858	41.1%
State Formula Only (new for 2010)	N/A		N/A		N/A		N/A		22,198	24.5%
Territories	116	0.1%	123	0.2%	60	0.1%	60	0.1%	236	0.3%
Tribes	158	0.2%	80	0.1%	72	0.1%	91	0.1%	191	0.2%
Other State and National	-		-		-		-		-	
VISTA Ed Awards	4,797	6.2%	5,162	7.0%	4,871	6.5%	7,901	8.9%	6,537	7.3%
VISTA Stipends	2,057	2.6%	1,690	2.3%	2,533	3.4%	3,882	4.4%	2,100	2.3%
NCCC	1,126	1.5%	1,184	1.6%	1,102	1.5%	1,068	1.2%	1,200	1.3%
Total	**77,634**		**73,583**		**74,635**		**88,620**		**89,631**	

Program	Actual 2011 Awarded	Pct	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%	6,522	9.2%
National Direct	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%	37,942	53.3%
State Formula Only (new for 2010)	21,082	25.6%	21,350	25.9%	17,927	25.0%	11,948	18.7%	17,229	24.2%
Territories	286	0.3%	224	0.3%	224	0.3%	18	0.0%	239	0.3%
Tribes	204	0.2%	164	0.2%	178	0.2%		0.0%	260	0.4%
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	9.1%
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	1.7%
Total	**82,441**		**76,747**		**71,789**		**63,781**		**71,192**	

* * FY's 2009 and 2010 include additional VISTA members funded under American Reinvestment and Recovery Act.
** 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	Projected 2017 Awards	Pct
Education Award Program	11,535	13.4%	11,535	13.2%
National Direct				
Competitive Grants (new for 2010)	42,141	49.0%	43,002	49.2%
State Formula Only (new for 2010)	20,851	24.3%	21,267	24.3%
Territories	398	0.5%	406	0.5%
Tribes	270	0.4%	275	1.3%
Other State and National	1,000		1,000	1.1%
VISTA Ed Awards	6,912	8.0%	7,099	8.1%
VISTA Stipends	1,621	1.9%	1,665	1.9%
NCCC	1,200	1.4%	1,200	1.4%
Total	**85,928**		**87,449**	

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%
Full-time S/N	*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%
Full-time S/N	*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%
Full-time S/N	*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	Actual 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%	40,207	56.5%
Full-time S/N	*31,357*	*38.0%*	*31,136*	*40.6%*	*31,376*	*43.7%*	*29,915*	*46.9%*	*33,107*	*46.5%*
Part-time	9,785	11.9%	10,563	13.8%	7,315	10.2%	7,882	12.4%	10,155	14.3%
Reduced Part-time	34,613	42.0%	27,890	36.3%	3,264	4.5%	2,620	4.1%	2,964	4.2%
Quarter-Time***					8,751	12.2%	7,356	11.5%	7,336	10.3%
Minimum-Time					14,188	19.8%	9,061	14.2%	10,530	14.8%
Total	**82,441**		**76,747**		**71,789**		**63,781**		**71,192**	

Program	Projected 2016 Awards	Pct	Projected 2017 Awards	Pct
Full-time	41,015	47.7%	41,824	47.8%
Full-time S/N	*32,854*	*38.2%*	*33,438*	*38.2%*
Part-time	12,776	14.9%	12,970	14.8%
Reduced Part-time	3,296	3.8%	3,352	3.8%
Quarter-Time***	9,680	11.3%	9,825	11.2%
Minimum-Time	19,161	22.3%	19,478	22.3%
Total	**85,928**		**87,449**	

*** 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 2015 under the AmeriCorps State, National, and Fixed Amount grant programs. The match levels shown are based on grantee budgets. Organizations that appear more than once are local affiliates of national organizations that are funded through state commissions instead of the national organization. For example, City Year, Inc. is a National Direct grantee. There are also other City Year affiliates that receive funding through state commissions. In the case of state programs, the commissions are the grantees, but do not operate any programs directly. Therefore, for state programs, we list the subgrantees - the organizations that actually operate the programs. For National Direct programs, the grantee organization is listed.

Under Fixed Amount grants, organizations receive specific amounts per full-time member and members who complete their service hours receive an education award. The 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	50.00%
National Direct	MA	City Year, Inc.	$8,032,570	$8,032,570	$16,065,140	50.00%
State Competitive	MN	ServeMinnesota Action Network	$7,607,600	$7,608,675	$15,216,275	50.00%
Fixed Amount	WA	WA State Employment Security Department	$7,149,870	$0	$7,149,870	0.00%
Fixed Amount	MD	National Association of Community Health Centers, Inc.	$6,513,090	$0	$6,513,090	0.00%
Fixed Amount	WI	Public Allies, Inc.	$6,241,950	$0	$6,241,950	0.00%
State Competitive	MN	ServeMinnesota Action Network	$4,075,500	$4,075,618	$8,151,118	50.00%
Fixed Amount	GA	Habitat for Humanity International, Inc.	$3,890,250	$4,092,231	$7,982,481	51.27%
Fixed Amount	MD	Notre Dame Mission Volunteers Program, Inc.	$3,879,463	$5,509,520	$9,388,983	58.68%
National Direct	MD	University of Maryland	$3,644,114	$3,740,028	$7,384,142	50.65%
National Direct	LA	St. Bernard Project	$3,571,152	$2,362,214	$5,933,366	39.81%
Fixed Amount	NY	Teach For America	$3,440,000	$0	$3,440,000	0.00%
National Direct	DC	The Corps Network	$3,280,023	$4,773,423	$8,053,446	59.27%
Fixed Amount	MA	Citizen Schools, Inc.	$3,000,000	$0	$3,000,000	0.00%
State Competitive	NY	City Year, Inc.	$2,774,950	$2,774,950	$5,549,900	50.00%
State Competitive	MA	City Year, Inc.	$2,543,690	$2,543,690	$5,087,380	50.00%
State Competitive	CA	City Year, Inc.	$2,500,000	$2,500,000	$5,000,000	50.00%
State Competitive	PA	City Year, Inc.	$2,297,165	$2,297,165	$4,594,330	50.00%
State Formula	MN	ServeMinnesota Action Network	$2,200,000	$942,972	$3,142,972	30.00%
State Competitive	MN	ServeMinnesota Action Network	$2,143,750	$1,976,486	$4,120,236	47.97%
State Competitive	IL	City Year, Inc.	$2,106,668	$2,106,668	$4,213,336	50.00%
Fixed Amount	MT	Montana Conservation Corps, Inc.	$1,872,000	$0	$1,872,000	0.00%
Fixed Amount	WA	WA State Employment Security Department	$1,860,000	$0	$1,860,000	0.00%
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
State Competitive	NY	New York City Office of the Mayor	$1,759,442	$1,930,166	$3,689,608	52.31%
National Direct	DC	AARP Foundation	$1,664,141	$1,751,556	$3,415,697	51.28%
State Competitive	NY	Harlem Children's Zone	$1,601,470	$2,778,469	$4,379,939	63.44%
National Direct	CA	Playworks Education Energized	$1,497,600	$3,879,905	$5,377,505	72.15%
National Direct	OR	Jesuit Volunteer Corps Northwest	$1,490,562	$1,389,355	$2,879,917	48.24%
State Competitive	DC	City Year, Inc.	$1,482,000	$1,482,000	$2,964,000	50.00%
State Formula	CA	Bay Area Community Resources / BAYAC AmeriCorps	$1,470,628	$2,132,150	$3,602,778	59.18%
National Direct	MA	City Year, Inc.	$1,460,040	$1,460,040	$2,920,080	50.00%
National Direct	DC	Equal Justice Works	$1,444,815	$1,104,308	$2,549,123	43.32%
National Direct	DC	Equal Justice Works	$1,414,085	$1,109,858	$2,523,943	43.97%
State Competitive	PA	Keystone SMILES Community Learning Center	$1,413,027	$2,114,613	$3,527,640	59.94%
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%
Fixed Amount	TX	UT Austin Charles A. Dana Center	$1,315,902	$0	$1,315,902	0.00%
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%
State Competitive	TX	City Year, Inc.	$1,299,859	$1,299,859	$2,599,718	50.00%
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	$1,292,579	$1,582,403	$2,874,982	55.04%
Fixed Amount	CO	Conservation Legacy	$1,259,910	$0	$1,259,910	0.00%
State Formula	FL	City Year, Inc.	$1,237,703	$1,232,340	$2,470,043	49.89%
Fixed Amount	MN	Minnesota Alliance With Youth	$1,230,250	$0	$1,230,250	0.00%
National Direct	NY	Local Initiatives Support Corporation	$1,227,730	$2,117,767	$3,345,497	63.30%
State Competitive	LA	City Year, Inc.	$1,221,419	$1,221,419	$2,442,838	50.00%
State Competitive	WV	West Virginia University Research Corp.	$1,198,587	$1,198,587	$2,397,174	50.00%
State Competitive	HI	Kupu	$1,193,375	$919,314	$2,112,689	43.51%
State Competitive	CA	Jumpstart for Young Children, Inc.	$1,168,322	$1,461,239	$2,629,561	55.57%
State Formula	KY	Barren County School Board	$1,146,105	$882,356	$2,028,461	43.50%
State Competitive	CA	California Children and Families Foundation	$1,137,384	$1,633,409	$2,770,793	58.95%
State Formula	TX	CitySquare	$1,136,453	$1,249,968	$2,386,421	52.38%
State Formula	PA	Allegheny County Department of Human Services	$1,129,378	$1,129,378	$2,258,756	50.00%

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

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Competitive	FL	City Year, Inc.	$1,120,568	$1,120,568	$2,241,136	50.00%
State Formula	TX	College Forward	$1,109,522	$1,109,527	$2,219,049	50.00%
Fixed Amount	MN	Minnesota Alliance With Youth	$1,078,155	$0	$1,078,155	0.00%
Fixed Amount	PA	Health Federation of Philadelphia	$1,065,900	$0	$1,065,900	0.00%
State Formula	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	$1,061,500	$1,067,000	$2,128,500	50.13%
State Competitive	MS	Mississippi Institutions of Higher Learning	$1,008,167	$1,009,470	$2,017,637	50.03%
State Competitive	MA	Jumpstart for Young Children, Inc.	$1,004,795	$1,005,344	$2,010,139	50.01%
National Direct	DC	Equal Justice Works	$993,853	$1,479,588	$2,473,441	59.82%
State Formula	CA	Our City Forest	$987,870	$1,227,096	$2,214,966	55.40%
State Competitive	CA	Child Abuse Prevention Council, Inc.	$979,889	$1,762,753	$2,742,642	64.27%
National Direct	KY	Berea College	$950,114	$311,536	$1,261,650	24.69%
Fixed Amount	TX	Teach For America	$950,000	$0	$950,000	0.00%
State Competitive	MA	City of Boston	$947,459	$855,340	$1,802,799	47.45%
State Competitive	CA	Playworks Education Energized	$939,125	$2,444,038	$3,383,163	72.24%
State Formula	CA	Administrative Office of the Courts	$919,942	$1,011,400	$1,931,342	52.37%
State Competitive	WV	United Way of Central West Virginia	$903,068	$976,266	$1,879,334	51.95%
State Competitive	OH	College Now Greater Cleveland	$896,000	$649,131	$1,545,131	42.01%
State Competitive	FL	City of Orlando	$894,301	$306,579	$1,200,880	25.53%
Fixed Amount	DC	The Corps Network	$883,952	$0	$883,952	0.00%
Fixed Amount	DC	National Council of La Raza	$871,831	$0	$871,831	0.00%
State Competitive	PA	Managing Director's Office	$858,551	$1,122,022	$1,980,573	56.65%
State Formula	NY	Student Conservation Association, Inc.	$850,000	$1,375,656	$2,225,656	61.81%
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	$819,000	$2,052,419	$2,871,419	71.48%
State Formula	TX	CIS of Central Texas	$818,009	$823,248	$1,641,257	50.16%
State Formula	OH	Educational Service Center of Central Ohio	$797,937	$479,995	$1,277,932	37.56%
Fixed Amount	MN	College Possible	$792,000	$0	$792,000	0.00%
State Competitive	NY	Jumpstart for Young Children, Inc.	$789,168	$836,676	$1,625,844	51.46%
State Competitive	FL	City Year, Inc.	$776,530	$776,530	$1,553,060	50.00%
State Competitive	IN	Boys & Girls Clubs of Wayne County Indiana, Inc	$754,051	$562,890	$1,316,941	42.74%

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

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	DC	Rebuilding Together, Inc	$731,244	$0	$731,244	0.00%
State Formula	NY	Great Oaks Foundation Inc	$717,162	$593,209	$1,310,371	45.27%
Tribal	CA	Hoopa Valley Tribe	$701,984	$491,594	$1,193,578	41.19%
State Competitive	OR	American Red Cross Oregon Trail Chapter	$701,907	$806,680	$1,508,587	53.47%
State Formula	CA	Safe Passages	$694,980	$591,321	$1,286,301	45.97%
Fixed Amount	CO	Mile High United Way	$693,440	$0	$693,440	0.00%
State Formula	CA	Coachella Valley Unified School District	$676,023	$689,278	$1,365,301	50.49%
Fixed Amount	WA	Washington Campus Compact	$672,000	$0	$672,000	0.00%
Fixed Amount	NC	National College Advising Corps	$672,000	$0	$672,000	0.00%
State Formula	MI	Hope Network West Michigan, Inc	$659,040	$212,577	$871,617	24.39%
Fixed Amount	TX	Literacy Coalition of Central Texas	$645,523	$452,979	$1,098,502	41.24%
National Direct	CA	Youth Policy Institute	$643,557	$648,853	$1,292,410	50.20%
State Competitive	CA	Local Government Commission	$638,267	$1,343,000	$1,981,267	67.78%
Fixed Amount	WA	Washington State Department of Veterans Affairs	$630,500	$0	$630,500	0.00%
Fixed Amount	OK	City Year, Inc.	$625,000	$0	$625,000	0.00%
State Formula	CT	Great Oaks Foundation Inc	$617,850	$444,409	$1,062,259	41.84%
State Formula	WI	Marshfield Clinic Research Foundation	$617,850	$199,196	$817,046	24.38%
State Competitive	CA	Prevent Child Abuse California	$603,310	$743,845	$1,347,155	55.22%
State Competitive	CA	Youth Policy Institute	$583,070	$956,441	$1,539,511	62.13%
State Formula	MA	Phoenix Charter Academy	$578,159	$554,815	$1,132,974	48.97%
National Direct	MN	Reading & Math Inc	$567,450	$645,326	$1,212,776	53.21%
State Competitive	FL	City Year, Inc.	$560,284	$560,284	$1,120,568	50.00%
State Competitive	OH	City Year, Inc.	$560,284	$560,284	$1,120,568	50.00%
Fixed Amount	TX	City Year, Inc.	$560,284	$0	$560,284	0.00%
State Competitive	NY	Monroe Community College	$557,327	$557,983	$1,115,310	50.03%
Fixed Amount	WI	Public Allies, Inc.	$555,750	$0	$555,750	0.00%
State Formula	FL	Palm Beach County Literacy Coalition	$553,510	$401,723	$955,233	42.05%
State Formula	KY	Homeless And Housing Coalition of Kentucky	$552,290	$582,892	$1,135,182	51.35%
State Competitive	NH	City Year, Inc.	$550,621	$550,621	$1,101,242	50.00%
State Competitive	TX	Project Transformation	$550,388	$1,079,341	$1,629,729	66.23%
Fixed Amount	NV	Great Basin Institute	$550,328	$0	$550,328	0.00%

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

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	NH	Student Conservation Association, Inc.	$549,531	$2,187,847	$2,737,378	79.92%
State Formula	AL	YWCA Central Alabama	$549,200	$336,606	$885,806	38.00%
State Formula	CA	Education Outside	$549,170	$980,673	$1,529,843	64.10%
Fixed Amount	KY	Operation UNITE	$543,400	$0	$543,400	0.00%
Fixed Amount	MA	New Sector Alliance, Inc.	$541,510	$0	$541,510	0.00%
Fixed Amount	TX	American YouthWorks	$537,200	$0	$537,200	0.00%
Fixed Amount	CA	Napa County Office of Education	$537,200	$0	$537,200	0.00%
Fixed Amount	WA	Mt. Adams Institute	$531,050	$0	$531,050	0.00%
State Competitive	ME	LearningWorks	$529,876	$295,556	$825,432	35.81%
State Formula	IL	Northwestern University Settlement Association	$528,799	$528,853	$1,057,652	50.00%
State Competitive	MA	Northeastern University	$528,745	$801,645	$1,330,390	60.26%
State Formula	CA	Community Initiatives	$525,006	$344,094	$869,100	39.59%
State Competitive	MO	Curators of the University of Missouri	$524,000	$1,418,959	$1,942,959	73.03%
State Competitive	NM	Rocky Mountain Youth Corps	$522,750	$1,024,461	$1,547,211	66.21%
Fixed Amount	CA	GRID Alternatives	$521,084	$0	$521,084	0.00%
State Formula	OH	Ohio Association of Community Colleges	$519,840	$305,298	$825,138	37.00%
State Formula	OK	Red River Community Corps, Inc.	$518,766	$492,507	$1,011,273	48.70%
State Competitive	UT	Utah Conservation Corps	$515,211	$966,167	$1,481,378	65.22%

APPENDIX H: AmeriCorps Formula Grant Allocation

State	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Alabama	$1,223,964	$2,096,427	$1,975,058	$2,234,591	$1,845,064	$1,900,686	$1,928,563	$2,162,498	$2,205,666
Alaska	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Arizona	$1,706,598	$2,684,552	$2,541,103	$2,861,476	$2,303,711	$2,383,130	$2,444,196	$2,772,774	$2,828,124
Arkansas	$749,672	$1,529,436	$1,446,096	$1,630,233	$1,348,887	$1,396,325	$1,412,683	$1,579,593	$1,611,125
California	$9,650,323	$12,148,399	$11,434,561	$12,949,034	$10,645,730	$10,914,737	$11,230,554	$12,788,653	$13,043,943
Colorado	$1,296,835	$2,194,924	$2,081,365	$2,339,579	$1,941,910	$2,017,643	$2,067,324	$2,347,710	$2,394,575
Connecticut	$919,240	$1,725,420	$1,625,390	$1,839,133	$1,518,761	$1,567,654	$1,585,366	$1,769,480	$1,804,803
Delaware	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
District of Columbia	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Florida	$4,812,036	$6,406,461	$6,030,290	$6,828,676	$5,685,302	$5,861,397	$6,050,081	$6,939,205	$7,077,727
Georgia	$2,542,955	$3,692,285	$3,480,668	$3,935,624	$3,195,633	$3,288,750	$3,366,326	$3,822,438	$3,898,742
Hawaii	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Idaho	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$1,169,472	$1,192,818
Illinois	$3,387,256	$4,652,573	$4,363,343	$4,959,199	$3,978,569	$4,066,400	$4,128,837	$4,642,240	$4,734,909
Indiana	$1,674,203	$2,630,739	$2,473,848	$2,804,117	$2,299,493	$2,368,136	$2,407,312	$2,708,189	$2,762,251
Iowa	$788,309	$1,566,338	$1,478,904	$1,669,567	$1,382,017	$1,431,587	$1,451,246	$1,624,748	$1,657,181
Kansas	$735,690	$1,507,400	$1,426,002	$1,606,745	$1,332,137	$1,378,723	$1,395,602	$1,558,963	$1,590,083
Kentucky	$1,120,874	$1,973,447	$1,861,609	$2,103,506	$1,728,071	$1,782,711	$1,809,136	$2,028,024	$2,068,508
Louisiana	$1,158,038	$2,028,911	$1,916,845	$2,162,626	$1,786,746	$1,844,648	$1,873,852	$2,104,153	$2,146,156
Maine	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$ 656,563	$ 669,669
Maryland	$1,479,080	$2,405,211	$2,268,004	$2,563,725	$2,126,558	$2,195,360	$2,237,330	$2,518,117	$2,568,384
Massachusetts	$1,706,017	$2,683,869	$2,527,919	$2,860,748	$2,328,320	$2,400,944	$2,448,010	$2,762,347	$2,817,489
Michigan	$2,626,360	$3,736,079	$3,487,319	$3,982,303	$3,185,940	$3,262,771	$3,314,966	$3,731,851	$3,806,347
Minnesota	$1,370,594	$2,270,179	$2,138,098	$2,419,794	$1,992,658	$2,058,547	$2,095,078	$2,357,944	$2,405,013
Mississippi	$771,523	$1,548,929	$1,460,700	$1,651,010	$1,358,370	$1,404,891	$1,420,275	$1,583,971	$1,640,032
Missouri	$1,552,069	$2,495,001	$2,347,800	$2,659,432	$2,162,965	$2,226,401	$2,261,215	$2,611,091	$2,592,810
Montana	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$ 669,669
Nebraska	$500,000	$1,188,844	$1,126,535	$1,267,194	$1,059,163	$1,102,791	$1,115,467	$1,244,246	$1,269,084
Nevada	$682,664	$1,452,654	$1,371,819	$1,548,390	$1,298,498	$1,350,786	$1,377,816	$1,552,517	$1,583,509
New Hampshire	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	669,669
New Jersey	$2,279,600	$3,342,767	$3,138,900	$3,563,070	$2,916,042	$2,994,686	$3,048,753	$3,432,905	$3,501,433
New Mexico	$520,985	$1,255,243	$1,191,311	$1,337,970	$1,120,099	$1,161,121	$1,171,375	$1,302,797	$1,328,804
New York	$5,117,103	$6,719,208	$6,291,855	$7,162,034	$5,752,247	$5,887,839	$6,009,789	$6,791,840	$6,927,420

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

State	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
North Carolina	$2,421,310	$3,552,559	$3,349,993	$3,786,689	$3,151,159	$3,249,973	$3,324,305	$3,769,112	$3,844,352
North Dakota	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Ohio	$3,015,582	$4,226,295	$3,952,744	$4,504,827	$3,625,946	$3,713,540	$3,776,403	$4,255,892	$4,340,849
Oklahoma	$956,288	$1,778,016	$1,682,813	$1,895,196	$1,578,230	$1,636,133	$1,662,453	$1,868,797	$1,906,103
Oregon	$995,066	$1,821,215	$1,720,924	$1,941,241	$1,600,625	$1,657,525	$1,687,709	$1,905,257	$1,943,290
Pennsylvania	$3,268,248	$4,557,316	$4,272,742	$4,857,664	$3,948,972	$4,037,248	$4,103,257	$4,624,422	$4,716,735
Puerto Rico	$1,038,117	$1,865,355	$1,702,427	$1,988,291	$1,539,091	$1,572,768	$1,572,139	$1,733,310	$1,767,911
Rhode Island	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
South Carolina	$1,176,154	$2,050,467	$1,936,479	$2,185,602	$1,819,022	$1,884,841	$1,923,934	$2,174,017	$2,217,415
South Dakota	$219,882	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Tennessee	$1,631,695	$2,591,202	$2,442,686	$2,761,974	$2,278,010	$2,347,975	$2,394,298	$2,702,183	$2,756,124
Texas	$6,386,955	$8,352,573	$7,930,333	$8,903,046	$7,471,332	$7,716,833	$7,985,282	$9,170,021	$9,353,075
Utah	$718,438	$1,496,749	$1,422,988	$1,595,392	$1,324,025	$1,380,583	$1,406,254	$1,585,083	$1,616,725
Vermont	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
Virginia	$2,039,745	$3,085,600	$2,911,928	$3,288,955	$2,736,231	$2,822,758	$2,881,118	$3,254,690	$3,319,661
Washington	$1,719,474	$2,705,875	$2,561,330	$2,884,204	$2,394,781	$2,475,906	$2,534,617	$2,878,858	$2,936,326
West Virginia	$500,000	$1,196,061	$1,130,733	$1,274,887	$1,059,133	$1,098,967	$1,106,926	$1,228,110	$1,252,626
Wisconsin	$1,477,601	$2,391,278	$2,248,015	$2,548,874	$2,084,656	$2,145,283	$2,177,375	$2,445,264	$ 2,494,077
Wyoming	$500,000	$628,908	$600,000	$670,356	$600,000	$600,000	$600,000	$656,563	$669,669
TOTAL	$83,936,545	$125,781,666	$118,551,479	$134,071,246	$110,704,105	$113,789,000	$115,987,222	$131,312,505	$133,933,792

APPENDIX I: Social Innovation Fund Intermediaries

SIF Classic					
Intermediary	Focus Area	Year Selected	Average Annual Grant	Years of Funding Awarded	Description
AARP Foundation	Economic Opportunity	2014	$ 1.0 million	3	AARP's model focuses on increasing measurable outcomes for low-income women 50+ related to the critical interplay between training for and obtaining a job with family-sustaining wages; and building the financial capability to make sound decisions that reduce debt, rebuild savings and pave the way to greater financial stability.
AARP Foundation	Youth Development	2015	$ 1.0 million	3	AARP's project addresses the need for replicable, scalable and cost-effective models to reduce the number of children not reaching the critical benchmark of reading by the end of the third grade. The AARP Foundation will be evaluating whether this more cost-effective and scalable small group intervention is as effective as the higher cost, one-on-one tutoring approach.
AIDS United	Healthy Futures	2010	$ 2.0 million	3	AIDS United's program aims to increase the number of HIV positive individuals receiving care. The SIF grant to AIDS United supports 13 innovative partnerships – collaborations of nonprofits, researchers and others – that are improving individual health outcomes and strengthening local services systems. In total, it will connect at least 3,500 low-income and marginalized individuals with HIV to high quality health care and the supportive services they need.
Annie E. Casey Foundation	Youth Development	2015	$ 1.5 million	3	Annie E. Casey's program will integrate portions of two existing interventions that support system-involved youth to connect to post-secondary education and employment
Boston Foundation	Youth Development	2014	$ 2.7 million	1	Boston Foundation's initiative supports academic programming and college advising activities at the high school level, offers a summer bridge program for students transitioning from high school to college and works closely with colleges and universities to offer students the support they need to earn a degree and be prepared to enter the workforce. The ultimate goal is to dramatically increase the number of BPS graduates completing college.
Capital Area United Way	Youth Development	2012	$ 1.0 million	2	Capital Area United Way will fund eight to 12 organizations that 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.
Capital Impact Partners	Economic Opportunity	2011	$ 1.0 million	2	Capital Impact Partners supports programming that builds the capacity of local organizations to more effectively manage public investment in affordable homeownership for low-income families to ensure that assisted families realize measurable economic benefits including increased stability, access to neighborhoods of opportunity, and family wealth building.

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

SIF Classic					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
Corporation for Supportive Housing (SIF Classic)	Healthy Futures	2011	$ 1.2 million	2	Corporation for Supportive Housing is expanding and replicating 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 multiple public crisis systems.
Foundation for a Healthy Kentucky	Healthy Futures	2010	$ 1.0 million	3	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.
Greater Twin Cities United Way, in partnership with Generation Next	Youth Development	2012	$ 1.0 million	2	Greater Twin Cities United Way in partnership with Generation Next, will focus on improving kindergarten readiness, 3rd-grade reading proficiency, 9th-grade readiness for upper-level math, four-year high school graduation, and post-secondary enrollment among low-income students in the St. Paul/ Minneapolis area, working with at least 11 subgrantees.
GreenLight Fund	Youth Development	2012	$ 1.0 million	2	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.
Jobs for the Future, Inc. - National Fund for Workforce Solutions	Economic Opportunity	2010	$ 3.2 million	3	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.
Jobs for the Future, Inc. - Opportunity Works	Youth Development	2014	$ 2.0 million	3	Jobs for the Future and its partner, the Aspen Forum for Community Solutions, seeks to improve education and career outcomes for youth disconnected from school or work, also known as Opportunity Youth, in 12 communities across the country. The expectation is that participating youth will earn a diploma or its equivalent and enter postsecondary education at twice the rate of peers who do not receive these services.
Local Initiatives Support Corporation	Economic Opportunity	2015	$ 3.7 million	3	The Local Initiatives Support Corporation (LISC) will implement the Bridges to Career Opportunity Program to improve employment for low-income, hard-to-employ unskilled workers. The local organizations funded by the program will partner with employers to ensure that the academic preparation, skills training and other provided services are relevant to local industries and employment opportunities.

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

SIF Classic					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
Local Initiatives Support Corporation	Economic Opportunity	2015	$ 3.7 million	3	The Local Initiatives Support Corporation (LISC) will implement the Bridges to Career Opportunity Program to improve employment for low-income, hard-to-employ unskilled workers. The local organizations funded by the program will partner with employers to ensure that the academic preparation, skills training and other provided services are relevant to local industries and employment opportunities.
Mayor's Fund to Advance New York City	Economic Opportunity	2010	$ 5.7 million	3	The Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) will replicate five effective anti-poverty programs originally piloted by CEO in eight urban areas. By advancing the education, employment and financial savings of low-income adults and families, the programs will combat poverty across a diverse cross-section of America.
Mayor's Fund to Advance New York City	Healthy Futures	2015	$ 2 million	3	The Mayor's Fund to Advance New York City will implement the Connection to Care (C2C) model to address the unmet mental health needs of New Yorkers. In partnership with the Center for Economic Opportunity (CEO) and the NYC Department of Health and Mental Hygiene (DOHMH), local community based organizations serving at-risk individuals will integrate evidence-based mental health interventions into their existing programming.
Methodist Healthcare Ministries of South Texas, Inc.	Healthy Futures	2014	$ 5.0 million	2	Methodist Healthcare Ministries of South Texas will implement a program designed to improve rates of depression and diabetes in high-poverty communities in the Rio Grande Valley through its Sí Texas: Social Innovation for a Healthy South Texas project.
Mile High United Way	Youth Development	2011	$ 1.8 million	2	Mile High United Way (MHUW) will fund subgrantee programs that leverage community volunteers to collectively address 3rd grade literacy rates in rural and urban areas across the state of Colorado. Building upon a strong state movement for reform and with strong bipartisan support from Colorado's Governor, Lieutenant Governor and state legislature, Mile High United Way is poised to introduce key transformations in Colorado's education system.
Missouri Foundation for Health	Healthy Futures	2010	$ 1.0 million	3	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.
Nebraska Children and Families Foundation	Youth Development	2015	$ 1.0 million	2	Nebraska Children and Families Foundation's Connected Youth Initiative will work in partnership with rural communities to build strong collaborations of service providers, funders and decision-makers to create supportive communities dedicated to improving outcomes for youth aged 14-24 who have experienced foster care, juvenile justice involvement or homelessness.

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

SIF Classic					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
New Profit Inc.	Youth Development	2010	$ 5.0 million	3	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.
REDF	Economic Opportunity	2010	$ 1.5 million	4	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
REDF	Economic Opportunity	2015	$ 3.5 million	2	Through its Scaling the Impact of Social Enterprise SIF project, REDF will create job opportunities for individuals 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.
Share Our Strength	Healthy Futures	2014	$ 1.5 million	1	Share Our Strength will accelerate the growth of its No Kid Hungry campaign. With a bold goal to end childhood hunger in the U.S., Share Our Strength plans to complete the first ever assessment of the impact of childhood hunger of a comprehensive strategy that engages all five federal nutrition programs.
Silicon Valley Community Foundation	Youth Development	2014	$ 2.5 million	3	The Silicon Valley Community Foundation (SVCF) will implement The Big Lift, a collective impact collaborative of more than 100 organizations that will provide funds to preschool and other organizations involved in the academic and social education of preschool students and is designed to increase the number of third graders who read proficiently in 11 high need school districts in San Mateo County, California.
The Edna McConnell Clark Foundation	Youth Development	2010	$ 10.0 million	3	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.
The John A. Hartford Foundation	Healthy Futures	2012	$ 1.0 million	2	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.

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

SIF Classic					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
U.S. Soccer Foundation	Healthy Futures	2011	$ 1.0 million	2	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.
United Way for Southeastern Michigan	Youth Development	2011	$ 2.0 million	2	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.
United Way of Greater Cincinnati	Youth Development	2010	$ 1.0 million	3	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 though investments in early education, mentoring and literacy programs, college access, career pathways and other innovations.
United Way of Greenville County	Youth Development	2014	$ 1.0 million	3	United Way of Greenville County (UWGC) is an existing grantmaking institution that has held a competitive grant process for over 40 yrs. Through the OnTrack Greenville initiative, UWGC will design a dropout prevention program to identify middle grade students who begin to disengage from school. A team will then match students with appropriate interventions and resources.
United Way of Lane County	Youth Development	2015	$ 2.0 million	2	The United Way of Lane County (UWLC) will implement the evidence-based Kids in Transition to School (KITS) program to improve the early literacy and social and self-regulation skills of Lane County children entering kindergarten.
Venture Philanthropy Partners	Youth Development	2010	$ 2.0 million	3	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.
Youthprise	Economic Opportunity and Youth Development	2015	$ 1.0 million	3	The mission of Youthprise is to champion learning beyond the classroom so that all Minnesota youth thrive. Youthprise was founded by the McKnight Foundation in 2010 to increase the quality, accessibility, sustainability and innovation of opportunities for learning beyond the classroom.

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

SIF Pay for Success					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
Corporation for Supportive Housing (SIF Pay for Success)	Economic Opportunity and Health Futures	2014	$ 0.3 million	3	Corporation for Supportive Housing will provide technical assistance to government and nonprofit organizations, building their capacity to pursue 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.
Green & Healthy Homes Initiative	Healthy Futures	2014	$ 0.3 million	3	GHHI 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 ten project sub-recipients.
Harvard Kennedy School Social Impact Bond Lab	Multiple (Health Futures, Economic Opportunity, Youth Development)	2014	$ 0.6 million	3	HKS SIB will run two national competitions, in the fall of 2014 and the fall of 2015, to select a total of ten Government Partners who will receive full-time technical assistance from the 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. 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.
Institute for Child Success, Inc.	Youth Development	2014	$ 0.4 million	2	Institute for Child Success, Inc. 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.
National Council on Crime and Delinquency	Youth Development	2014	$ 0.4 million	2	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.

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

SIF Pay for Success					
Intermediary	**Focus Area**	**Year Selected**	**Average Annual Grant**	**Years of Funding Awarded**	**Description**
Nonprofit Finance Fund	Multiple (Health Futures, Economic Opportunity, Youth Development)	2014	$ 1.8 million	2	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 8 transactions funded through the program will get to contract within a three-year period.
Third Sector Capital Partners, Inc.	Multiple (Health Futures, Economic Opportunity, Youth Development)	2014	$ 0.6 million	3	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.
University of Utah Policy Innovation Lab	Multiple (Health Futures, Economic Opportunity, Youth Development)	2014	$ 1.1 million	1	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.

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NATIONAL & COMMUNITY SERVICE