



Corporation for National and Community Service

Summary of Performance and Financial Information

Fiscal Year 2015

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Corporation for National and Community Service
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Section I:

Management's Discussion & Analysis

Agency Mission and Overview

The mission of the Corporation for National and Community Service (CNCS) is to improve lives, strengthen communities, and foster civic participation through service and volunteering.

Service and social innovation are vital components 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 and ingenuity—people turning toward problems and working together to find community solutions.

Since its creation more than 20 years ago, CNCS has led the nation's efforts to engage the energy of citizens to solve problems in communities. Working 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 well being
- Preserving the nation's parks and public lands.



Through its AmeriCorps and Senior Corps national service programs, CNCS engages millions of Americans in service and volunteerism each year at tens of thousands of locations across the country, from large cities to small towns and rural areas.

In addition to CNCS's national service programs, the SIF improves the lives of people in low-income communities. The SIF mobilizes public and private resources to replicate and scale promising and evidence-based solutions focused on 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 will be available in the FY 2017 Budget.

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

Second, national service is a proven pathway to education and employment for those who serve. AmeriCorps is viewed as a pathway to economic opportunity that provides members with valuable skills, leadership abilities, and experience to jumpstart their careers. In addition to gaining valuable experience to help them find employment, over more than 20 years AmeriCorps alumni have earned an estimated \$3 billion in Education Awards to help them pay for college or pay back student loans.

CNCS research reinforces the positive connection between volunteering and employment. As shown in its seminal study, *Volunteering as a Pathway to Employment*, CNCS found that volunteers have a 27 percent higher likelihood of finding a job after being out of work than non-volunteers. This link was stable across socioeconomic variables such as gender, age, ethnicity, geographical area, and 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 also improve their own employment prospects.

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

Partnerships

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

As the nation's largest grantmaker for community transformation through service, volunteering and social innovation, CNCS supports thousands of organizations, including schools, food banks, homeless shelters, health clinics, youth centers, veteran's service facilities, hospitals, and other

organizations. CNCS's programs help these organizations expand their reach and impact through direct service and by recruiting and managing volunteers. Each year, the modest federal investment by CNCS leverages more than \$800 million in additional resources from non-CNCS sources to strengthen community impact. Two examples include:

- AmeriCorps, Citi Foundation, and Points of Light launched the ServiceWorks initiative to help 25,000 low-income youth develop the skills they need to prepare for college and careers. The 225 AmeriCorps members who served in this partnership engaged youth age 16-24 in a volunteer response effort in ten cities.
- In the summer of 2015, as part of a major expansion of the Science, Technology, Engineering, and Math education (STEM) AmeriCorps initiative that President Obama announced at the White House Science Fair, CNCS placed 256 AmeriCorps VISTA (Volunteers In Service To America) members in Alabama, Florida, Georgia, Mississippi, South Carolina, and West Virginia. These VISTA members connected approximately 20,600 at-risk students in low-performing schools to STEM opportunities.

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

On the federal level, CNCS has developed several innovative partnerships with other agencies to meet critical challenges and expand opportunities for those who serve. For example:

- FEMA Corps is a unit of the AmeriCorps National Civilian Community Corps (NCCC) that strengthens disaster response capacity, prepares young people for emergency management careers, and saves significant taxpayer dollars.
- School Turnaround AmeriCorps is a partnership between the U.S. Department of Education and AmeriCorps that is bringing hundreds of new AmeriCorps members into some of the nation's lowest-performing schools, where they work to boost student academic achievement, attendance, high school graduation rates, and college and career readiness.
- As part of the Administration's My Brother's Keeper initiative, CNCS joined the Department of Justice in launching Youth Opportunity AmeriCorps, a \$10 million investment over 3 years to enroll disconnected youth in national service programs.



Building on the success of these partnerships, President Obama created the President's Task Force on Expanding National Service (Task Force), co-chaired by the Domestic Policy Council and CNCS. The Task Force is the latest action the Administration has taken to expand opportunities for Americans to serve, to focus service on our toughest challenges, and to increase the impact citizens have in our communities and nation. Through these new partnerships, an estimated \$33 million in additional resources have been dedicated to these priorities while creating approximately 4,200 opportunities to serve in our communities.

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

- Justice AmeriCorps, a partnership between CNCS and the Department of Justice, is engaging approximately 100 lawyers and paralegals annually as AmeriCorps members to provide legal services to unaccompanied immigrant children.
- The Financial Opportunity Corps, a partnership with Bank of America and Points of Light, engages VISTA members in bringing financial coaching to 10 communities around the nation.
- The U.S. Forest Service and AmeriCorps have joined in a new 21st Century Conservation Service Corps partnership to engage approximately 300 AmeriCorps members and other youth in gaining valuable career skills and experience while restoring the nation's forests and grasslands.

In addition to implementing these initiatives, CNCS is continuing to work with other federal agencies and the private sector to develop other service

corps to meet the nation's most important challenges while providing pathways to opportunity for those who serve.

Efficiency and Accountability

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

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

Legislation

Congress created CNCS in 1993, merging the work and staff of two separate agencies that provided opportunities for Americans of all ages and backgrounds to serve their communities.

At its inception, CNCS was directed to manage two main programs:

- Senior Corps, which incorporated the Foster Grandparents Program (FGP), RSVP, and Senior Companion Program (SCP)
- The newly-created AmeriCorps, which incorporated Volunteers in Service to America (VISTA), State and National, and the National Civilian Community Corps (NCCC).

Enacted on April 21, 2009, the bipartisan Edward M. Kennedy Serve America Act (SAA) reauthorized and expanded the mission and operation of CNCS, amending the National and Community Service Act of 1990 and the Domestic Volunteer Service Act of 1973.

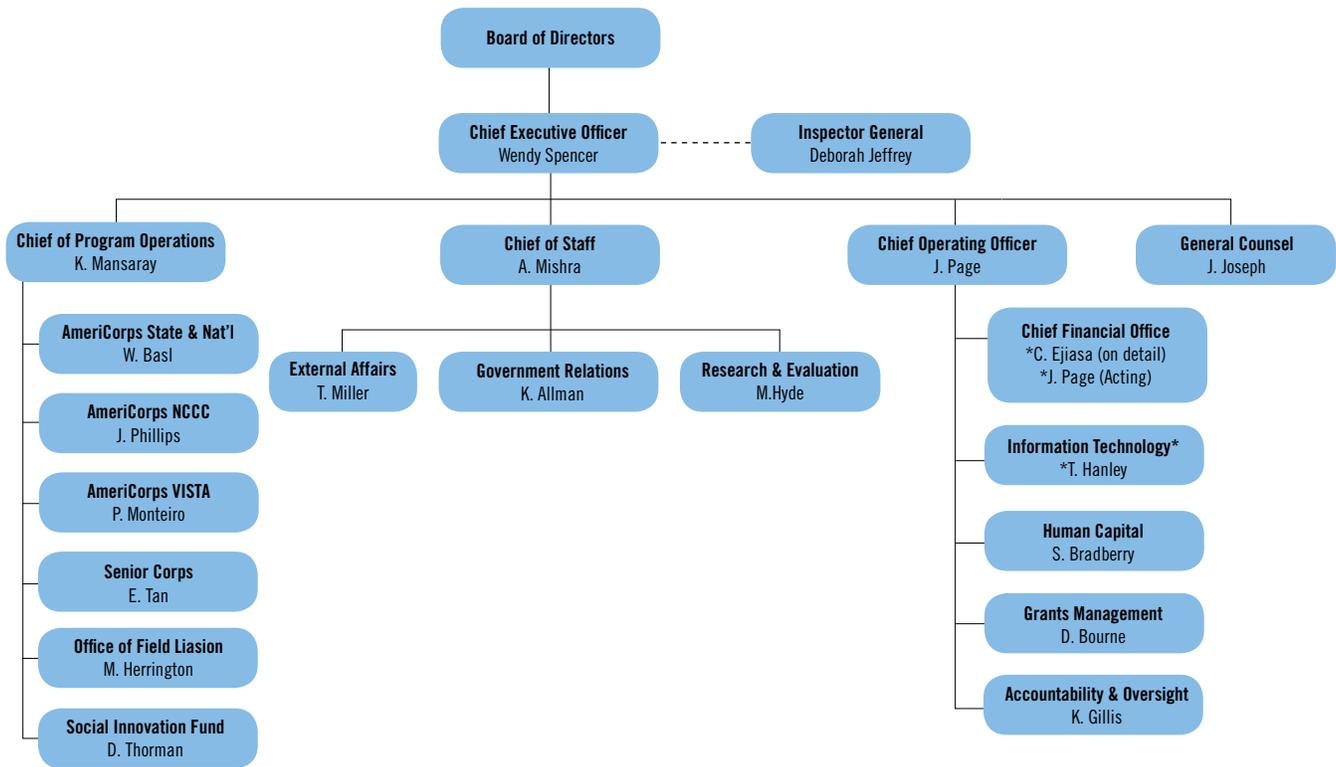
The SAA authorized both the expansion of existing service programs and the creation of a number of new programs to provide opportunities to serve and provide support for the nonprofit sector. The legislation also directed CNCS to target resources on a core set of critical national problems and evaluate its impact using standardized performance measures.

Organizational Structure

Headquartered in Washington, D.C., CNCS is an independent federal agency with a Board of Directors, Chief Executive Officer (CEO), and Inspector General (IG) – all of whom are appointed by the President and confirmed by the Senate.

The CEO provides overall management for the agency's programs and operations, including more than 600 employees who work throughout the United States and its territories. The Board of Directors works closely with the CEO to set the direction for CNCS, advises the President and Congress concerning developments in national and community service that merit their attention, and conducts an annual evaluation of the CEO.

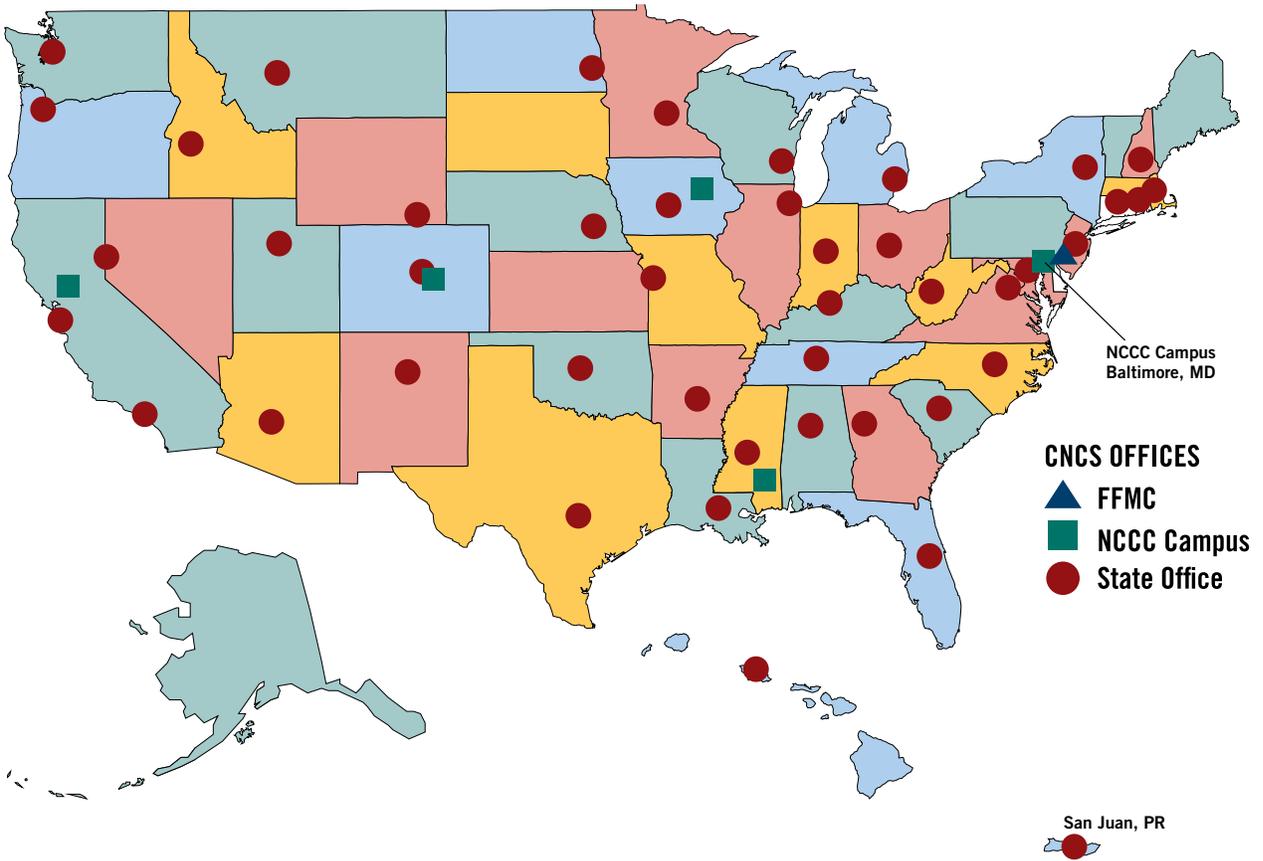
Figure 1: CNCS Organization Chart



Organization Chart is as of October 2015

* Denotes staff that also have reporting line to the CEO

Figure 2: CNCS Field Offices



Strategic Priorities

During FY 2015, CNCS received \$1.05 billion in resources that it used to focus national service on six priority areas: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and Veterans and Military Families. In addition, CNCS set forth the goals outlined in the tables on the following pages to help improve lives and strengthen communities of those serving and being served by the agency's programs.

CNCS's priority measures provide a common focal point for all its programs, and they allow the agency to demonstrate the tangible ways in

which its recipients are having an impact. As CNCS works to expand and strengthen national service, the agency is also taking additional steps to adopt a more performance-oriented culture.

These steps include building structures and systems for performance measurement, analysis, and knowledge management, and enhancing staff capacity to support results-based services. Highlights of this effort are provided later in this report. While working toward its goals, CNCS is also renewing its commitment to operational efficiency and accountability. More specific information on related performance initiatives will be presented with the CNCS FY 2017 Congressional Budget Justification in February 2016.

Strategic Priority Goals

Goal 1: Increase the impact of national service on community 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 who showed improvement in their housing situation after receiving housing related assistance from CNCS-supported members, participants, and volunteers.
Education	Percent of children that demonstrated gains in school readiness. 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). Percent of students served by CNCS-supported programs, or engaged in CNCS-supported service-learning, that demonstrated improved academic engagement.
Environment 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 who received CNCS-supported services and reported having increased social ties/perceived social support. 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 satisfaction, meaning, and opportunities

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.

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

Social Innovation	Number of veterans and military family members engaged in providing services through CNCS-supported programs.
Capacity Building	Percent of service participants engaged in CNCS-supported programs who report gaining skills they can apply to future educational, professional, or civic endeavors.

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

Information Technology (IT)	Complete modernization of IT infrastructure.
Financial Management	Ensure that no material internal control or compliance issues are identified in the annual financial statement audit.
Grant Management	Award and close grants and contracts within prescribed timeframes.

FY 2015 Agency Mission Performance¹

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. Below is a partial sample of these accomplishments, 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 78,000 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 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 SIF funding to experienced grantmakers with strong track records in expanding the impact of high-

performing organizations and improving the lives of people in low-income communities, including continuing to support the SIF Pay for Success grants that seek to more closely align public funding with impactful 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 of match that may be used for a state's cost share for Federal Emergency Management Agency (FEMA) grants
- Awarded 10 Operation AmeriCorps grants to help tribal and local leaders address their community's most pressing local challenges. In this program, which was initiated in the summer of 2014, tribal and local leaders identified a high-priority local challenge that AmeriCorps members can 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 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.

¹ All FY 2015 member and volunteer data are estimated.

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 to provide opportunities for them to apply their skills in the workplace
- Recognized the 50th anniversary of AmeriCorps VISTA and its efforts to mitigate poverty over five decades
- Continued the Call to Service initiatives which engage hundreds of thousands of Americans in projects on the Dr. Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance, many of which focus on supporting veterans, soldiers, and military families
- Piloted an alumni survey of AmeriCorps State and National members through which 75 percent reported that they did things they never thought they could do and 88 percent felt their future educational, professional, or civic endeavors will benefit as a result of AmeriCorps service.

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

- Through the funding of AmeriCorps programs across the nation, established an infrastructure that recruited and managed more than 1,000,000 community volunteers to multiply the impact of national service participants and strengthen nonprofit and faith-based organizations across the country. AmeriCorps VISTA members specifically 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 an AmeriCorps Partnership Challenge and Youth Opportunity AmeriCorps as well as continued competition for regional training events, Justice AmeriCorps, School Turnaround AmeriCorps, RSVP, and AmeriCorps State and National grants.
- Strengthened relationships with governors, mayors, and other local elected officials across the country. These officials are important partners in identifying local needs and ensuring national service resources are effectively meeting those needs.
- Strengthened volunteer recruitment and management practices in 18 states through the Volunteer Generation Fund.

- Supported five regional training events led by 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.

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

- Continued to implement enhancements to the agency's Integrity Assurance Program and planning to incorporate the principles of Enterprise Risk Management outlined by the Government Accountability Office's "Standards for Internal Control in the Federal Government" also known as the "Green Book." Implementing Enterprise Risk Management will help develop heightened accountability among staff at the agency and its network of Governor-supported State Service Commissions and grantees.
- Expanded partnerships between CNCS and other federal agencies to increase AmeriCorps service opportunities and to support partner agencies' national priorities.
- Continued to enhance the agency's accounting and financial management systems to improve operational efficiency, including updating the system that electronically clears checks, thereby reducing the potential for human error and increasing the accuracy of payment recordkeeping.
- Maintained the agency's unmodified audit opinion for the 16th consecutive year.
- Continued modernization efforts of the IT infrastructure and systems.

FY 2015 Program Mission Performance²

AmeriCorps State and National³

For more than two decades, AmeriCorps State and National has engaged hundreds of thousands of members in intense, impactful service in every state and inhabited territory. These AmeriCorps members have dedicated millions of hours of service in communities across the nation. They have expanded economic opportunities for all Americans through activities such as tutoring, disaster response, and helping veterans.



AmeriCorps State and National Strategic Goals

- | | | |
|------------------------------------|---|--|
| 1 - Increase impact on communities | 2 - Enhance national service participant experience | 3 - Maximize value to grantees, partners, and participants |
|------------------------------------|---|--|

FY 2015 ENACTED LEVEL: \$335.4 MILLION

In FY 2015, AmeriCorps State and National engaged more than 69,000 members in addition to more than 1,000,000 volunteers to help achieve the estimated results below.

Strategic Objectives and Performance Measures	FY 2015 Estimated ⁴
Help improve school readiness for economically-disadvantaged young children	
Number of students showing improved academic performance	333,000
Number of students demonstrating improved academic engagement	151,000
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	44,500
Help individuals and communities prepare, respond, recover, and mitigate disasters and increase community resiliency.	
Number of individuals receiving disaster preparedness services	665,000
Help improve at-risk ecosystems	
Number of at-risk acres and miles of public land improved	874,000
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	31,000
Help reduce childhood obesity and increase access to nutritious food	
Number of individuals that gained access to food resources	75,000
Help improve organizational capacity to conduct rigorous evaluations of CNCS programs to measure outcomes and impact	
Percent of program awardees with at least preliminary levels of evidence	71

² All Performance-related data is estimated based on the previous year.

³ FY 2015 data is estimated.

⁴ Estimate is based on performance measures in applications from grantees who will report results in fall 2015. Additionally, 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 may vary from year to year.

The AmeriCorps State and National performance measures presented above do not reflect all of the work being done by grantees, but they do help illustrate how CNCS is having a positive influence on challenges important to the broad range of citizens across the nation. For example, three of the measures track improvements in 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 recipients met the needs of more than 500,000 people in these priority issue areas.

For activities in FY 2014, the most recent year for which CNCS has actual data, grantees reported on 77 different national performance measures plus numerous recipient-determined measures. For example, CNCS has continued to expand the number of self-identified veterans that have served in AmeriCorps State and National. The number has increased by 20 percent over the past two years and now exceeds 1,200 members.

In the fall of 2015, CNCS will collect data regarding progress that took place during FY 2015 based on funded activities of FY 2014 recipients. The agency will continue to analyze this information over the coming months and provide more detail in the agency's FY 2017 Congressional Budget Justification.

Results of Evaluations

The following programs are a few that submitted recently-conducted. The following programs submitted the results of recently-conducted, rigorous third-party evaluations this year. The strength of these findings demonstrates how national service provides important support from cradle to career.

- Playworks conducted a quasi-experimental design and an experimental, randomized controlled trial study. Both demonstrated 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, which in turn leads to an improved overall school climate in which students are 36 percent more likely to feel physically and emotionally safe and 42 percent more likely to feel they belong. In addition, they have a 34 percent greater sense of connection to school. Research has identified that school engagement is an indicator of long-term academic success and positive social outcomes.
- A randomized controlled trial study of the Reading Partners program assigned 1,265 students from second to fifth grades at 19 schools to either receive or not receive the intervention. Using student reading assessment scores from 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.

AmeriCorps VISTA⁵

AmeriCorps VISTA was created to help reduce poverty and build economic opportunity throughout the country. Authorized in 1964 as Volunteers in Service to America, the program became part of the AmeriCorps network of programs in 1993. AmeriCorps VISTA primarily supports efforts to alleviate poverty by engaging individuals aged 18 and older in a year of full-time service. These AmeriCorps members build the organizational, administrative, and financial capacity of programs that help low-income Americans gain the skills and resources they need to break the cycle of poverty.

AmeriCorps VISTA Strategic Goals		
1 - Increase impact on communities	2 - Enhance national service participant experience	3 - Maximize value to grantees, partners, and participants
FY 2015 ENACTED LEVEL: \$92.4 MILLION		

In FY 2015, CNCS funded approximately 7,800 AmeriCorps VISTA members who leveraged more than one million additional volunteers to help organizations meet community needs in the agency's primary focus areas. These organizations in turn generated more than \$200 million in cash and in-kind resources that expanded the program's reach. The following are examples of AmeriCorps VISTA successes by focus area.

Economic Opportunity

Financial Opportunity Corps

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

Neighborhood Housing Services of Greater Cleveland (Cleveland, OH)

One of AmeriCorps VISTA's most significant accomplishments was recruiting and managing volunteers to operate and provide outreach for the Volunteer Income Tax Assistance (VITA) website in Ohio. In FY 2014, the most recent year for which data is available, the number of clients served increased by 53 percent.

⁵ FY 2015 data is estimated.

In total, the VITA site saved 917 clients from spending \$412,650 with paid tax preparers. Those 917 clients:

- Qualified for \$475,009 in Earned Income Tax Credits
- Received \$1,049,943 in federal tax refunds
- Received \$110,929 in Ohio state tax refunds.

Education

ServiceWorks

Citi Foundation's \$10 million investment in ServiceWorks is one of the largest private sector commitments in AmeriCorps VISTA history. Managed by Points of Light, ServiceWorks is a groundbreaking, three-year national program that engages volunteers to assist 18,000 low-income youth and young adults in 10 cities develop the skills they need to prepare for college and careers. The program, which will deploy 225 AmeriCorps VISTA members over three years, also engages youth, ages 16–24, in service and build a large-scale volunteer response to the crisis of low college and career attainment.

Healthy Futures

Top Box Foods VISTA Project, Chicago, Illinois

The Top Box Foods VISTA project addresses the issue of food deserts and swamps in low-income Chicago neighborhoods that either lack grocery stores or offer fast food only. 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 new 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. Most program participants (90 percent) reported that Top Box increased their food security and helped them to provide high quality nutritional meals to their family.

Capacity-Building

Many AmeriCorps VISTA service sites engage members in one or more service activities such as strengthening community partnerships, recruiting volunteers, and helping to improve voluntary organizations' management systems. The key to the effectiveness of AmeriCorps VISTA projects is that the local community determines how AmeriCorps VISTA members are leveraged to create or expand their capacity to address local needs.

Shaping Our Appalachian Region (SOAR)⁶

In FY 2015, AmeriCorps VISTA continued to implement this initiative, which was launched by Kentucky Governor Steve Beshear (D) and Congressman Hal Rogers (R-KY) to help meet the challenges in eastern Kentucky related to unemployment and poverty, and to help the region develop and put into action new locally-oriented strategies to attack persistent challenges. Through this investment of more than \$1 million, CNCS estimates that 50 AmeriCorps VISTA members are providing provide 100,000 volunteer hours to eastern Kentucky families and individuals in the areas of job creation and retention, youth engagement, education success, and health and human services. These AmeriCorps VISTA members recruit and manage volunteers, raise funds, and build the capacity of 16 local nonprofit and education organizations that tackle poverty and expand opportunity to 50 counties in rural Kentucky's Appalachian region.

AmeriCorps VISTA Members Generate Significant Additional Resources to Help Fight Poverty

A single AmeriCorps VISTA member secured a \$19.9 million grant funded by the U.S. Department of Agriculture to help underemployed Kentuckians gain vital workforce skills. Partnering with the Eastern Kentucky Concentrated Employment Program (EKCEP), Education and Workforce Development Cabinet, and the Kentucky Community and Technical College System, this grant will help low-income residents increase their employment readiness.

AmeriCorps NCCC⁷

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.

AmeriCorps NCCC provides rigorous training in skills such as first aid, CPR, firefighting, case management and asset mapping, and volunteer coordination which prepare its members to serve with AmeriCorps Disaster Response Teams and as force multipliers that can effectively coordinate and manage episodic volunteers.

⁶ CNCS will provide updated results for this initiative in the agency's FY 2017 Congressional Budget Justification.

⁷ FY 2015 data is estimated.

AmeriCorps NCCC Strategic Goals		
1 - Increase impact on communities	2 - Enhance national service participant experience	3 - Maximize value to grantees, partners, and participants
FY 2015 ENACTED LEVEL: \$30.0 MILLION		

In FY 2015, AmeriCorps NCCC estimates that it engaged 1,000 members and recruited or managed more than 12,000 additional volunteers in efforts to improve communities throughout the country. NCCC leveraged approximately 11,000 fewer volunteers in FY 2015 as compared to FY 2014 due to differences in the number and type of projects.

In addition to disaster preparation, mitigation, response, and recovery, AmeriCorps NCCC members serve at the request of local, state, and regional organizations in the focus areas identified in the SAA and CNCS’s Strategic Plan: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation. Below is a sample of results for selected measures within these focus areas.

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, for 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. Nearly all of the sponsors (95 percent) 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 of projects are described below.

AmeriCorps NCCC Performance Measures

Performance Indicator	FY2015 Actual
Wildfires - suppressed and contained	39,089
Wildfire - acres of brush cleared	3,824
Wildfire - prescribed burns	14,727
Homeless assisted	18,289
At-risk youth assisted	24,654
Veterans assisted	4,705
People taught environmental information	19,207
New trees planted	49,409
Volunteers coordinated or recruited	24,645
Houses constructed	275
Houses weatherized/outfitted with energy-efficiency modifications	200
Taxpayer dollars returned to Americans through tax prep services	\$16,588,114
FEMACorps: Helpline calls answered	23,557
FEMACorps: Educational materials or preparedness kits distributed	18,534
FEMACorps: Survivor cases updated	2,651
FEMACorps: Shelter sites assessed	1,769

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

FY 2015 AmeriCorps NCCC Project Hours by Focus Area⁸

Issue Area	Team Service Hours Completed ⁹	Percentage of Total Team Service Hours
Natural and Other Disasters	193,938	16.54%
Infrastructure Improvement	136,189	11.61%
Environmental Stewardship and Conservation	343,751	29.31%
Energy Conservation	10,442	.89%
Urban and Rural Development	488,472	41.65%
Total	1,172,792	100%

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%)
- Strengthened commitment to community service (84%)
- Increased likelihood to motivate others to strengthen their commitment to community service in the next year (88%)
- An intention to volunteer more frequently (84%).

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 an evidence-based childhood obesity intervention. Three AmeriCorps NCCC teams delivered nutrition presentations to students, constructed gardens, and led physical activity programs for students.

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 in Guam and Puerto Rico. In response to flooding, the state of Texas requested 10 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 to augment their efforts and helped bridge the gap between private and government sector assistance to disaster survivors.

Disaster survivors continue to benefit from innovative practices that FEMA Corps amplifies, including the use of cross functional teams. The first 72 hours are critical in disaster response, and FEMA Corps teams are often first on the scene to establish response infrastructure. The new FEMA Corps management assistance teams enhance effectiveness, efficiency, and capacity and ultimately benefit disaster survivors. The agency has highlighted this partnership as a great example of government delivering services better, faster, and more efficiently – a core element of President Obama’s Management Agenda.

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

An NCCC team partnered with the Bigfork Playhouse Children’s Theater (BPCT) to assist with infrastructure improvements and 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 (Arts, Community, Education, and Sports) 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 NCCC team renovated the theater and engaged youths in the afterschool program to encourage physical activity, creative adventures, and healthy interpersonal communication. BPCT performs for approximately 5,000 children and involves 150 children in various programs throughout the year, including the afterschool program. The improvement of the facilities will assist in helping children feel special, valued, and safe.

State Service Commissions

Since CNCS’s inception in 1993, Congress envisioned AmeriCorps and national service as a joint state-federal undertaking. To carry out this partnership, Congress created a unique role and responsibility for State Service Commissions. More than a thousand private citizens serve as governor-appointed commissioners and direct the states’ national service efforts. These State Service Commissions are invaluable partners to

⁸Data submitted as of October 15, 2015.

⁹These 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.

CNCS, identifying local needs and directing federal and state resources to address them.

State Service Commissions Strategic Goals		
1 - Increase impact on communities	2 - Enhance national service participant experience	3 - Maximize value to grantees, partners, and participants
FY 2015 ENACTED LEVEL: \$16 MILLION		

In FY 2015, State Service 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. ServeMinnesota has provided technical support for the replication of the Reading Corps model, which now operates in 11 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 leadership roles in disaster services operations, working in partnership with state emergency management agencies, Voluntary Organizations Active in Disasters (VOADs), and faith-based and nonprofit organizations. Some State Service Commissions are formally charged with key response tasks including managing volunteers and donations. For example, 91 AmeriCorps members supported by the Missouri Community Service Commission participated in disaster service projects in 2013-2014. Those members responded to 70 local disasters and provided assistance to 3,266 individuals affected by disaster. The AmeriCorps St. Louis Safety Service Corps, which focuses on responding to disaster, has responded to disasters in more than 50 counties in 30 states.

State Service Commissions also promote the evidence agenda. For example, the Seeing Impact Project is a partnership of Serve Washington and Oregon Volunteers to design and embed programs into the leadership

teams of Oregon and Washington AmeriCorps that evaluate impact in credible, powerful, and meaningful ways. The intent is to develop the capability of leaders to develop durable and sustainable practices of evaluating impact.

One of CNCS's most significant State Service 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 were targeted for focused area patrols – by both uniformed and plain clothes officers – and other community policing methods. AmeriCorps members mobilized and recruited community volunteers that became part of the solution.

In addition, those State Service Commissions with AmeriCorps National Direct operating sites in their states support and connect those sites to the AmeriCorps network in the state. State Service Commissions are responsible for conducting a variety of activities in their states to ensure accountability and maintain a strong network of service delivery. These activities include training, performance reviews, site visits, risk assessments, and other oversight activities. As the centers for national service and volunteer activity in their states, State Service Commissions have established partnerships that strengthen service and expand volunteer opportunities.

Senior Corps RSVP¹⁰

RSVP engages the skills, talents, and interests of volunteers age 55 and older to meet a wide range of community needs, such as mentoring and independent living services. RSVP is a flexible volunteer service model without established service schedules or compensation for the volunteers when on assignment, with the exception of insurance coverage and mileage reimbursement.

RSVP Strategic Goals		
1 - Increase impact on communities	2 - Enhance national service participant experience	3 - Maximize value to grantees, partners, and participants
FY 2015 ENACTED LEVEL: \$48.9 MILLION		

¹⁰ FY 2015 data is estimated.

RSVP Performance Measures¹¹

Measure	FY 2015 Estimated
Veterans served	329,000
Children mentored	78,000
Adults receiving independent living services	797,000
Families or caregivers receiving respite care	20,300
Veterans serving as RSVP volunteers	20,100
Volunteers	232,384

In FY 2015, RSVP volunteers provided service in their communities through local organizations that deliver meals to the homes of isolated older adults and schools where volunteers tutor at-risk youth. Below are estimated results for related RSVP projects.

In addition to carrying out the FY 2015 activities listed above, CNCS conducted case studies on disaster services provided by CNCS grantees in FY 2013 in response to 1) tornadoes in 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 on Long Island, New York. These case studies resulted in the development of disaster services tool kits for RSVP grantees and a series of regional trainings 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 work in eastern Kentucky.

CNCS recently published a factor analysis and interrater reliability analysis of the FY 2013 RSVP competition, validating key elements of the program’s grantmaking.¹² These elements included the rate of grantee compliance in adopting CNCS’s national performance measures. This will help ensure that CNCS is able to report RSVP community impact measures data in future budget and performance reports.

Finally, in FY 2015, CNCS estimated that state and local communities contributed \$39 million in non-federal support, including cash and in-kind resources, to RSVP projects. These additional resources, including an estimated \$4 million in state-appropriated dollars, demonstrate how RSVP is able to efficiently expand the reach of federal funds to achieve the results highlighted below.



Successful Project Example

RSVP of Central Oklahoma – Moore, Oklahoma

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

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

Additional examples for other focus areas will be provided in CNCS’s FY 2017 Congressional Budget Justification.

¹¹ In FY 2015, CNCS began a comprehensive review of the first agency-wide performance data reported by RSVP grantees and anticipates providing some related preliminary analysis in FY 2016.

¹² Journal Article 2015. 0957-8765 VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations 10.1007/s11266-015-9602-2 *Validating Grant-Making Processes: Construct Validity of the 2013 Senior Corps RSVP Grant Review*. <http://dx.doi.org/10.1007/s11266-015-9602-2> Springer US, 2015-06-06. Tan, Erwin; Ghertner, Robin; Stengel, Patricia J.; Coles, Malcolm; Garibaldi, Vielka E. P 1-22 English.



Senior Corps SCP¹³

SCP provides a cost-effective option in the continuum of care available to the nation's aging population. Each year, SCP volunteers serve thousands of older and frail adults by providing companionship, transportation, light chores, and respite to assist seniors to remain in their own homes. They help aging Americans and veterans to maintain their dignity and quality of life, while enriching their own lives through their national service experience. Traditional program clients include frail seniors, particularly women over the age of 85 who live alone, in addition to individuals with disabilities and their caregivers. Below is a selection of important FY 2015 program accomplishments.

Senior Companion Program Strategic Goals	
1 - Increase impact on communities	2 - Enhance national service participant experience
FY 2015 ENACTED LEVEL: \$45.5 MILLION	

In addition to the performance highlighted above, in FY 2015, CNCS estimates that state and local communities contributed \$22 million in non-federal support, including cash and in-kind resources, to SCP projects. These additional resources, including an estimated \$6 million in state appropriated dollars, demonstrate how SCP is able to efficiently expand the reach of federal funds to achieve the results highlighted below.

SCP Performance Measures¹⁴

Measure	FY 2015 Estimated
Volunteers' hours of service	10,000,000
Families receiving respite care	6,650
Frail, older adults served (e.g., buying food, providing transportation to medical appointments, etc.)	43,000
Frail, older adult veterans served	3,100
Direct volunteers ¹⁵	12,190

Successful Project Example

A new SCP grant to the Kenaitze Indian Tribe that will support 40 Tribal Elders with an estimated 45 Senior Companions in FY 2015. Recruitment of Senior Companions will primarily occur within the existing Tyotkas Elders program in Kenai, Alaska through a project partnership with the Kenai and Soldotna Senior Centers. Senior Companion Program funding will allow the tribe to expand support to homebound elders in the community who currently receive limited services and have limited connection with the community. In addition to common SCP activities, the volunteers will also assist their clients to age in place while still maintaining traditional activities.

¹³ FY 2015 data is estimated.

¹⁴ 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.

¹⁵ The Direct Number of Senior Companion Volunteers includes both CNCS funded and non-CNCS funded. Of this total, CNCS estimates that in FY 2015, 2,226 Senior Companion Volunteers were non-CNCS funded. This is based on the most recent available data.

CNCS will provide additional information for the project examples below in the agency's FY 2017 Congressional Budget Justification:

- Kingdom House Senior Companion Program, St Louis, Missouri
- SCP of Harrison County Missouri
- MOVRC SCP.

Senior Corps Foster Grandparent Program (FGP)¹⁶

Foster Grandparent Program is an intergenerational program first established in 1965. It connects volunteers age 55 and over with opportunities to provide one-on-one mentoring, nurturing, and support to children with special needs, exceptional needs, or who are at an academic, social, or financial disadvantage. Foster Grandparents help young children with special or exceptional needs to gain skills and confidence to succeed in school, tutor children in literacy, and assist children in the child welfare system.

Foster Grandparent Program Strategic Goals	
1 - Increase impact on communities	2 - Enhance national service participant experience
FY 2015 ENACTED LEVEL: \$107.7 MILLION	

FGP Performance Measures¹⁷

Measure	FY 2015 Estimated
Volunteers' hours served	23,000,000
Children served	189,100
Children of military families served	2,700
Direct volunteers ¹⁸	25,190

Also in FY 2015, CNCS initiated case studies of two AmeriCorps models that are being implemented with FGP's support. These case studies examined the barriers to adoption of evidence-based national service models and provide a roadmap for the integration of evidence in the Foster Grandparent Program. The results of these case studies will lead to the proposal of policy, regulatory, and 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, as Senior Companion Grantees are allowed.

Additionally, in FY 2015, CNCS estimates that state and local communities contributed more than \$30 million in non-federal support,



including cash and in-kind resources, to FGP projects. These additional resources, including an estimated \$6 million in state-appropriated dollars, demonstrate how FGP is able to efficiently expand the reach of federal funds to achieve the results highlighted below.

Successful Project Example Education – Reading Partners

Charleston Area Senior Citizens (CASC) offers a range of services and support to seniors living in the Charleston area and has sponsored a Foster Grandparent Program since 1975. There are 60 Foster Grandparents serving, and 20 of these volunteers have served as Foster Grandparents for at least 10 years. Foster Grandparents with CASC serve at a variety of volunteer stations, including pre-schools (including Head Start and Early Head Start centers), elementary schools, middle schools, and high schools, throughout the Charleston area. The volunteer stations are governed by a memorandum of understanding between CASC and the school district or individual school. At most volunteer stations, Foster Grandparents work directly with a classroom teacher, and they assist the teacher by mentoring and tutoring students.

Foster Grandparents from FGP grantees in Baltimore, Maryland; Denver, Colorado; Charleston, South Carolina; and Dallas, Texas served as tutors in the Reading Partners program, an evidence-based national service model. CNCS is completing a case study in FY 2015 to determine the barriers to engaging FGP volunteers in the Reading Partners program model. The goal of this research is to increase coordinated service between AmeriCorps and Senior Corps grantees to promote the collective impact of national service.

CNCS will provide additional information on the Maryland State Department of Juvenile Services in the agency's FY 2017 Congressional Budget Justification.

¹⁷ 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.

¹⁸ The direct number of Foster Grandparent Volunteers includes both CNCS funded and non-CNCS funded. Of this total, CNCS estimates that in FY 2015, 1,186 Foster Grandparent Volunteers were non-CNCS funded.

Subtitle H—Innovation and Demonstration and Call to Service

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

Innovation and Demonstration and Call to Service Strategic Goals	
2 - Enhance national service participant experience	3 - Maximize value to grantees, partners, and participants
FY 2015 ENACTED LEVEL: \$3.6 MILLION	

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.

Dr. Martin Luther King, Jr. National Day of Service

The Dr. Martin Luther King, Jr. National Day of Service (MLK Day) was a significant opportunity to highlight national service. Specific examples of MLK Day success include:

- 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.
- 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. Projects included teen violence mitigation activities and book and clothing drives., among many others
- Points of Light mobilized an estimated 111,900 individuals in almost 2,000 local projects that provided technical and strategic counseling, among other activities.

September 11th National Day of Service and Remembrance

Like MLK Day, the September 11th National Day of Service and Remembrance brought together citizens 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.

Employers of National Service

Announced by President Obama as part of the 20th anniversary of AmeriCorps in FY 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 that connects AmeriCorps and Peace Corps alumni with leading employers from the private, public, and nonprofit sectors to create recruitment, hiring, and advancement opportunities. Over 250 employers representing corporations; federal, state, and local governments; institutions of higher education; and non-profits have committed to seeking and hiring AmeriCorps alumni for their organizations.

Stars of Service

In addition to Employers of National Service, the President established the Star of Service on the 20th Anniversary of AmeriCorps. The President's Star of Service Award recognizes youth leaders and encourages them to consider applying to serve in AmeriCorps. State Service Commissions asked each governor to submit the name of a Star of Service recipient between the ages of 12 to 18 for recognition from the White House in 2015.

Mentoring

As part of its focus on engaging Americans in service and volunteering, CNCS served as the presenting sponsor of the National Mentoring Summit, organized by MENTOR. This summit brought together 500 nonprofit, business, and government leaders to enhance the quality and impact of 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 lead role in advancing one of the President's priorities, the My Brother's Keeper Task Force.

President's Higher Education Community Service Honor Roll

Working with the Department of Education, CNCS recognized an estimated 766 schools for exemplary community service by including them in the 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 targeted enhancing grantee and project performance through innovative training models, while digital infrastructure support focused on compliance, accountability, and management.

Four hundred AmeriCorps State and National grantee leaders (from State Service Commissions, multi-state programs, programs operating in a territory without a State Service Commission, tribal programs, and tribal planning grantees) participated in their annual symposium. Training topics focused on financial, grant management, and compliance requirements.

In FY 2015, CNCS issued competitive grants for Regional Trainings 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.

The Volunteer Generation Fund (VGF)

VGF supports voluntary organizations and State Service Commissions that help grow volunteerism, increase volunteer career skills, and expand opportunity for the unemployed, veterans, and disadvantaged youth.

Volunteer Generation Fund Strategic Goals

2 - Enhance national service participant experience

FY 2015 ENACTED LEVEL: \$3.8 MILLION

In 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.¹⁹ All VGF grants support CNCS's mission to improve lives and strengthen communities through growing and strengthening national service.

In FY 2015, State Service Commissions that received their VGF 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. These State Service 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

¹⁹ 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. More information on these grants' results will be provided in the agency's FY 2017 Congressional Budget Justification.

- 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, State Service Commissions supported community-based organizations by helping them to recruit, manage and support volunteers, including four State Service Commissions new to the VGF. All grantees sub-grant to locally-based non-profits and volunteer centers, including those located in rural and underserved communities in Mississippi, Louisiana, Michigan, and Maryland. Priority areas include education, disaster response, and capacity-building for volunteer recruitment and retention. Several grantees build capacity in their states by implementing the Service Enterprise Model, developed under the VGF grant by CaliforniaVolunteers. Priority initiatives are represented through recruitment of STEM volunteers and focusing on mentoring and training and assistance to youth-serving volunteer programs.

Evaluation²⁰

In alignment with CNCS's commitment to do what works, and as part of the agency's effort to improve the quality and impact of its programs, CNCS implements an ambitious research and evaluation agenda that addresses the agency's mission and illuminates its most effective policies, programs, and practices.

Evaluation Strategic Goals

3 – Maximize the value to grantees, partners, and participants

FY 2015 ENACTED LEVEL: \$5.0 MILLION

CNCS's Office of Research and Evaluation worked with program offices in FY 2015 to improve the agency's use of evidence and evaluation in budget, policy, and management decisions. Examples of important FY 2015 accomplishments follow.

Research Learning Strategies

- Initiated a research grant competition to expand the agency's connection to academia. The Notice of Funding Availability published in June of 2015 generated 75 letters of interest from institutions of higher education nationwide. These letters of interest resulted in 55 completed applications and 7 awards to public and private

universities nationwide.

- Improved its member 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 and administered for the first time in the spring of 2015.
- Completed a Senior Corps survey that provided 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 volunteering and civic engagement supplement²¹ to share with the U.S. Census Bureau and other Federal stakeholders in preparation for revising current data collection procedures.

Evaluation Learning Strategies

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

Dissemination and 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 evaluations used to facilitate a discussion with program staff around their long-term research and evaluation strategy.

Partnerships and Priority Initiatives

CNCS's Office of Research and Evaluation also continued to work closely with agency programs to enhance CNCS's infrastructure (e.g., leadership, systems and structures, communication, culture²²) for evidence-based decision-making including:

²⁰ CNCS will be releasing more information about its evidence agenda in the agency's FY 2017 Congressional Budget Justification.

²¹ 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>.

²² Source: Preskill, H., & Boyle, S. (2008). A multidisciplinary model of evaluation capacity-building. *American Journal of Evaluation*, 29, 443-459.

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

Social Innovation Fund (SIF)

Both SIF programs focus on:

- Improving economic opportunity
- Improving health outcomes
- Investing in children and youth.

Social Innovation Fund Strategic Goals

3 – Maximize value to grantees, partners, and participants

FY 2015 ENACTED LEVEL: \$70.0 MILLION

SIF Classic (Original SIF Program)

Over the past five years SIF Classic has leveraged public and private resources to grow the impact of innovative, community-based solutions with compelling evidence of improving the lives of people in low-income communities throughout the United States. More than half a billion dollars have been matched by almost 200 nonprofit organizations. These funds were generated by local, regional, and national funding sources.

SIF Pay for Success (PFS)

As part of the President’s vision for building a smarter, more effective government, PFS has emerged as a promising approach to government partnering with the private sector to fund proven and promising practices. PFS projects use an innovative contracting and financing model that leverages philanthropic and/or private dollars to fund services up front, with the government paying after the project generates results.

Through its grantmaking, the SIF PFS program aims to:

- Strengthen and diversify the pipeline of government and nonprofit organizations that are prepared to engage in PFS projects
- Assess the potential of PFS to address a variety of social issues relating to diverse populations in diverse geographic contexts
- Attract capital to high-performing institutions seeking to strengthen, grow, and sustain effective solutions for challenges facing low-income communities.

In FY 2015, SIF selected eight grantees to help communities assess the feasibility of PFS, develop their capacity to engage in PFS, and structure transactions in preparation for launching PFS projects tackling social problems ranging from childhood asthma to chronic homelessness. As of July 2015, SIF was funding 33 PFS feasibility studies and providing support for

transaction structuring for five PFS projects. SIF estimates that its support will double the number of PFS projects in development in the country.

Key Outcomes and Performance Measures

Key outcomes of the SIF include the competitive selection of high performing subrecipients to implement SIF programming, the scaling of effective programs to reach more people in need, the development and successful execution of rigorous evaluation plans, and the completion of PFS feasibility studies and the structuring of PFS transactions. Additionally, the SIF tracks grantee contributions to a set of outcomes in its three focus areas (improving economic opportunity, improving health outcomes, and investing in children and youth).

As of March, 2015:

- Ninety-six subgrantees and subrecipients were selected in FY 2015 for a total of 279 across the country
- Services have been expanded to address the needs of over 500,000 new beneficiaries
- Eighty-six evaluation plans have been developed, and 20 evaluations have been completed.

In the fall of 2015, the SIF will be collecting data from awardees regarding their contributions to key outcomes such as: improved K-12 education outcomes and improved financial literacy, stability, and employability. This data will be analyzed over the coming months and discussed in the agency’s FY 2017 Congressional Budget Justification.

Successful Project Examples

Program Results

The John Hartford Foundation is fulfilling its aim to increase health access by providing depression treatment to over 3,000 patients in low-income rural communities throughout Washington, Wyoming, Alaska, and Montana. The clinical program is implemented throughout eight primary care organizations and utilizes a highly successful Improve Mood – Promoting Access to Collaborative Treatment (IMPACT) model.

The Greenlight Fund’s Blueprint Schools Network has served over 1,500 low-income students in Boston public schools by combating the achievement and opportunity gap through their school turnaround model. Their model, which utilizes principles from research published by the Education Innovation Laboratory at Harvard University, focuses on excellence in leadership and instruction, daily tutoring in critical growth years, increased instructional time, a culture of high expectations, and the use of data from frequent assessments to improve instruction.

SaveUSA, a tax-time savings program from the Mayor’s Fund to Advance New York City, which supports financial stability for low to moderate-income families, opened over 2,200 accounts in New York City and San Antonio for their 2015 tax refund dollars.

Evaluation Results

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 on students' reading comprehension, reading fluency, and sight word efficiency.
- Showed suggestive evidence that it was particularly effective with students reading at the lowest levels.
- Cost the host school/school district on average \$710 per student, compared with an average of \$1690 per student for other reading programs offered in the same school. This results in a per student savings of \$980 for the host school/school district.

REDF (Roberts Enterprise Development Fund)

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 increased from 18 to 51 percent
- Stable housing increased from 15 to 53 percent
- Dependence on government support decreased from 71 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.

- Implementation as designed (i.e. with fidelity) across the sites studied
- 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.

Disaster Response, Recovery, and Mitigation Strategy

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). They provided critical direct assistance including 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 service across the nation in disaster preparedness through education, outreach, and training; mitigation projects, including environmental projects to mitigate the effects of flooding and hurricanes; and recovery operations which include the rebuilding and repair of storm damaged homes, long-term recovery support, and case management.

Fifteen AmeriCorps State and National grantees are trained as AmeriCorps Disaster Response Teams. They can deploy 3,000 specially trained AmeriCorps members to disaster locations to provide:

- Direct support to homeowners in the cleanup of their homes. There is often a long-term demand for cleanup support with few voluntary agencies to meet the high demand.
- Coordination and volunteer leadership in the cleanup efforts. This coordination is critical to community capacity to recover quickly and safely.
- Tracking of volunteer hours and donated resources that may be used as match for a state's cost share for FEMA resources.

In FY 2015, CNCS increased the effectiveness of AmeriCorps in disaster services by:

- Increasing the number of CNCS partnerships with State Emergency Management Agencies. CNCS implemented a tiered system of national service and emergency management engagement to provide best practices, targeted goals, and a consistent framework for engaging national service. CNCS intends for disaster response partners to reach the basic level of engagement while continuing growth and engagement once the base goal is reached.
- Creating a State Service 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. Regional work groups are planning and implementing regional preparedness exercises between the Disaster Services Unit, State Service Commissions, and CNCS State Offices.

Successful Project Examples

AmeriCorps

In response to heavy rainfall that led to flooding and landslides in Grays Harbor County, Washington, 45 Washington Conservation Corps members conducted damage assessments and debris removal and supported the management of 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 the severe weather and tornadoes that struck Van, Texas on May 11, 2015, nine American Youth Works Texas Conservation Corps members were called in by the state Emergency Management Agency to set up and manage a Volunteer Reception Center. These 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, 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 assistance including supporting food 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 provides essential services across the nation in areas of disaster preparedness through education, outreach, and training; mitigation projects; and recovery operations which include long-term recovery support and survivor case management.

In FY 2014 and FY 2015, Senior Corps augmented RSVP projects in communities impacted by disasters. These awards increased the number of RSVP volunteers assisting communities to build community resiliency. Case studies of the eight augmentation awards analyzed how RSVP volunteers can be effective in providing support to disaster.

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 responders. 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, Oklahoma.

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.

One of the augmentation awards was provided to this 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, low-income clients.

RSVP volunteers assembled and disseminated 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 already on hand and able to coordinate with the state Emergency Operations Center and assist with phone calls, volunteer in-take, and volunteer/donation management. RSVP volunteers also worked with Heartline 211 and Red Cross on the ground assessing further needs

Disability Inclusion

Disability inclusion is a priority for CNCS. In alignment with the agency's authorizing legislation, CNCS seeks to expand opportunities for the meaningful and successful inclusion of people with disabilities in national service.²³ The agency's disability inclusion strategy supports the objectives of Goal 2 in the CNCS strategic plan to strengthen national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning, and opportunity.

Disability Inclusion Grants Strategic Goals
2 - Enhance national service participant experience
<p style="text-align: center;">FY 2015 ENACTED LEVEL</p> <p style="text-align: center;">CNCS did not receive an appropriation for this line item in FY 2015. However, as authorized by the Serve America Act, CNCS funded disability activities with money from its program budget.</p>

²³ For FY 2015, as authorized by the Serve America Act, CNCS used program dollars to fund its disability activities.

In FY 2015, to support the goal of including people with disabilities in service, CNCS signed a Memorandum of Understanding (MOU) with the Department of Labor Office of Disability Employment Policy. The MOU will further the coordination of policy activities, disseminate effective practices, and share informational resources and technical efforts between the two agencies. It will amplify mutual interests and engage people with disabilities in national service where they can acquire the skills and experience that prepare them for gainful employment.

For National Disability Employment Awareness Month in 2015, CNCS released a public awareness campaign to highlight the reflections of service members' with disabilities and show the types of careers service members with disabilities have engaged in following their national service.

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

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

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

CNCS also improved the process for obtaining funding for reasonable accommodations for national service members with disabilities. AmeriCorps grantees are now able to submit requests for reimbursement after they verify that their AmeriCorps member has a qualifying disability in accordance with the Americans with Disabilities Act and identify the proper reasonable accommodation.

The cooperative agreement with the National Service Inclusion Project ended in FY 2015 All relevant website content (webinars, e-courses, and tips) was archived and will move to a CNCS-operated disability resource webpage. This webpage will also be the home of five new e-courses developed to assist grantees and partners who are supervising service members with disabilities to recruit, accommodate, retain, and better understand some of the unique issues associated with disability identity. The new webpage will also include updated additional resources regarding disability issues for grantees and partners.

FY 2015 Agency Management Performance

CNCS Strategic Goal 4: Operations Measures

Measure	FY 2015
Award all grants before the budget period start date.	96%
Post grant competition award and review data to the internet within 90 days of completion of the award process.*	TBD
Complete all grant monitoring activities identified in the annual monitoring plan and follow up with grantees where necessary.**	85%
Close all grants within 180 days of the performance period end date.	56%

*Actual FY 2015 data for this measure will be available February 2016.

**FY 2015 data is estimated.

Human Capital

CNCS remains committed to ensuring its employees are prepared to do their jobs effectively and efficiently. An important tool in helping meet this goal is the Employee Viewpoint Survey, which assesses the extent to which Federal employees believe their agencies provide them with the necessary support to achieve mission success. Below are the current data on CNCS employee satisfaction and related trend information for previous years.

As shown in the table above, CNCS achieved an employee satisfaction score of 70 percent for 2015, which was five percentage points above its annual goal and seven percentage points above the agency's 2014 results. Seventy percent satisfaction is the highest score at CNCS in five years. This gain is significantly greater than overall Federal employees' job satisfaction scores, which only increased by one percentage point over 2014. CNCS continues to assess its survey score and identify major causes for these results.

During FY 2015, CNCS focused on improving engagement, effectiveness, and efficiency across CNCS. To that end, the agency placed special emphasis on employee development in mission critical areas such as leadership and supervision, appropriations law, and grants management. More than one-third of all CNCS supervisors or managers received leadership training in FY 2015. More than 14 percent of full-time permanent staff received training on appropriations law or grants management.

In FY 2015, CNCS efforts to improve employee engagement included special emphasis on Diversity and Inclusion (D&I). Managers in the Department of the Chief Operating Officer (COO) received four hours of training on topics such as Unconscious Bias and Cultural Competence. In FY 2015, overall job satisfaction in the COO increased by 17%. CNCS will continue to leverage D&I for improved employee engagement in FY 2016.

Information Technology (IT)

CNCS's recent IT investments have prioritized entity-wide modernization that will enhance and facilitate business processes in support of the agency's mission, while strengthening CNCS's enterprise-wide cybersecurity 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:

- Implemented information system projects focused on optimizing grants management business processes and deploying support services to the next-generation grants and member management system
- Implemented online versions of office productivity and collaboration software
- Implemented an email records management solution

Employee Satisfaction Trends (2010–2015)

Performance Objective and Measure	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Actual Data Trend FY 10-15
Percent of employees who report overall satisfaction with their jobs	73%	69%	65%	67%	63%	70%	

- Updated CNCS's core telecommunications and network infrastructure to support 21st Century service delivery and mitigate the risk of failure due to aging equipment
- Deployed new applications and hardware to improve overall office automation, accountability, and staff mobility.

Expanding cybersecurity oversight for IT systems and data:

- Awarded a cybersecurity support contract, filled critical staff vacancies, developed a plan for remediating known weaknesses in the information assurance program, and created a more robust cybersecurity strategy
- Implemented new portable media encryption technology to protect CNCS data and networks
- Improved Security Authorization and Accreditation processes.

Maximizing return on IT investment:

- Awarded new IT Managed Service Contract which will enable the Office of Information Technology 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 web sites and web applications to ensure compliance with Section 508 requirements.

Priority Measures

Grantmaking

As the nation's largest federal grantmaker focused exclusively on supporting national and community service, CNCS provides approximately \$750 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 report, which focus on grant results.²⁴

CNCS High Priority Measures

CNCS Strategic Goal 4: Strengthen and align operations to support and grow innovative community solutions and national service

Performance Measure	2015 Actual	2014 Actual
Financial Statements:		
Prepare and publish audited financial statements covering CNCS operations within 45 days of fiscal year end and receive a clean audit opinion on annual financial statements		
No material internal control weaknesses identified in the annual financial statement audit	0	0
No significant deficiencies in internal control weaknesses identified in the annual financial statement	2	2
No compliance issues identified in the annual financial statement audit	1	1
Grantmaking:		
Award all grants before the budget period start date	96%	95%
Post all grant competition award data to the Internet within 90 days of completion of the award process*	TBD%	63%
Complete all grant-monitoring activities identified in the annual monitoring plan and follow up with grantees where necessary	85%	85%
Close all grants within 180 days of the performance period end date	56%	65%

*Actual FY 2015 data for this measure will be available February 2016.

²⁴ CNCS's strategic plan is located at <http://www.nationalservice.gov/about/strategic-plan>.

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:

Accounting and Financial Management Services (AFMS)

In FY 2015, AFMS continued to focus on updating its administration of collections processing. System improvements are resulting in more accurate, timely, and better documented transactions including:

- Requiring AmeriCorps VISTA Cost Share sponsors to make reimbursement payments electronically
- Offering two additional electronic payment options to AmeriCorps VISTA Cost Share sponsors: preauthorized payments and Automated Clearing House (ACH) credit payments
- Replacing malfunctioning electronic check processing equipment to eliminate the need for the manual processing of paper check payments submitted to CNCS
- Preparing for participation in the Department of Treasury's (Treasury) Electronic Check Processing program
- Implementing an automated interface between the CNCS financial system (Momentum) and Treasury's payment and collection system (IPAC) to eliminate manual entries
- Implementing a new employee travel management system (ETS2) that includes exception reporting to the agency CFO of travelers who submit vouchers late
- Participating in all training offered by Treasury on debt management in preparation for updating CNCS's debt management system in FY 2016.

In addition, AFMS improved other administrative processes, including:

- Implemented a Cost Accounting and Allocation module to automate tasks associated with the distribution and allocation of costs
- Implemented a paperless process for certifying expenditures to Treasury
- Interfaced financial system to Treasury's System for Award Management (SAM)
- Created a new model for effectively managing NCCC FEMA mission assignments.

Accountability

CNCS continued to foster a culture of integrity, accountability and transparency in FY 2015 by fortifying its internal controls, oversight, and monitoring. In this spirit of continual improvement and CNCS's Strategic Plan Goal 4 strategy of promoting adherence to internal controls, CNCS continued to implement an Integrity Assurance Program

— Internal Controls Policy to help ensure CNCS's organizational effectiveness, cohesion, and longevity. This policy identifies integrity as the cultural value by which all CNCS staff members are called upon to act in accordance with high ethical and professional standards, and to continually assess and improve daily business practices. To support this proposition, CNCS utilized management team work plans with an enhanced integrity performance standard. CNCS, with the coordination of the Office of Accountability and Oversight (OAO), continued an intense campaign to strengthen grants management oversight, improve internal controls and address audit findings. Aligning with the internal controls, CNCS established an oversight and governance structure for its Integrity Assurance Program, and set out the roles and responsibilities of executive leadership, managers and rank-and-file CNCS staff in maintaining an effective system of internal controls.

Internal Controls: Management Assurance Statements

CNCS annually makes a number of specific assurances that its policies, procedures and operations are sufficient to meet specified management objectives. These assurance statements cover meeting government-wide objectives in regard to CNCS's internal and management controls (including controls over financial reporting) and CNCS's financial management systems, as well as specific annual assurances regarding the management and operation of the National Service Trust. This section briefly describes each of these management objectives, the bases for CNCS's assessments, and provides the specific management assurance statements for each area.

Internal Controls, Audit Results, and Management Assurances

CNCS is subject to the reporting requirements of the Government Corporation Control Act (31 U.S.C. 9101 et. seq.). Under these requirements, CNCS provides a statement on its internal accounting and administrative controls consistent with the requirements of the amendments made by the Federal Managers' Financial Integrity Act of 1982 (FMFIA), (31 U.S.C. 3512, et seq.) and implemented by Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Internal Control. The statement reflects CNCS' assessment of whether there is reasonable assurance that internal controls are achieving the intended results, reports any material weaknesses in internal controls present within the agency, and describes management's current plans to address and correct any material weaknesses.

During FY 2015, CNCS continued to strengthen its internal control program by following the requirements of the FMFIA, the Government Corporation Control Act, applying OMB Circular A-123 and its related appendices, implementing a new internal control governance structure, and enhancing its assessment process.

CNCS' FY 2015 internal control program is led by the Director of OAO, under the direction of the Chief Operating Officer. Senior management from across the agency provided support and guidance based on their subject matter expertise.

In FY 2015 CNCS made enhancements to its Integrity Assurance Program and began planning to implement the principles of Enterprise Risk Management outlined by the Government Accountability Office's (GAO) "Standards for Internal Control in the Federal Government" also known as the "Green Book." The principles within the "Green Book" describe the standards, principles, and attributes for internal controls government-wide and therefore apply to all aspects of CNCS's operations: programmatic, financial, and compliance. The improvements to the Integrity Assurance Program have allowed CNCS to assess how well internal controls are an integral part of its operations, and are built into its entity-wide policies, procedures, and practices.

Further, in FY 2015 CNCS applied GAO's Risk Management Framework as an important tool in planning its assessment of internal and management controls. This framework helps identify the areas of greatest risk within agency operations and provides indicators as to where CNCS should concentrate its efforts to assess the effectiveness and efficiency of controls. Additionally, based on the assessment of risk, CNCS can determine the scope and frequency of control evaluations it should establish. CNCS further incorporated risk assessment and management into its overall assessment of internal and management controls by conducting a structured, rigorous analysis to meet the OMB Circular A-123 requirement to establish materiality levels that provide reasonable assurance that significant deficiencies will be detected and corrected in a timely manner.

Through the materiality assessment and by applying the GAO Risk Management Framework, CNCS identified the following thirteen business processes for evaluation in FY 2015—

- Accounts Receivable
- Budget Execution
- Disbursements
- Entity-wide
- Information Systems (including Financial Management Systems)
- Reporting (including Financial and Non-financial Reporting)
- Fund Balance with Treasury
- Grants Management
- Human Capital
- Interest and Investments
- Procurement
- Property and Equipment
- National Service Trust Service Award Liability

To assess the sufficiency of internal and management controls in these areas, CNCS established a five step process:

Step 1: Planning

Step 2: Evaluating Internal Control at the Entity Level

Step 3: Evaluating Internal Control at the Process Level

Step 4: Testing Control Design and Operating Effectiveness at the Transaction Level

Step 5: Concluding, Reporting, and Implementing Corrective Action.

After OAO carried out a series of assessments using the five-step process, the Director of OAO reported the results to CNCS's governing body for Enterprise Risk Management, also known as the Integrity Steering Committee.

CNCS also considered the knowledge of management officials gained from daily operations of its programs, offices and systems, as well as the results of its annual financial statement audit, as part of its internal controls assessment. The directors responsible for most of CNCS's programs and significant operational functions provided specific assurances that they are aware of their responsibilities to report any significant deficiencies to higher level management, and that they have done so, if applicable. FY 2015 marks the 16th consecutive year CNCS has earned an unmodified opinion on its financial statements. The financial audit also found no material instance of noncompliance with laws and regulations. These results reflect CNCS' commitment to sound financial management and the hard work by staff over the past year to continuously improve financial operations.



Management Assurances

Management's Statement of Assurance for Financial Management Systems, Operations, and Compliance with Laws and Regulations

CNCS management is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of FMFIA and OMB Circular A-123. These objectives are to ensure (1) effective and efficient operations; (2) compliance with applicable laws and regulations; and (3) reliable reporting. As required by OMB Circular A-123, CNCS has evaluated its internal control and financial management systems to determine whether the FMFIA objectives are being met. Based on its assessment (as described above), CNCS provides a qualified statement of assurance that its internal control and financial systems meet the objectives of the FMFIA as of September 30, 2015. This statement of assurance is qualified because the OIG's FY 2015 evaluation of CNCS's compliance with Federal Information Security Modernization Act (FISMA) found that CNCS was not compliant with the FISMA legislation, OMB guidance and National Institute of Standards and Technology (NIST) security publications as of September 30, 2015. The FISMA evaluation noted a number of significant deficiencies, which under OMB guidance must be reported as a material weakness under FMFIA. Attachment I contains a description of these control weaknesses.

Management's Statement of Assurance for Internal Control over Financial Reporting

CNCS's management is responsible for establishing and maintaining effective internal control over financial reporting, which includes safeguarding of assets and compliance with applicable laws and regulations. CNCS conducted its assessment of the effectiveness of the Corporation's

internal control over financial reporting in accordance with OMB Circular A-123. Based on the results of this evaluation, CNCS can provide reasonable assurance that internal control over financial reporting as of June 30, 2015 was operating effectively no material weaknesses were found in the design or operation of the internal controls over financial reporting.

CNCS notes that in FYs 2014 and 2015, its auditors opined that CNCS's systems of internal control represented a significant deficiency. CNCS acknowledges that it has substantial need to improve the implementation of its Integrity Assurance Program (including the incorporation of the principals and practices of Enterprise Risk Management), particularly in the areas of senior staff governance and oversight of the Program and in leveraging and balancing the use of its resources to achieve overall effective monitoring and oversight of its grantees' and internal operations. Nonetheless, CNCS believes that its internal control program, as described above, when combined with the knowledge of management officials gained from daily operations of its programs, offices and systems, as well as the overall results of its annual financial statement audit, provides a sufficient basis for CNCS to provide the following assurances.

Compliance with Financial Systems Requirements, Accounting Standards, and U.S. Standard General Ledger

Although not required by OMB Bulletin 15-02, Audit Requirements for Federal Financial Statements, CNCS has adopted the standards governing financial systems that were established by the Federal Financial Management Improvement Act (FFMIA). FFMIA provides guidance to federal agencies in implementing and maintaining financial management systems that are in substantial compliance with Federal financial system requirements, Federal accounting standards issued by the Federal Accounting Standards Advisory Board, and implementation of the Treasury Standard General Ledger (USSGL) at the transaction level. Pursuant

to FFMA, OMB issued Circular A-123 Appendix D, Compliance with the Federal Financial Management Improvement Act. Appendix D prescribes the policies and standards for agencies to follow in developing, operating, evaluating, and reporting on financial management systems.

CNCS' assessment of its compliance with FFMA standards is based in part on its use of Momentum Financials as its core financial system and other mission operational systems that impact the overall financial system. Momentum Financials is a commercial off-the-shelf software application certified by the Office of Federal Financial Management as meeting the Circular A-123 Appendix D financial system requirements. By design, activity is posted in Momentum Financials following the USSGL at the transaction level.

CNCS' assessment of its compliance with FFMA is also informed by CNCS' overall information system security assessments. In accordance with FISMA, OMB policies and guidance, and standards and guidance issued by the NIST, federal agencies are required to secure information and information systems through the implementation of appropriate risk mitigation strategies.

Management's Statement of Compliance with Financial Systems Requirements, Accounting Standards, and U.S. Standard General Ledger

Based on the FISMA evaluation, CNCS Financial Systems are in compliance with FFMA. Based on its assessments of its financial management systems (as described above), CNCS has determined that it substantially complies with the requirements of the FFMA for FY 2015.

National Service Trust Obligations

Section 149(a)(3) of the National and Community Service Act of 1990 (NCSA), as amended by the Edward M. Kennedy Serve America Act (PL 111-13), establishes the specific criteria for timing and recording obligations in the National Service Trust. Section 149(a)(3) of the NCSA requires the Chief Executive Officer of CNCS to annually certify that CNCS is in compliance with the requirements of the NCSA with regard to the timing and recording of obligations within the Trust.

Section 149(c) of the NCSA requires CNCS to obtain an independent audit of the accounts and records demonstrating the manner in which CNCS has recorded its Trust estimates (see 42 U.S.C. 12606). For FY 2015, the CNCS OIG obtained the independent audit required by section 149(c) of the NCSA. At the conclusion the audit, the auditors issued an unmodified opinion that CNCS' financial reports regarding the National Service Trust present fairly, in all material respects, the assets, liabilities, net position, and obligations of the Trust as of September 30, 2015.

Management Certification of Compliance Regarding National Service Trust

Based on CNCS' analysis and review of its National Service Trust activities and the results of the OIG's audit, CNCS certifies that for FY 2015 it complied with the requirements for recording National Service Trust Obligations as described in section 149(a)(1) of the NCSA.

Summary of Material Weakness

Information Technology – General Controls

CNCS relies on extensive information technology systems operated by both the agency, other federal agencies, and various contractors to provide and monitor general control activities. In its FY 2014 evaluations of CNCS's Information Security Program, the OIG determined that, in a number of metrics, CNCS was not fully compliant with the FISMA legislation, OMB guidance, and applicable NIST security publications as of September 30, 2014. Of the noted areas of noncompliance in 2014, those relating to Continuous Monitoring Management and Risk Management were determined to be significant deficiencies under applicable OMB FISMA guidance. As required by OMB Circular A-123, CNCS is reporting the significant deficiencies found in the FISMA evaluation as material weaknesses under FMFIA. While improvements have been made, the material weakness findings repeat in FY 2015.

Core Action Plan and Impact of Material Weakness

Material Weakness and Corrective Action Plan	Corrective Action Date	Impact of Control Weakness on the Agency
CNCS formed a remediation team under the direction of the Chief Operating Officer to formulate and execute a plan for remediating the findings in the FY 2014 FISMA evaluation. Additionally, CNCS hired an experienced Chief Information Security Officer to oversee day-to-day FISMA improvements.	TBD	Although significant information security risks still existed at the beginning of the FY 2015, no actual event occurred that impacted the reliability of or accuracy of CNCS's operational or financial data. In addition, there has been significant progress in closing three of four significant deficiencies identified in the FISMA evaluation. It is anticipated that the fourth significant deficiency will be closed by 9/30/2016.



Wendy Spencer
Chief Executive Officer



Jeffrey Page
Acting Chief Financial Officer

Analysis of Appropriations and Financial Condition

Understanding the Financial Statements

CNCS has a fiduciary and stewardship responsibility to efficiently and effectively manage its federal funds and to comply with federal guidance on financial management. As part of this responsibility, the agency prepares annual financial statements in conformity with generally accepted accounting principles (GAAP) for U.S. federal government corporations and subjects them to an independent audit to ensure their integrity and reliability in assessing performance. For FY 2015 and 2014, CNCS's financial statements received an unmodified opinion. This opinion recognized that CNCS's financial statements are fairly presented and in conformity with GAAP in all material respects.

The consolidated financial statements report CNCS's financial position, results of operations, cash flows, and budgetary resources, as required by the Government Corporation Control Act (GCCA) and Executive Order 13331, National and Community Service Programs. As specified in GCCA, the principal financial statements of CNCS are the:

- Statement of Financial Position (balance sheet), which reports the status of CNCS assets, liabilities, and net position;
- Statement of Operations and Changes in Net Position (income statement), which reports CNCS's revenues and expenses for the year and the changes in net position that occurred during the year; and
- Statement of Cash Flows, which shows how changes in CNCS's financial position affected its Fund Balance with Treasury (FBWT) and breaks down the analysis according to operating, investing, and financing activities.

In addition, under the requirements of Executive Order 13331, CNCS prepares a Statement of Budgetary Resources (SBR). The SBR provides information about the budgetary resources made available to CNCS and the status of those resources at the end of the fiscal year.

Composition of CNCS Assets

The Statement of Financial Position presents the total amounts available for use by CNCS (assets), against the amounts owed (liabilities), and amounts that comprise the difference (net position). Over 96 percent of CNCS's total assets are comprised of the FBWT and Trust Investments and Related Receivables.

In FY 2015, total assets increased four percent over the balance at the end of FY 2014. The majority of the \$69.2 million increase occurred in the FBWT and the Investments and Related Receivables.



The FBWT is funding available to CNCS to make expenditures for authorized expenses through the disbursement authority of the Treasury. The FBWT is increased through appropriations and collections and decreased by expenditures and rescissions.

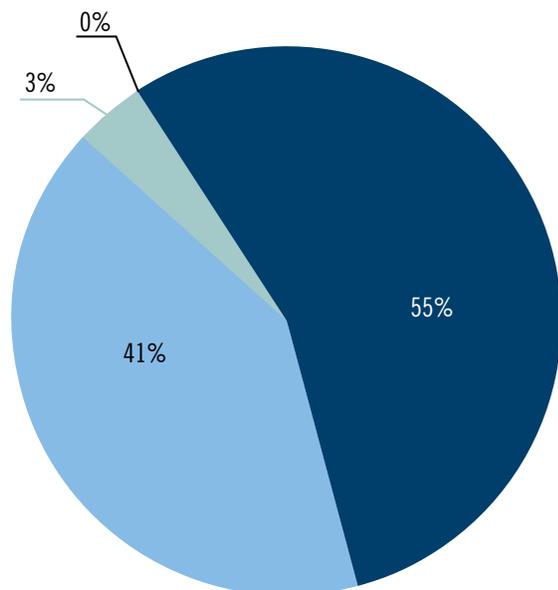
Investments and Related Receivables are used to pay Education Awards for eligible participants who complete AmeriCorps service. Funding for the Trust comes from appropriations, interest earned, sponsorships, and proceeds from the sale or redemption of investments. The account increased by \$33.5 million, reflecting the investment of FY 2015 appropriations for new AmeriCorps positions awarded during the year and net of payments made on previously earned awards.

CNCS records Trust obligations at the time of the grant award for AmeriCorps State and National, or at the time AmeriCorps VISTA and NCCC members begin their terms of service. The amount to be obligated is the estimated value of authorized education benefits, discounted for estimated enrollment, historical earning and usage rates, and the time value of money.

CNCS has also set aside a Trust reserve of \$50.2 million (including \$3.5 million set aside in FY 2009 for Recovery Act member positions) to protect CNCS in the event that the estimates used to calculate obligations differ from actual results. During FY 2015, CNCS based its obligation amount on the full value of the education award, a 100 percent enrollment rate (allowing for refills), the time value of money, and earning and usage rates ranging from 77 percent to 87 percent, depending on term type.

As of September 30, 2015, the Trust had available cash, investments, and other assets of approximately \$760.2 million to make education award

CNCS Assets as of September 30, 2015



- Fund Balance with Treasury 55%
- Cash and Other Monetary Assets 0%
- Trust Investments and Related Receivables 41%
- Advances to Others 3%
- Accounts Receivable 0%
- Property, Plant, and Equipment 0%

and interest forbearance payments. CNCS's unliquidated obligations for awarded AmeriCorps positions totaled approximately \$635.3 million.

Approximately \$62.6 million was available at year-end to fund new AmeriCorps member positions, of which \$1.9 million derives from Recovery Act funding which cannot be used without new authorization. Trust assets are estimated to be fully sufficient to pay for all AmeriCorps positions.

CNCS de-obligates any funds related to member positions that were not filled on the expiration of the grant. CNCS continues to analyze Trust operations and liability projections to identify any needed adjustments to obligations.

Advances to Others mainly represents funds provided to grantees in advance of their performance under a grant. For the most part, these advances are liquidated during the first quarter of the subsequent fiscal year. Advances to Others decreased by about one percent, from \$58.1 million at September 30, 2014 to \$57.3 million at September 30, 2015.

Property and Equipment increased \$5 million from \$2.4 million at September 30, 2014 to \$7.4 million at September 30, 2015, representing CNCS's investment into IT modernization.

Composition of CNCS Liabilities

CNCS's most significant liabilities are the Trust Service Award Liability and Grants Payable. Individuals who successfully complete terms of service in AmeriCorps programs earn education awards that can be used

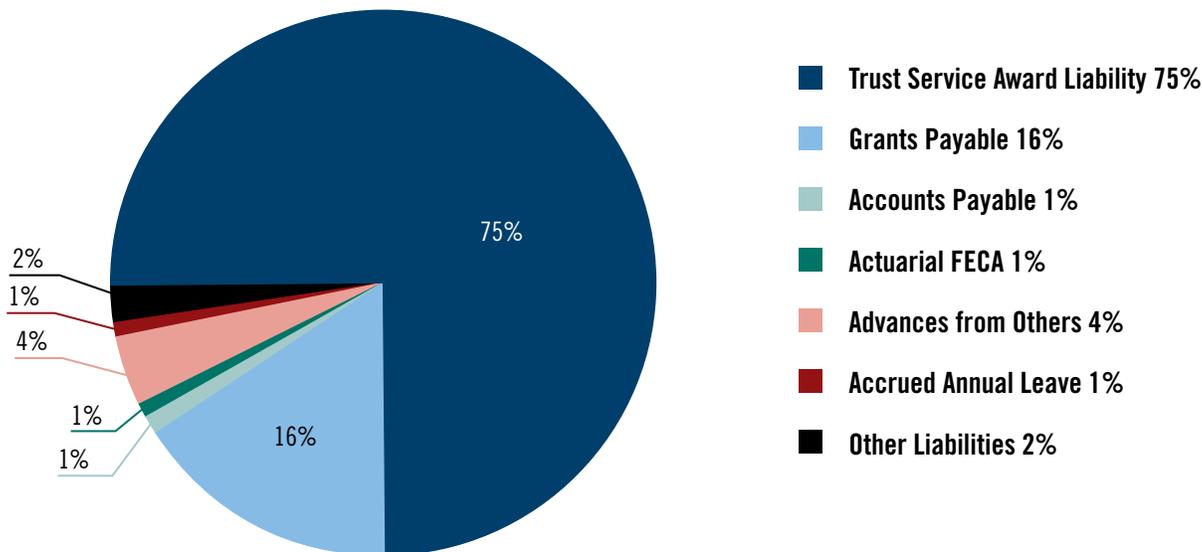
to make payments on qualified student loans or for educational expenses at qualified educational institutions. The awards, which can be used for a period of up to seven years, are paid from the National Service Trust. Since CNCS's inception through FY 2009 the maximum amount of an education award was \$4,725. Beginning with FY 2010, the SAA tied the amount of the award to the amount of a Pell Grant administered by the Department of Education. The award amount of \$5,730 was in effect throughout FY 2015.

The Trust also pays forbearance interest on qualified student loans during the period members perform community service. Each year the award liability components related to education awards and interest forbearance are adjusted to reflect current trends. For FY 2015, the Trust Service Award Liability minimally increased by \$.759 million.

Grants Payable represents funds due to grantees in payment of their performance under a grant. For the most part, these payables are liquidated during the first quarter of the subsequent fiscal year. Grants Payable increased one percent, from \$95.6 million at September 30, 2014 to \$97.0 million at September 30, 2015, reflecting increased grant activity from prior years.

Actuarial FECA liability is an estimate of future workers' compensation expenses that is based on past events and calculated using procedures developed by Department of Labor (DOL). The Actuarial FECA liability reduced 10 percent, from \$9.3 million at September 30, 2014 to \$8.3 million at September 30, 2015.

CNCS Liabilities as of September 30, 2015



Advances from Others represent the receipt of cash for work to be performed at a future date. This liability increased \$1.7 million during FY 2015 resulting from an increase of advancing funds supporting reimbursable partnerships with other agencies.

Accrued Annual Leave Liability had a minimal increase from \$4.2 million at September 30, 2014 to \$4.3 million at September 30, 2015.

Results of Operations

The Statement of Operations and Changes in Net Position presents revenue earned by CNCS (primarily appropriations) and the annual cost of operating CNCS programs. CNCS recognizes its use of appropriated capital as revenue at the time it is expended or accrued to pay program or administrative expenses. Appropriations received for the Trust are recognized as revenue when received. Using an appropriate cost accounting methodology, CNCS's expenses have been allocated among its major programs, at the sub-program level. Costs for each major CNCS

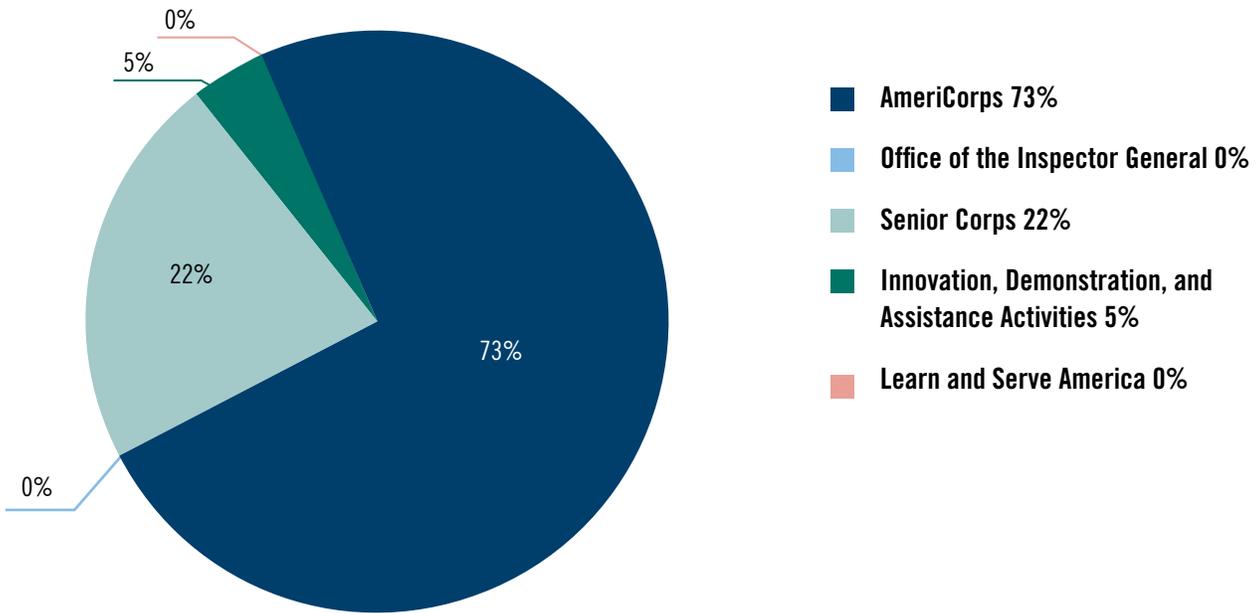
program are reported separately. Program costs include grant expenses and direct and allocated personnel and administrative costs, including AmeriCorps recruitment and Trust operations.

For FY 2015, CNCS Revenue totaled \$1.057 billion, an increase of \$44.9 million, or four percent, from FY 2014. Total Expenses reported for FY 2015 were \$1.016 billion which represents an increase of \$43.2 million, or four percent, from FY 2014. CNCS's net revenue over expenses for FY 2015 was \$40.4 million which is an increase of \$1.7 million compared to FY 2014.

Budgetary Resources

The Statement of Budgetary Resources provides information on how budgetary resources were made available to CNCS for the year and the status of those budgetary resources at year-end. Total budgetary resources had a small increase of \$2 million from September 30, 2014 to September 30, 2015 which is less than one percent.

CNCS Expenses for the Period Ended September 30, 2015



Future Operations Focus

While furthering its mission, CNCS is committed to serve as an effective and efficient steward of taxpayer dollars. Agency leaders enforce principles of continuous improvement, accountability, strong oversight, and transparency. These principles in turn help mitigate mission risks and establish the operational framework necessary for the agency to succeed.

In accordance with CNCS's strategic goal 4 (fortifying operations), below are key agency planned initiatives for FY 2016. These activities follow from the principles discussed above and will lay a foundation for the agency to meet its other three strategic goals discussed earlier in this report.

Continue to strengthen CNCS's Enterprise Risk Management framework

As part of its risk management efforts, the agency will assess where risk-mitigation strategies can be further integrated into the agency's important business processes such as grant oversight activities. With these enhanced processes, the agency will be better positioned to identify opportunities for improving operational effectiveness and efficiency.

Complete new Grants and Member Management System development²⁵

CNCS's new online platform will streamline the agency's grantmaking process for applicants and staff, allowing each more time to focus on application content. Central to this system is functionality that allows CNCS staff to build customizable grant applications from a menu of possible solicitation sections as needed. This avoids the confusion and inefficiency that can occur with fixed-form grant applications containing sections that only apply to certain types of applicants.

Sustain targeted IT security investments

As part of its comprehensive effort to provide the strongest IT security possible, CNCS will maintain hardware and software investments that seek to identify and protect against the unauthorized access and use of agency information systems. CNCS will also proactively continue to train and inform staff on how to avoid information system threats such as phishing scams.

Relocate headquarters offices

By relocating, CNCS will reduce its physical footprint by optimizing space for the agency's business needs. This is in keeping with the general fiscal responsibility promoted by the agency and its leadership.

²⁵ CNCS expects core functionality to be available in late FY 2016. Additional functionality (e.g., a new performance module) will come online in FY 2017.

An online version of this Summary of Performance and Financial Information may be found at:
http://www.nationalservice.gov/sites/default/files/documents/CNCS_SPFI_2015Report.pdf.