Corporation for
NATIONAL & COMMUNITY SERVICE

Congressional Budget Justification

Fiscal Year 2014

AmeriCorps | Senior Corps | Social Innovation Fund |
George H. W. Bush Volunteer Generation Fund

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

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Message from the CEO

I am pleased to present the Fiscal Year 2014 Congressional Budget Justification for the Corporation for National and Community Service (CNCS).

The budget request will improve lives, strengthen communities, expand economic opportunity, foster innovation and civic engagement, and engage millions of Americans in solving critical problems through national service.

For nearly two decades, CNCS has invested in community solutions across the nation — working hand in hand with local partners to tackle our most pressing challenges. Through AmeriCorps, Senior Corps, the Social Innovation Fund, and other initiatives, CNCS programs engage more than five million Americans in results-driven service each year at more than 70,000 locations across the country, from large cities to small towns to rural areas.

CNCS brings vital leadership, resources, and coordination to some of the most pressing challenges facing America: educating students for jobs of the 21st century; supporting individuals, families, and neighborhoods on the road to economic recovery; addressing the needs of military families and a new generation of veterans returning from war; helping communities rebuild after natural disasters; promoting health and wellbeing; and preserving the nation's parks and public lands.

The unique value of national service is how it benefits the recipients of service, the people who serve, and the larger community and nation. CNCS multiplies the impact of its federal investment by leveraging hundreds of millions of non-federal dollars, mobilizing millions of additional volunteers, and operating its programs with a high degree of accountability, transparency, and efficiency.

Expanding Economic Opportunity

Through all our programs, CNCS builds economic opportunity. Whether providing job counseling to returning veterans, delivering independent living services to seniors, rebuilding after natural disasters, or helping students graduate, national service programs expand opportunity. Our programs help individuals build economic independence, increase family stability, and create more sustainable, resilient communities.

In addition, national service provides a pathway to education and employment for those who serve — whether disconnected youth, veterans, military families, seniors, new Americans, people with disabilities, and others. By helping more Americans graduate from high school, gain career skills, pursue higher education, and find work, this budget will provide immediate and long term benefits to individuals and communities.

Driving Impact and Innovation

This budget request continues the vision of the bipartisan Edward M. Kennedy Serve America Act to target resources on a core set of critical national problems and evaluate our impact. It carries forward our Strategic Plan by requiring our programs to use a common set of performance measures to evaluate progress. We are using competition to fund high quality, high value programs that achieve measurable results, and we are working to maximize this investment by emphasizing leverage and performance.

Recognizing the need for new approaches to complex problems, we are fostering innovation through all of our programs. Through the Social Innovation Fund, we will continue to leverage substantial private sector support for the growth of evidence-based programs that improve the lives and build the economic independence of low-income individuals.

Growing National Service and Volunteerism

Volunteers provide enormous social and economic benefit to our communities and the nation. The budget request provides key resources for CNCS to strengthen the nation's volunteer sector, support the vital work of State Service Commissions, bring more Americans into service, and build the capacity of organizations to recruit and retain volunteers to address critical community needs.

To strengthen volunteer management practices across the country, the budget requests an increase for the Volunteer Generation Fund to invest in organizations using best practices for recruitment and retention, including skill building and skill matching. Recognizing his exemplary life of public service and leadership in volunteerism, the budget renames the program the George H.W. Bush Volunteer Generation Fund.

To help meet the strong demand for national service opportunities, we will seek to expand our use of cross-sector partnerships. Building on the model of FEMA Corps and School Turnaround AmeriCorps, we will explore other partnerships with federal agencies and the private sector to use service as a cost-effective solution to critical challenges while expanding education and economic opportunity for those who serve.

National Service Works for America

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

For more than 45 years, successive Administrations of both parties have invested in national service as a way to tap the ingenuity and can-do spirit of the American people. At this time of social need, when Americans of all ages are looking for ways to give back, national service is a smart investment.

Guided by the Serve America Act, this budget will expand opportunities for Americans to serve, focus service on our toughest challenges, and increase the impact of citizens in their communities, building a better future for our people, neighborhoods, and nation.

In Service,

Wendy Spencer
Chief Executive Officer

Overview | PART I

Over the past two decades, the Corporation for National and Community Service has invested in community solutions across the nation. Working hand in hand with local partners, CNCS improves lives, expands economic opportunity, bolsters civic and faith-based organizations, and engages millions of Americans in solving problems in their communities.

Through AmeriCorps, Senior Corps, the Social Innovation Fund, the Volunteer Generation Fund and other initiatives, CNCS programs engage more than five million Americans in results-driven service each year at more than 70,000 locations across the country, from large cities to small towns to rural areas.

CNCS brings vital leadership, resources, and coordination to some of the most pressing challenges facing America: educating students for 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, and preserving the nation's parks and public lands.

Through all its programs, CNCS expands 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. 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.

CNCS strengthens the social safety net in a unique and effective way, by bolstering — not displacing — the civic, neighborhood, and faith-based organizations that serve our communities. Serving in many of the nation's most impoverished communities, CNCS participants provide vital support to tens of thousands of organizations — food banks, homeless shelters, community health clinics, youth centers, veterans service facilities, schools, universities, and other community organizations.

CNCS multiplies the impact of its federal investment by leveraging hundreds of millions of non-federal dollars and mobilizing millions of volunteers.

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Budget Request | PART II

FY 2014 Budget Request

The FY 2014 CNCS Budget Request reflects CNCS's priority to invest in high quality, high value programs that maximize their impact in the communities they serve. The request of $1.061 billion represents an increase of $12.249 million or 1.2 percent above the enacted level.

At a time of social need and fiscal constraint, CNCS is focusing its investments on cost-effective programs that produce results, by supporting local organizations and leveraging outside resources to assist individuals and communities in need and put more Americans on the pathway to economic opportunity.

By strengthening competition, aligning resources, leveraging our investments, and measuring performance, the budget will enable CNCS and the network it supports to meet community needs with higher levels of cost-effectiveness, accountability and impact.

Specifically, CNCS proposes to:

- Support approximately 82,000 AmeriCorps members, engaged in high-impact service addressing the critical challenges identified in the Serve America Act: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. Serving in many of the nation's most impoverished communities, AmeriCorps members solve problems and provide vital support to America's education and civic sectors, helping thousands of nonprofit and faith-based organizations expand their reach and impact on pressing local problems. At a time of high unemployment among youth, AmeriCorps engages members in training and skill-building. A term of service also provides an opportunity for members to earn money to further their education and succeed in the workforce. Skill development and access to education through national service programs prepare youth for the jobs of tomorrow.
- Continue to support the validation and growth of evidence-based programs that improve the lives of low-income individuals through the Social Innovation Fund (SIF). Each federal dollar invested in the SIF will be matched by up to three private and non-federal dollars. From its first three years of grants, the SIF expects to leverage approximately $360 million in non-federal resources. Within this level, the Budget proposes $4 million to facilitate access to administrative data for evaluation and performance reporting.
- Engage older Americans in quality service opportunities with a sharper focus on program outcomes and impact. To achieve this, CNCS is seeking legal authority to expand competition to the Foster Grandparent Program (FGP) and the Senior Companion Program (SCP), building on the success of the RSVP competition. Expanding competition to include all three Senior Corps programs would align them with other agency grant programs, and will increase the accountability and impact of Senior Corps grants.
- Make continued and necessary improvements in CNCS's information technology (IT) infrastructure in the areas of financial and grants management in alignment with CNCS's IT Strategic Plan.
- Leverage its experience with public/private partnerships to establish new service corps that will provide a dedicated response to some of the nation's most pressing issues. CNCS is exploring both existing and new relationships with other federal agencies where there is opportunity for national service participants to provide a cost-effective response to priority issues highlighted in the Serve America Act. Moreover, CNCS will collaborate with the nonprofit sector in the development of these corps and will seek investment from both the corporate and philanthropic communities to maximize the size and scope of these new initiatives.

The FY 2014 Budget Request makes critical investments in programs and activities that will continue to address the social and economic challenges facing our communities. These investments are also aimed at building the capacity of CNCS and grantees toward achieving greater accountability, efficiency, and impact.

AmeriCorps State and National: The FY 2014 Budget Request of $345.8 million will support approximately 73,200 AmeriCorps State and National members who will be engaged in programs across the country. This represents an increase of approximately 5,800 members over the FY 2012 level. Driven by local needs, these AmeriCorps members will serve in a variety of positions, including teachers and tutors, disaster responders and outreach coordinators for veterans and military families.

AmeriCorps VISTA: The FY 2014 Budget Request of $94.820 million will support an estimated 7,700 full-time and summer AmeriCorps VISTA members focused on anti-poverty projects serving economically disadvantaged Americans, particularly those facing long-term unemployment and other impediments to financial stability. The program continues to identify cost efficiencies in training and travel, and will allocate those savings to support member enrollment.

AmeriCorps National Civilian Community Corps: The FY 2014 Budget Request of $29.882 million will support an estimated 1,200 AmeriCorps NCCC members to gain leadership and employment skills while providing vital support to communities in disaster response and recovery, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation. An additional 1,600 FEMA Corps members are expected to be supported with FEMA funding.

State Service Commissions: The FY 2014 Budget Request of $14.841 million will provide critical support to State Service Commissions for implementing and administering AmeriCorps programs and key service initiatives in states. This increased investment of $1.4 million over the FY 2012 enacted level will enhance the Commissions' ability to meet the priority needs of the state, successfully cultivate high-performing nonprofit organizations, and increase accountability and impact by providing training and technical assistance.

National Service Trust: The FY 2014 Budget Request of $207.293 million, along with anticipated carryover, will fund Segal AmeriCorps Education Awards for eligible AmeriCorps members who complete their terms of service. The maximum award for full-time service is $5,645.

Senior Corps: The FY 2014 Budget Request for the Senior Corps programs (Foster Grandparent Program, Senior Companion Program, and RSVP) of $207.491 million will support Americans aged 55 and older, in improving educational outcomes for at-risk and special needs youth; connecting veterans and military families to needed services; responding to disasters; and helping low-income seniors stay in their homes and avoid costly institutional care. Reflecting CNCS's commitment to modernization, program impact, and accountability, the budget requests legal authority for expanding competition to the Foster Grandparent and Senior Companion programs.

Innovation, Demonstration, and Assistance: The FY 2014 Budget Request of $61.830 million provides key resources for CNCS to strengthen the nation's volunteer sector, bring more Americans into service, encourage social innovation, strengthen existing national service programs, and support and encourage new forms of national service and civic participation. This request, an increase of $8.550 million over the FY 2012 enacted level, will grow the impact of high-performing organizations in improving the lives of people in low-income communities, engage more Americans in service, and strengthen the capacity of organizations to recruit and retain volunteers to address critical community needs. Specifically, CNCS requests $48.815 million for the Social Innovation Fund, $10 million for the George H. W. Bush Volunteer Generation Fund, and $3.02 million for Call to Service initiatives, including the September 11th National Day of Service and Remembrance, Martin Luther King, Jr. Day of Service, and United We Serve.

Training and Technical Assistance: The FY 2014 Budget Request for training and technical assistance is $.600 million. This funding level will support CNCS's knowledge networks which provide grantees with a central store of effective practices that can help solve community challenges.

Evaluation: The FY 2014 Budget Request of $5 million will support research and evaluation studies that will provide evidence about successful program models and interventions; increase the evidence — and knowledge — base regarding the value of national service, and help CNCS become more effective through assessment of business processes and practices.

Salaries and Expenses: The FY 2014 Budget Request of $87.109 million will support operations and maintenance of CNCS's core grant and information management systems. This includes a one-time request of $6 million required for a move or space consolidation of CNCS's headquarters.

Office of Inspector General: The FY 2014 Budget Request of $6.466 million will be focused on areas intended to enhance the management and overall performance of CNCS and its grantees. This also includes a one-time request of $450,000 required in the event of a potential headquarters move.

Delivering a 21st Century Government

The budget request supports the Administration's continued commitment to provide opportunities for Americans to address local challenges through service by identifying and focusing resources in core programs.

Increasing Accountability

In an effort to strengthen CNCS's monitoring and internal control processes, CNCS created a new Office of Accountability and Oversight.

This new office is charged with fortifying internal controls, working with programs to plan grant monitoring, and coordinating accountability initiatives across CNCS.

CNCS will also continue to implement new monitoring and oversight protocols for all of its programs. This initiative was launched early in FY 2012 to enhance data validity and monitoring of grantee data collection activities. These protocols will strengthen the reliability of grantee self-reported data and the integrity of CNCS's performance management program. These activities are aligned with key priorities in Subtitle J (Training and Technical Assistance) aimed at providing financial and programmatic resources to grantees and sponsors to support them in meeting heightened data collection and validation requirements.

CNCS's Strategic Plan underscores this commitment to accountability by defining a focused path to deliver enhanced programs and benefits to communities. In particular, the adoption of the Plan's agency-wide, results-oriented performance measures will increase our ability to assess and account for the efforts of our grantees, sponsors, and partners, both individually and collectively.

Table 1. Request Summary *(dollars in thousands)*

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 President's Budget	Difference $	Difference %
Operating Expenses	$750,251	$754,843	$760,264	$10,013	1.3%
AmeriCorps State and National	344,348	346,455	345,800	1,452	0.4%
AmeriCorps NCCC	31,882	32,077	29,882	(2,000)	(6.3%)
AmeriCorps VISTA	94,820	95,401	94,820	0	0.0%
State Service Commission Support Grants	13,441	13,523	14,841	1,400	10.4%
Senior Corps	207,491	208,760	207,491	0	0.0%
Subtitle H	53,280	53,606	61,830	8,550	16.0%
Innovation, Demonstration & Other	4,481	4,508	3,015	(1,466)	(32.7%)
Social Innovation Fund	44,815	45,089	48,815	4,000	8.9%
Volunteer Generation Fund	3,984	4,009	10,000	6,016	151.0%
Evaluation	2,994	3,013	5,000	2,006	67.0%
Subtitle J, Training and Technical Assistance	1,996	2,008	600	(1,396)	(69.9%)
Disability Inclusion Grants	*	*	*	-	-
National Service Trust	211,797	213,093	207,293	(4,504)	(2.1%)
Salaries and Expenses	**82,843**	**83,350**	**87,109****	**4,266**	**5.1%**
Office of the Inspector General	**3,992**	**4,017**	**6,466*****	**2,474**	**62.0%**
Total	**$1,048,884**	**$1,055,303**	**$1,061,132**	**$12,249**	**1.2%**

** Beginning in FY 2012, and pursuant to the Serve America Act, CNCS used up to 2% of program dollars to fund disability activities. CNCS is seeking to continue using this authority in FY 2014.*

***This includes $6 million for a move or space consolidation of CNCS's headquarters.*
**** This includes $450,000 for a move or space consolidation of CNCS's headquarters.*

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Bill Language & Analysis | PART III

Operating Expenses

For necessary expenses for the Corporation for National and Community Service (referred to in this title as ``CNCS'') to carry out the Domestic Volunteer Service Act of 1973, as amended (referred to in this title as ``1973 Act'') and the National and Community Service Act of 1990, as amended (referred to in this title as ``1990 Act''), $760,264,000, notwithstanding sections 198B(b)(3), 198S(g), 501(a)(4)(C), and 501(a)(4)(F) of the 1990 Act: Provided, That of the amounts provided under this heading: (1) up to 1 percent of program grant funds may be used to defray the costs of conducting grant application reviews, including the use of outside peer reviewers and electronic management of the grants cycle; (2) $48,815,000 shall be available for expenses authorized under section 501(a)(4)(E) of the 1990 Act, of which $4,000,000 shall be available for the purposes of subsection 198K(m) in addition to amounts reserved under subsections 198K(m)(1) and (2); (3) $10,000,000 shall be available for expenses authorized under section 501(a)(4)(F) of the 1990 Act, which, notwithstanding the provisions of section 198P shall be awarded by CNCS on a competitive basis; (4) $600,000 shall be available for expenses to carry out sections 112(e), 179A, and 198O and subtitle J of title I of the 1990 Act, notwithstanding section 501(a)(6) of the 1990 Act; (5) $14,841,000 shall be available to provide assistance to State commissions on national and community service, under section 126(a) of the 1990 Act and notwithstanding section 501(a)(5)(B) of the 1990 Act; and (6) $29,882,000 shall be available to carry out subtitle E of the 1990 Act: Provided further, That, with respect to amounts provided under this heading for State Service Commissions, section 126 of the 1990 Act shall be applied by substituting ``$200,000'' for ``$250,000'' each place that it appears.

(Note. — A full-year 2013 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 112-175). The amounts included for 2013 reflect the annualized level provided by the continuing resolution.)

Payment to National Service Trust Fund

(Including transfer of funds)

For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, $207,293,000, to remain available until expended: Provided, That CNCS may transfer additional funds from the amount provided within ``Operating Expenses'' allocated to grants under subtitle C of title I of the 1990 Act to the National Service Trust upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate: Provided further, That amounts appropriated for or transferred to the National Service Trust may be invested under section 145(b) of the 1990 Act without regard to the requirement to apportion funds under 31 U.S.C. 1513(b).

(Note. — A full-year 2013 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 112-175). The amounts included for 2013 reflect the annualized level provided by the continuing resolution.)

Salaries and Expenses

For necessary expenses of administration as provided under section 501(a)(5) of the 1990 Act and under section 504(a) of the 1973 Act, including payment of salaries, authorized travel, hire of passenger motor vehicles, the rental of conference rooms in the District of Columbia, the employment of experts and consultants authorized under 5 U.S.C. 3109, and not to exceed $2,500 for official reception and representation expenses, $87,109,000.

(Note. — A full-year 2013 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 112-175). The amounts included for 2013 reflect the annualized level provided by the continuing resolution.)

Office of Inspector General

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, $6,466,000.

(Note. — A full-year 2013 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 112-175). The amounts included for 2013 reflect the annualized level provided by the continuing resolution.)

Administrative Provisions

Sec. 401. AmeriCorps programs receiving grants under the National Service Trust program shall meet an overall minimum share requirement of 24 percent for the first 3 years that they receive AmeriCorps funding, and thereafter shall meet the overall minimum share requirement as provided in section 2521.60 of title 45, Code of Federal Regulations, without regard to the operating costs match requirement in section 121(e) or the member support Federal share limitations in section 140 of the 1990 Act, and subject to partial waiver consistent with section 2521.70 of title 45, Code of Federal Regulations.

Sec. 402. In addition to the requirements in section 146(a) of the 1990 Act, use of an educational award for the purpose described in section 148(a)(4) shall be limited to individuals who are veterans as defined under section 101 of the Act.

Sec. 403. (a) Section 201 of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5001) is amended —

(1) in subsection (e)(1)(A), by striking, ", with an option" and all that follows through "(g)", and inserting "not to exceed" following "for a period";

(2) in subsection (e)(2)(B), by striking clause (iv), inserting at the end of clause (iii) "and", and by redesignating clause (v) as clause (iv);

(3) by striking subsection (i) and redesignating subsection (j) as subsection (i);

(b) Section 227(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5027(a)) is amended by striking paragraph (2) and, in paragraph (1), by striking "(1)" and "paragraph (2) and"; and

(c) Section 412(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5052) is amended by striking paragraphs (2) and (3), by inserting at the end of paragraph (1) "and", and by redesignating paragraph (4) as paragraph (2).

Sec. 404. Section 189D of the 1990 Act is amended in subsection (d) —

(a) in the heading, by striking "rule" and inserting" rules";

(b) in paragraph (1) —

(1) in the heading, by striking "In General" and inserting "Children";

(2) after "Notwithstanding subsection (b)", by deleting "on and after the date that is 2 years after the date of enactment of the Serve America Act,";

(3) after "each individual", by inserting "age 18 or older who serves in a position in which the individual receives a living allowance, stipend, national service educational award, or salary through a program receiving assistance under the national service laws; and as a result of such individuals service in such position, has or will have access, on a recurring basis, to children age 17 years or younger"; and

(4) after "shall", by inserting ", subject to regulations and requirements established by the Corporation";

(c) in paragraph (2) —

(1) in the heading, by striking "Individuals with access to" and inserting "Other";

(2) by striking "An individual described in this paragraph is" and inserting "Subject to regulations and requirements established by the Corporation requiring additional measures to protect the safety of vulnerable populations,";

(3) by striking "who" and inserting "shall meet the requirements of subsection (b) when the individual";

(4) in subparagraph (B), by deleting clause (i) and renumbering the following clauses accordingly; and (d) in subparagraph (3)(A), by striking "paragraph (2)(B)" and inserting "subsection (d").

Table 2. Appropriations Language Analysis

Language Provision/Change	Explanation
Payment to National Service Trust Fund	
1. FY 2012 Enacted Language Omitted in FY 2014 Proposed Budget: National Service Trust (including transfer of funds) For necessary expenses for the National Service Trust established under subtitle D of title I of the 1990 Act, $212,198,000, to remain available until expended: Provided, That CNCS may transfer additional funds from the amount provided within ``Operating Expenses" allocated to grants under subtitle C of title I of the 1990 Act to the National Service Trust upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate: *Provided further,* That amounts appropriated for or transferred to the National Service Trust may be invested under section 145(b) of the 1990 Act without regard to the requirement to apportion funds under 31 U.S.C. 1513(b). **FY 2014 Proposed Language:** Payment to National Service Trust Fund For payment to the National Service Trust established under subtitle D of title I of the 1990 Act, $207,293,000, to remain available until expended: *Provided,* That CNCS may transfer additional funds from the amount provided within "Operating Expenses" allocated to grants under subtitle C of title I of the 1990 Act to the National Service Trust upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate: *Provided further,* That amounts appropriated for or transferred to the National Service Trust may be invested under section 145(b) of the 1990 Act without regard to the requirement to apportion funds under 31 U.S.C. 1513(b).	The only change is that the appropriation is "payment to" the National Service Trust both in the title and in the first sentence of the appropriation language itself. These changes create a new appropriation payment account that will receive the funds appropriated by Congress and which will be transferred by the Corporation to the National Service Trust. As a trust account, the National Service Trust cannot receive direct appropriations.
2. Administrative Authority **FY 2012 Enacted Language Omitted in FY 2014 Proposed Budget:** CNCS shall make any significant changes to program requirements, service delivery or policy only through public notice and comment rulemaking.	Notice and comment rulemaking is an administratively burdensome and lengthy process that precludes CNCS from making procedural changes necessary to improve the quality of the service it offers in a timely and impactful manner. This language is unnecessary because federal law requires notice and comment except for: • Rules of "agency organization, procedure or practice," • "Interpretive rules" that add little substantive interpretation of the law; or • "General statements of policy"

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
Administrative Provisions	
3. Administrative Authority **FY 2012 Enacted Language Omitted in FY 2014 Proposed Budget:** For fiscal year 2012, during any grant selection process, an officer or employee CNCS shall not knowingly disclose any covered grant selection information regarding such selection, directly or indirectly, to any person other than an officer or employee of CNCS that is authorized by CNCS to receive such information.	This language is unnecessary because the existing government ethics laws protect the integrity of the grant-making process.
4. Gift Fund Authority **FY 2012 Enacted Language Omitted in FY 2014 Proposed Budget:** Donations made to CNCS under section 196 of the National and Community Service Act of 1990 ("1990 Act") for the purposes of financing programs and operations under titles I and II of the 1973 Act or subtitles B, C, D, or E of title I of the 1990 Act shall be used to supplement and not supplant current programs and operations.	This language is duplicative of the statutory requirement that CNCS programs provide members that supplement and not supplant the existing workforce and infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.
5. Senior Corps Competition. **FY 2014 Proposed Language:** Sec. 403. (a) Section 201 of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5001) is amended — (1) in subsection (e)(1)(A), by striking, ", with an option" and all that follows through "(g)", and inserting "not to exceed" following "for a period"; (2) in subsection (e)(2)(B), by striking clause (iv), inserting at the end of clause (iii) "and", and by redesignating clause (v) as clause (iv); (3) by striking subsection (i) and redesignating subsection (j) as subsection (i); (b) Section 227(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5027(a)) is amended by striking paragraph (2) and, in paragraph (1), by striking "(1)" and "paragraph (2) and"; and (c) Section 412(a) of the Domestic Volunteer Service Act of 1973 (42 U.S.C. 5052) is amended by striking paragraphs (2) and (3), by inserting at the end of paragraph (1) "and", and by redesignating paragraph (4) as paragraph (2).	This language will allow CNCS to conduct Senior Corps grant competitions. While Senior Corps grants were competitive when first awarded, certain provisions of the Domestic Volunteer Service Act of 1973 essentially allow those programs to continually renew their grants without competition. Full competitive grantmaking facilitates linking the grants awarded from federal appropriations to impact and quality by making awards to the best applicants, and yields grant funding decisions that are transparent and equitable. These proposed amendments are further discussed in the Budget Activity sections for the RSVP, Foster Grandparent and Senior Companions programs.

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
Administrative Provisions	
6. Criminal History Check. **FY 2014 Proposed Language:** Sec. 404. Section 189D of the 1990 Act is amended in subsection (d) — (a) in the heading, by striking "rule" and inserting" rules"; (b) in paragraph (1) — (1) in the heading, by striking "In General" and inserting "Children"; (2) after "Notwithstanding subsection (b)", by deleting "on and after the date that is 2 years after the date of enactment of the Serve America Act,"; (3) after "each individual", by inserting "age 18 or older who serves in a position in which the individual receives a living allowance, stipend, national service educational award, or salary through a program receiving assistance under the national service laws; and as a result of such individuals service in such position, has or will have access, on a recurring basis, to children age 17 years or younger"; and (4) after "shall", by inserting ", subject to regulations and requirements established by the Corporation"; (c) in paragraph (2) — (1) in the heading, by striking "Individuals with access to" and inserting "Other"; (2) by striking "An individual described in this paragraph is" and inserting "Subject to regulations and requirements established by the Corporation requiring additional measures to protect the safety of vulnerable populations,"; (3) by striking "who" and inserting "shall meet the requirements of subsection (b) when the individual"; (4) in subparagraph (B), by deleting clause (i) and renumbering the following clauses accordingly; and (d) in subparagraph (3)(A), by striking "paragraph (2)(B)" and inserting "subsection (d").	Under the Serve America Act (SAA) a criminal history check is required for positions in our SIF, AmeriCorps State and National, Senior Companion, Foster Grandparent, RSVP, AmeriCorps VISTA, and Volunteer Generation Fund programs for all individuals who receive an Education Award or grant-funded living allowance, stipend, or salary. All individuals in these "covered positions" must be screened through the National Sex Offender Public Registry (NSOPR), and, submit to a check of either the state criminal history repositories for the state of residence and state of service (State Check), or an FBI check. For individuals serving vulnerable populations, all three components (NSOPR, State Check and FBI Check) are required, unless one of the statutory exceptions applies. To comply with the SAA, CNCS issued a regulation implementing the FBI check on October 5, 2012. During the inter-agency review of the regulation through OIRA, the FBI communicated that it would not concur in the publication of the rule unless the rule required grantees to obtain all FBI Checks through the state criminal record repositories — the state entities authorized to send fingerprints to the FBI and receive the raw criminal history information, however, many of them are unable or unwilling to perform the requisite checks for our grantees. Our proposal is designed to alleviate the heavy administrative burden imposed by the current statutory language while still protecting the safety of those intended to be protected. The new language requires a check of the NSOPR and a state check or a Federal finger-print based check for all covered national service positions, and compliance with two-levels of additional safety measures regulated by CNCS for those working with vulnerable populations.

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Performance | PART IV

FY 2012 Accomplishments

In fulfilling its mission in FY 2012, CNCS continued to provide targeted, critical support through its national network of State Service Commissions, grantees, and partners that delivered much-needed services to communities throughout the country. Fiscal Year 2012 accomplishments are described more fully in the program chapters. A partial sample of FY 2012 accomplishments is listed below, grouped by goals set out in CNCS's Strategic Plan:

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

- Engaged more than 76,000 AmeriCorps members and more than 360,000 Senior Corps volunteers in results-driven service to help students improve their education, support independent living, help communities recover from disasters, provide employment and other services to returning veterans, and more.
- Provided tutoring and mentoring services to several million students.
- Delivered independent living services — including direct support and respite for informal caregivers — to nearly 800,000 clients.
- Provided critical support to communities in the wake of natural disasters, including Hurricane Isaac, Hurricane Irene, the March 2012 Midwestern tornadoes, and ongoing recovery for the 2011 tornadoes that struck Joplin, Missouri and Alabama.
- Launched FEMA Corps, an innovative cost-saving partnership with the Federal Emergency Management Agency to establish a new unit of the AmeriCorps National Civilian Community Corps (NCCC) solely devoted to disaster preparedness and response. FEMA Corps will enhance the federal government's disaster capabilities, increase the reliability and diversity of the disaster workforce, promote an ethic of service, expand education and economic opportunity for young people, and achieve significant cost savings for the taxpayer.
- Provided historic levels of support to the military community, engaging more than 1,000 AmeriCorps members in support of veterans and military families, while more than 27,000 veterans in AmeriCorps and Senior Corps will continue their service to the nation in over 200 communities across America.
- Joined the Department of Education and the White House Office of Faith-based and Neighborhood Partnerships in launching Together for Tomorrow, a national initiative to spur new community engagement in turning around persistently low-performing schools; and implemented the third summer of Let's Read. Let's Move., a summer initiative designed to combat summer learning loss and childhood obesity through volunteer service.

Maximize the value we add to grantees, partners, and participants.

- Awarded the third year of funding for the Social Innovation Fund (SIF), selecting experienced grantmakers with strong track records of success in expanding the impact of high-performing organizations in improving the lives of people in low-income communities. In its first two years, the SIF has invested in nearly 200 nonprofit organizations in 34 states and Washington D.C. Approximately $360 million in additional private and non-federal funds are being leveraged through the program.
- Recruited and managed more than 4 million community volunteers through AmeriCorps to multiply the impact of national service participants and strengthen nonprofit and faith-based organizations.
- Strengthened volunteer recruitment and management practices in 19 states through the Volunteer Generation Fund.
- Continued our national Call to Service initiatives which leveraged more than 600,000 individuals in projects on the Martin Luther King Jr. Day of Service and 180,000 volunteers in projects on the September 11th National Day of Service and Remembrance, with many focused on supporting veterans, soldiers, and military families.
- Launched the first-ever partnership with the National Guard Bureau to improve services to returning guardsmen and their families, and launched VetCorps, an initiative with the National Guard and the Community Anti-Drug Coalitions of America which was featured as a community best practice in the President's National Drug Control Strategy for 2012.
- Supported the engagement of more than 200 companies that have pledged an estimated $1.8 billion worth of skills-based services to help build nonprofit capacity through A Billion + Change, an initiative launched by CNCS in 2008.

Fortify management operations and sustain a capable, responsive, and accountable organization.

- Achieved an unqualified "clean" audit opinion for the 13th consecutive year.
- Created a new Office of Accountability and Oversight to coordinate accountability initiatives.
- Began implementation of competition in the RSVP program.
- Hosted a Senior Corps Virtual Conference to share performance measure tools, tips and methods with Senior Corps grantees.
- Implemented a number of information technology enhancements to enable CNCS to meet Serve America Act requirements, achieve the objectives outlined in its Strategic Plan, and efficiently administer programs and initiatives.

FY 2014 Performance Plan

In FY 2014, CNCS will be entering the fourth year of its current strategic plan (http://www.nationalservice.gov/about/focus_areas/index.asp), which focuses national service on a core set of four strategic goals.

These goals are the foundation for CNCS's performance plan, and they challenge staff and our field to lead and operate at a higher level of accountability, integrity, and transparency. The chart below highlights each goal and shows its relationship to others and CNCS's mission.

In accordance with CNCS's strategic plan, CNCS's programs will continue to address communities' critical needs in education; seek to increase the number of economically disadvantaged people with improved housing situations and access to food resources; and assist older adults and individuals with disabilities with increasing social ties, which will allow more of those individuals to live independently and have improved quality of life.

CNCS's work in disaster services will provide critical services throughout the entire continuum from preparedness and mitigation to response and recovery. More veterans and military family members will serve as national service participants and receive targeted support from CNCS programs. Table 3 on the following page provides more detail on CNCS's goals, focus areas, measures, programs, and how they align.

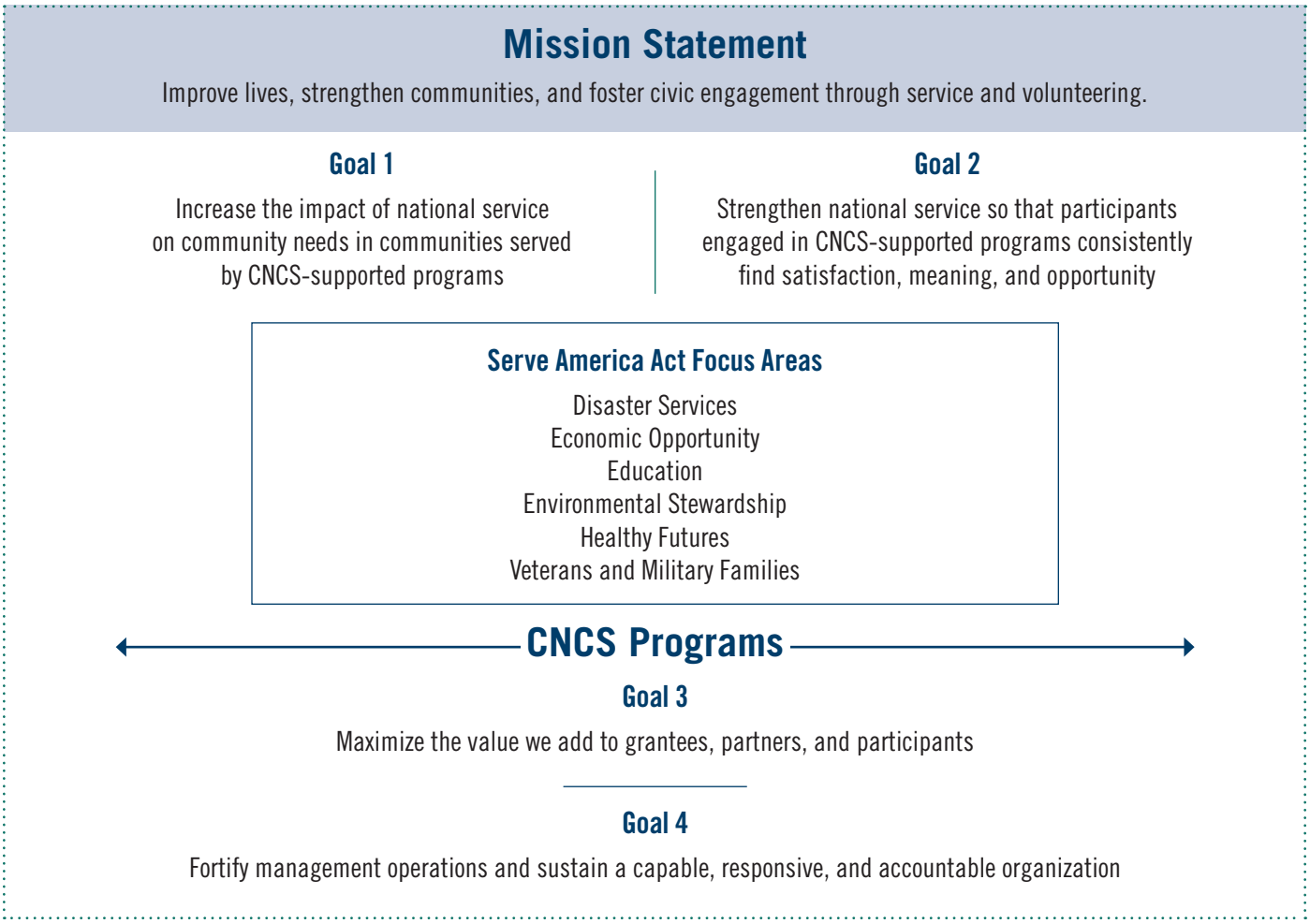


Table 3. CNCS Strategic Plan Goals, Measures, and Contributing Programs

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

Table 3. CNCS Strategic Plan Goals, Measures, and Contributing Programs *(continued)*

Goal #	Focus Area	Measure	ACSN	VISTA	NCCC	RSVP	FGP	SCP	SIF
3	Social Innovation	Percent of organizations that implement evaluations that demonstrate stronger evidence of program effectiveness than prior to receiving CNCS national service participants or funding.							•
3	Capacity-Building	Number of community volunteers recruited and/or managed by CNCS-supported organizations or National Service Participants.	•	•	•	•			
4	Agency Operations	Complete modernization of IT infrastructure.			CNCS Office of the COO				
4	Agency Operations	Ensure that no material internal control or compliance issues are identified in annual financial statement audit.			CNCS Office of the COO				
4	Agency Operations	Award and close grants and contracts within prescribed timeframes.			CNCS Office of the COO				

Notes: VISTA and SIF will contribute to Goal 1 measures where applicable based on respective project or grantee focus in FY 2014.

** Denote SSA focus areas.*

CNCS grantees have begun to collect data for the measures reflected in Table 3. By the end of FY 2014, CNCS will have collected data on six of the seven programs listed and will begin to analyze this information to help determine where resources are having the biggest impact. CNCS will also be able to make an initial assessment of the rate at which grantees are adopting performance measures, and what challenges exist. This will inform CNCS's training and technical assistance efforts in the following years to ensure grantees are as effective and efficient as possible.

In addition to the areas of focus highlighted on the previous page, CNCS programs have authorizing legislation to engage in activities beyond the 16 agency-wide priority measures. For example, the Foster Grandparent Program has specific child welfare tasks. In such cases, programs adopted additional measures in FY 2012 to gather data and measure program success. Data for these will be available where applicable in FY 2014.

Organizational Structure | PART V

Figure 1. CNCS Field Offices

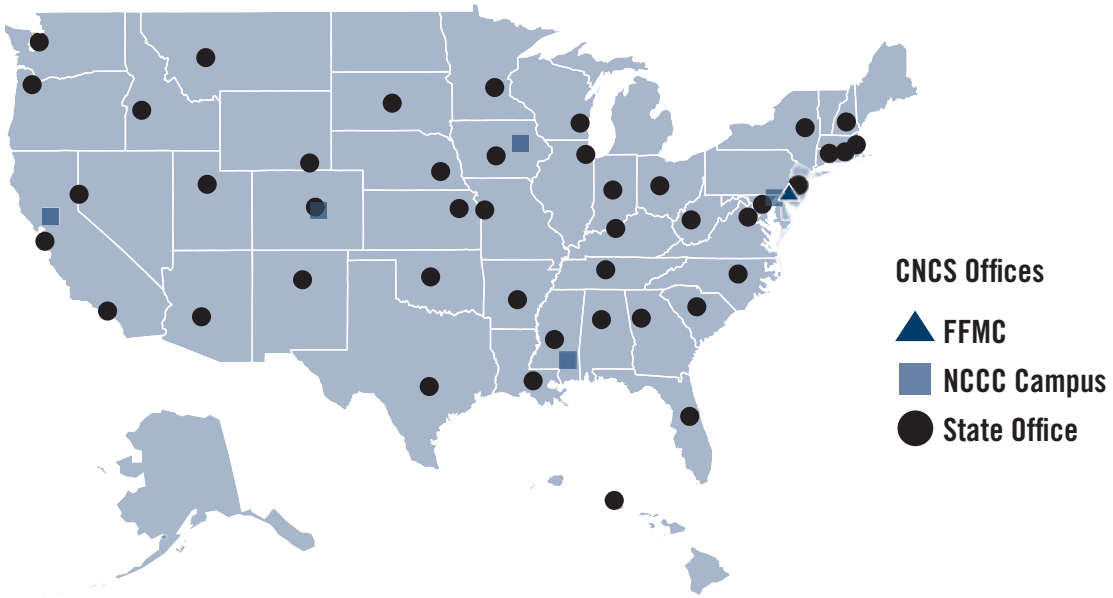
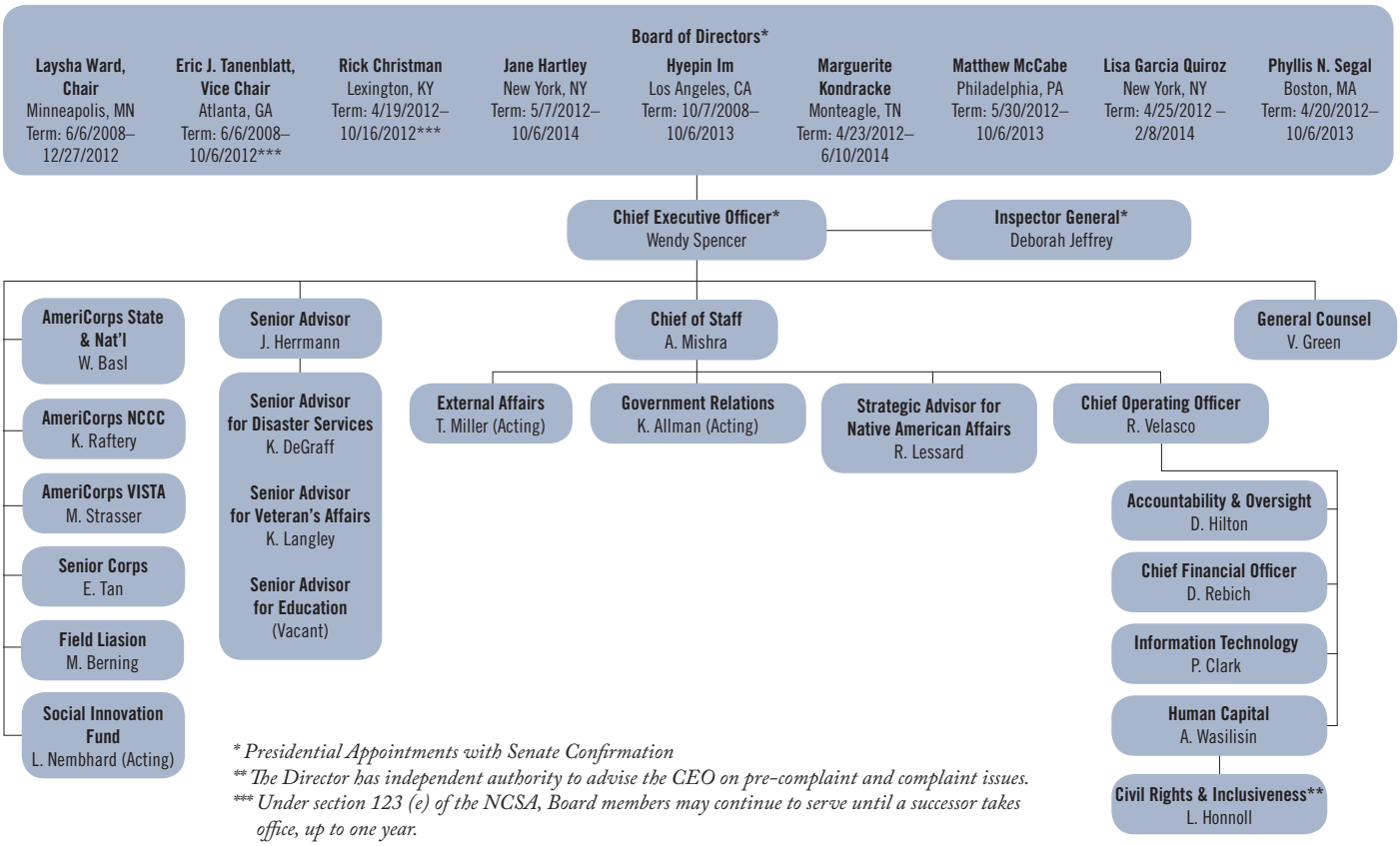


Figure 2. CNCS Organization Chart



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Budget Activities | PART VI

BUDGET ACTIVITY 1:

AmeriCorps State and National

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

Program Summary

For nearly two decades, AmeriCorps has engaged hundreds of thousands of Americans in results-driven community service in every state. AmeriCorps members have dedicated millions of hours of service in communities across the nation — tutoring children who are struggling in school, responding to natural disasters, building homes for low-income families, helping veterans and their families, preserving the environment, and addressing other local community needs. AmeriCorps members are a valuable resource for many of our country's most respected and innovative nonprofit organizations, enhancing their ability to serve the country's most vulnerable citizens.

AmeriCorps' programs are designed and managed by national and community organizations that have demonstrated knowledge, expertise, and capacity to effectively deploy AmeriCorps members. AmeriCorps members address critical challenges identified in the Serve America Act and the CNCS Strategic Plan: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

Serving in many of the nation's most impoverished communities, AmeriCorps provides vital support to America's education and civic sectors, supporting tens of thousands of schools, afterschool centers, food banks, homeless shelters, community health clinics, youth centers, and veterans service facilities at a time of strong demand for services. Members help existing organizations expand their reach and impact though their direct service and by mobilizing additional community volunteers.

AmeriCorps leverages substantial private investment each year from businesses, foundations, and other sources. AmeriCorps invests in

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

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Increase/ (Decrease) (2012-2014)
Formula Grants to States	$116,970	$117,529	$117,307	$337
Competitive Grants	207,764	208,756	208,361	597
Education Award Program Grants	4,821	4,850	4,841	20
Set-asides for U.S. Territories	3,314	3,329	3,323	9
Set-asides for Indian Tribes	3,314	3,329	3,323	9
Subtotal, Grants Budget Authority	336,183	337,793	337,155	972
Childcare	5,165	5,197	5,187	22
Grantmaking Support	3,000	3,465	3,458	458
Total Budget Authority	**$344,348**	**$346,455**	**$345,800**	**$1,452**
Total State and National Members (est.)	**67,400**	**73,000**	**73,200**	**5,800**
Strategic Goals: **Increase impact on communities; enhance volunteer experience; maximize value to grantees, partners and participants.**				

entrepreneurial organizations that have been recognized for their innovative approaches to citizen problem-solving.

AmeriCorps service expands economic opportunity by building the leadership and employment skills of AmeriCorps members. A rigorous longitudinal study of AmeriCorps released in 2008 found that AmeriCorps exposes members to new career opportunities and is beneficial to them in the job market. About 80 percent of members reported that their service exposed them to new career options, and more than two-thirds of the former members reported that their service was an advantage to them in the job market (*Corporation for National and Community Service, Office of Research and Policy Development, Still Serving: Measuring the Eight-Year Impact of AmeriCorps on Alumni*, Washington, D.C., 2008). The skills AmeriCorps members gain include both those specific to their service as well as general skills of leadership, project management, and problem-solving that all employers are seeking.

AmeriCorps also serves as a training ground for our nation's future leaders and public servants. A longitudinal study of AmeriCorps alumni reported that serving in AmeriCorps has a significant positive impact on members' attachment to community, their understanding of community problems, their sense of efficacy in working to address community needs, and their participation in community meetings and events (*Corporation for National and Community Service, Office of Research and Policy Development, Still Serving: Measuring the Eight-Year Impact of AmeriCorps on Alumni*, Washington, D.C., 2008). The longitudinal study also found that AmeriCorps alumni are more likely to enter into public service careers than a matched comparison group, with 60 percent of AmeriCorps alumni choosing to work with a nonprofit organization or public agency.

AmeriCorps State and National administers the following grant programs:

- **State Formula** grants are awarded to governor-appointed State Service Commissions using a formula. The Commissions, in turn, fund programs on a competitive basis that address local needs in their states. By statute, thirty-five (35) percent of program funds available for grantmaking are allocated by statute for State formula grants.
- **Single and Multi-State Competitive** grants are awarded to organizations operating in one or more states that have successfully competed in a national grant competition conducted by CNCS. Some of these grants are awarded on a fixed-amount basis and others are cost-reimbursement grants.
- **Single and Multi-State Education Award Program (EAP)** grants are awarded to organizations operating in one or more states that have successfully competed in a national selection process administered by CNCS. These organizations receive fixed-amount administrative grants, and use their own and other non-CNCS resources to cover most program costs.
- **Indian Tribe** grants are awarded to Indian Tribes that have successfully competed in a national selection process. By statute, one percent of grant funds are available exclusively for Indian Tribes.
- **U.S. Territories** grants are awarded to governor-appointed Territory Service Commissions using a population-based formula. The Commissions, in turn, fund programs on a competitive basis that address local needs. By statute, one percent of grant funds are available exclusively for Territories.
- **Territories without commission** grants are awarded competitively to organizations operating within territories with no established Territory Service Commission.
- **Planning** grants are awarded competitively to organizations to support a year of planning and development for programs that may compete in a future AmeriCorps grant competition.

FY 2012 Accomplishments and Program Impact

In AmeriCorps State & National, grant decisions are made near the end of the fiscal year. As a result, programs funded with the FY 2011 grants operate into FY 2012. Accordingly, FY 2011 is the most recent year for which there is complete accomplishment information. This information is reported as an FY 2012 accomplishment.

Utilizing FY 2011 funds during FY 2012, AmeriCorps State and National grantee organizations have enrolled approximately 72,150 AmeriCorps members who served in all 50 states, through more than 15,000 nonprofit organizations in over 4,000 communities. AmeriCorps members recruited, trained, or supervised more than 2.9 million community volunteers in FY 2012 — providing a significant boost to the organizations they serve by expanding their reach and impact.

Data from the recent grantee progress reports show the following accomplishments:

- More than 92,500 students showed improved academic performance.
- More than 8,500 children demonstrated gains in school readiness.
- 22,000 students demonstrated improved academic engagement.
- 17,000 veterans received services and assistance.
- More than 850,000 at-risk acres or miles (land and/or water) were improved.
- More than 24,000 individuals received assistance from CNCS-supported programs in disaster preparedness, response, recovery, and/or mitigation.

- More than 22,500 economically disadvantaged people received housing-related assistance.
- Almost 100,000 clients participated in health education programs.
- More than 33,000 children and youth received nutrition education with the intent of reducing childhood obesity.
- More than 100,000 individuals received support, services, education and/or referrals to alleviate long-term hunger.

FY 2012 Grant Competition:
In FY 2012, the AmeriCorps grant competitions reflected a greater emphasis on programs that clearly demonstrate and maximize the impact of national service. Applicants that selected CNCS's national priority performance measures received funding priority. Those priority areas include:

- Improve academic outcomes for economically disadvantaged children.
- Engage and serve veterans and military families.
- Help individuals and communities prepare, respond, recover, and mitigate disasters and increase community resiliency.

In FY 2012, an estimated 67,400 AmeriCorps members were funded by AmeriCorps State and National grants for the 2012-13 grant year. This number is lower than projected for FY 2012. The projections of AmeriCorps member levels are driven by estimates of average cost per member and the percentages of member slot types (i.e., quarter-time, half-time, full-time, etc.). Successful programs selected for funding in FY 2012 had higher costs per member and higher percentages of half-time and full-time members than projected.

With the FY 2012 grant competitions, CNCS is on track to support AmeriCorps members addressing critical needs in urban and rural communities across the nation. Almost 90 percent of programs funded in FY 2012 are utilizing national performance measures. The high utilization rate of the national performance measures will enable CNCS to demonstrate the collective impact of AmeriCorps programs more efficiently and effectively.

Programs funded in the FY 2012 grant competition will implement the majority of their activities in FY 2013. Targets in most instances are higher than the previous year.

As a result of member service we anticipate the following impacts in FY 2013:

- More than 114,000 students will demonstrate improved academic performance.
- More than 15,000 children are expected to demonstrate gains in school readiness.
- Almost 70,000 students in grades K-12 who participate in mentoring, tutoring, or other educational programs will demonstrate improved academic engagement over the course of the school year. Academic engagement includes increased attendance, increased completion of assignments, decreased disciplinary referrals, increased interest in school, improved perspective on school climate, as well as other factors.
- More than 18,000 veterans will be engaged in service opportunities as members or volunteers.
- More than 75,000 veterans will receive assistance.
- More than 400,000 acres or miles of national parks, state parks, city parks, county parks, or other public and tribal lands will be improved.
- More than 400,000 individuals will receive CNCS-supported services in disaster preparedness, mitigation, response, and/or recovery.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $345.800 million for AmeriCorps State and National, an increase of $1.452 million above the FY 2012 enacted level, to support approximately 73,200 AmeriCorps members. With this funding, AmeriCorps State and National will continue to invest in evidence-based community solutions. Cost effectiveness will continue to be a competitive factor in our grantmaking decisions.

AmeriCorps will focus its funding priorities on evidence-based programs that produce results and form strong partnerships, as a means to scaling impact. Consistent with the Serve America Act and the CNCS Strategic Plan, AmeriCorps programs will continue to leverage the strength of members, programs, State Service Commissions and the American public to build a network of programs that offer effective solutions in the areas of greatest need with a focus on CNCS's six focus areas.

Service to nation is an ideal that is very much on the minds of many Americans and exemplified by the large numbers of people who are willing to step up and serve their communities and country. FY 2014 will mark the 20th anniversary of the first AmeriCorps class. Public interest around the anniversary may prompt additional interest in AmeriCorps. CNCS plans to harness this occasion to highlight the important role that national service can play in addressing local and national problems.

Service is an effective strategy for engaging communities trying to rebuild after years of economic challenges. For example, Governors and their State Service Commissions have utilized AmeriCorps as an effective tool to help respond, recover, and rebuild from major disasters such as Superstorm Sandy and the 2011 tornados that struck Joplin and Tuscaloosa. Furthermore, AmeriCorps has sought to improve the lives and graduation rates of veterans utilizing the post-9/11 GI Bills in places

like Washington State, where AmeriCorps members serve thousands of veterans on more than 30 campuses. Going forward, CNCS will continue to focus resources on demonstrating how national service can be a cost-effective strategy for addressing all types of priority community needs.

CNCS is placing greater emphasis on exploring the creation of partnerships with public and private organizations to leverage outside funds to support additional AmeriCorps members. In addition, by utilizing service as a collaborative strategy to partner with other federal agencies, CNCS is identifying ways service and volunteerism can be an effective solution for those agencies to fulfill their missions. Based on the initial success of FEMA Corps, CNCS is developing partnerships with other federal agencies where the AmeriCorps State and National's principles of volunteerism and service can positively impact needy communities.

Efficiencies

CNCS is continuing to improve efficiencies in administering the AmeriCorps program. Pending the results of an internal evaluation of a pilot program, we are considering expansion of the fixed-amount grant program to allow programs that enroll less than full-time members to utilize this option. Currently the fixed amount grants are limited to programs that solely enroll full-time members. Expanding this opportunity allows more grantees to benefit from the reduced grantee burden. The fixed amount grant program provides fixed level of funding, eliminating the need for review of extensive cost-reimbursement paperwork. The fixed-amount grants significantly streamline information collection by grantees, which in turn reduces the staff time required for reviewing budgets and other financial documents.

While AmeriCorps requires grantees to complete various types of evaluations, AmeriCorps State and National will develop a new effort to identify grantees and/or subgrantees willing to pool evaluation resources from program budgets to become part of a pilot national evaluation strategy. The evaluation efforts of individual grantees or subgrantees are often limited by the amount of funding available to support this work. By identifying those with common priority focus areas, AmeriCorps State and National will help develop a shared research design and select a research entity that will conduct a comprehensive assessment of participants in this pilot effort. This collaborative effort has the benefit of consolidating research funding, building a uniform research design, and developing an evidentiary basis across programs.

Accountability

AmeriCorps State and National will enhance its efforts to demonstrate the impact of national service by strengthening guidelines and support to grantees for rigorous program evaluation. Grantees are required to submit an evaluation plan with any application for competitive funds to better inform grantmaking decisions. Future enhancements will reinforce the purpose of this requirement and improve the rigor of program evaluations. This will include the development of guidance and technical assistance to grantees to improve the quality of the evaluations conducted. Evaluations will be used to foster continuous improvement and help identify best practices and models that merit replication, as well as programmatic weaknesses that need attention.

CNCS expects State Service Commissions and multi-state grantees to consult and coordinate activities at the local level. This consultation is designed to ensure the most effective use of national service resources and lead to enhanced coordination among grantees. AmeriCorps State and National plans to identify and implement improvements that will enhance this collaboration.

AmeriCorps State and National will continue to assess the following performance metrics in FY 2014 to improve mission results:

- Cost per Member
- Member enrollment
- Member retention

Table 5. AmeriCorps State and National Vital Statistics

	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Target	FY14 Target
Appropriation (in thousands)	$366,987	$345,960	$344,348	$346,455	$345,800
Number of member slots approved (or estimated)	79,266	73,937	67,400	73,000	73,200
Cost per MSY	$7,896	$7,873	$8,200	$7,772	$7,750
Percent of total costs contributed from CNCS sources	57.10%	57.10%	N/A	N/A	N/A

BUDGET ACTIVITY 2:

AmeriCorps VISTA

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

Program Summary

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 members are assigned to nonprofit community organizations and public agencies through an application process managed locally by CNCS State Offices.

The AmeriCorps VISTA program embraces the core principles of sustainability, capacity building, and strengthening community. Through activities such as community outreach and partnership development, resource development, and establishment of volunteer recruitment and management systems, VISTA members strengthen the ability of local organizations to carry out their missions and programs. Sponsoring organizations must ensure their VISTA projects engage residents of the targeted low-income community in the project planning, development, and implementation.

The AmeriCorps VISTA program promotes service and community engagement at the local level. By creating and expanding the capacity of organizations that serve low-income populations, VISTA members help make a lasting impact on community needs. VISTA members, many recruited from the low-income communities being served, also find satisfaction, meaning, and educational and economic opportunity through their service.

The organizational capacity developed by VISTA members remains viable long after VISTAs complete their service. A recent study funded by CNCS found that 84 percent of AmeriCorps VISTA projects continued to operate effectively two to five years after the VISTA resources ended.

FY 2012 Accomplishments and Program Impact

In FY 2012, AmeriCorps VISTA placed 8,165 VISTAs (5,958 full time

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

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Increase/Decrease (2012-2014)
Subsistence Allowance	$54,608	$57,373	$58,520	$3,912
Post-Service Stipend	2,205	2,543	2,269	64
Healthcare	12,841	14,291	11,118	(1,723)
Childcare	1,361	1,302	1,394	33
Workers Compensation	800	864	873	73
Travel, Relocation, and Settling In	4,312	3,426	3,513	(799)
Supervision and Transportation	6,003	3,968	4,319	(1,684)
Grantmaking Support	913	763	759	(154)
Training	10,165	9,248	10,452	287
Evaluation, Administration, etc.	190	192	181	(9)
Recruitment and Outreach	1,422	1,431	1,422	0
Total Budget Authority	**$94,820**	**$95,401**	**$94,820**	**$0**
Total AmeriCorps VISTA Members[1]	**8,165**	**7,700**	**7,700**	**(465)**

[1] *In FY 2012, VISTA exceeded its new member target by expanding its summer associate program.*

Strategic Goals: **Increase impact on communities; enhance volunteer experience; maximize value to grantees, partners and participants.**

and 2,207 Summer Associates), in more than 1,200 communities and organizations across the country. The capacity-building activities performed by the VISTAs varied, depending on the local needs, but some activities were common among many sponsors. For example, 66 percent of all sponsors used one or more of their VISTAs for resource development, and these VISTAs combined to raise more than $170 million in cash and in-kind resources in support of anti-poverty programs. Similarly, 82 percent of sponsoring organizations used one or more of their VISTAs to build their capacity to recruit and manage community volunteers. These VISTAs engaged more than 1.2 million community volunteers in serving their communities.

Of the 2,207 Summer Associates, AmeriCorps VISTA placed 1,730 Summer Associates aged 18 to 24 years as part of the White House "Summer Jobs" initiative to engage disconnected youth from low-income communities in summer employment. More than 80 percent of the Summer Associates participating in the "Summer Jobs" initiative came from low-income communities and served with local organizations in 43 states. In addition to a living allowance, each Associate received a stipend or a Segal AmeriCorps Education Award to further their education goals.

VISTA members created or expanded the capacity of organizations providing services in education, employment, housing, and financial development programs. They also provided critical support to organizations assisting individuals and communities affected by long-term poverty, unemployment, and the recent economic recession.

FY 2012 was an important year for VISTA in terms of developing the tools needed to effectively measure the impact of VISTA projects. Staff developed technical requirements for new, streamlined performance measurement tools to assist potential sponsors in developing effective projects and tracking capacity to demonstrate measurable progress. Combined with comprehensive field staff training, these new tools, which are expected to be fully implemented for FY 2014, will improve the ability of staff to make resource allocation decisions using promising practices and evidence to ensure better outcomes. In order to cost-effectively provide support to sponsors with these new tools, CNCS will take advantage of the VISTA Campus, AmeriCorps VISTA's online learning and knowledge management site that offers around-the-clock support in professional development, peer support, and program guidance.

Leveraging Federal Resources

In FY 2012, CNCS created and expanded private and public collaborations aimed at increasing VISTA enrollment beyond CNCS's own investment. During this period, 21 percent of all VISTA living allowances were supported through cost share agreements with local community organizations. The Cost Share program enables CNCS to support an additional 730 AmeriCorps VISTA members in FY 2014. Other examples of public-private partnerships include:

- Hands On Tech — a program developed through a partnership between Hands on Network, AmeriCorps VISTA, and Google — brings technology experts to organizations that need them most. With financial and training support from Google, the Hands On Network placed 27 VISTAs in 22 communities to improve the technological capacity of nonprofits to better serve low-income individuals in those communities.
- Together for Tomorrow (TFT) — an initiative developed by CNCS, the U.S. Department of Education, and the White House Office of Faith-based and Neighborhood Partnerships that propels improvement of our lowest-performing schools. In FY 2012, 50 VISTAs in six pilot sites fostered local community partnerships to focus on student outcomes such as attendance, behavior, course performance, and college access. The six pilot sites include Denver, CO; Center, CO; Memphis, TN; New Haven, CT; New Orleans, LA; and Orlando, FL. A seventh pilot site, Detroit, MI, began building a foundation to place TFT VISTA(s) in the future.

In FY 2012, all new VISTA programming was aligned with CNCS's Strategic Plan. VISTA will assess its performance within the CNCS priority measures using the Goal Three capacity-building measures. VISTAs will build the capacity of organizations that are focused on achieving outcomes in education, housing, veterans and military families, and food security. VISTA will continue to support sponsors that adopt promising practices that lead to good results in these areas.

Expanding Training and Strengthening Member Support

The quality of training and member support — whether that support is directly from CNCS or from the organizations at which members serve — is measured through quarterly surveys, an end-of-service survey, and, in 2012-2013, through an assessment conducted by an outside research team. The survey data reflects the perspectives of VISTA members, leaders, sponsors and, to a lesser degree, alumni and CNCS State Offices. The data indicate strong approval for:

- the capacity-building sessions at Pre-Service Orientation (PSO);
- the accredited courses on VISTA's online learning center, VISTACampus.gov;
- the monthly professional development webinars; and
- the facilitated dialogues on VISTA's forums.

Moreover, there is strong appreciation for VISTA's development of life skills, the guidance of the supervisors on site, and the bridging of member service to employment. This is of particular importance to veterans who serve in VISTA: 67 percent of the veterans surveyed at the end of their service term said that their AmeriCorps VISTA experience will help improve their chances of finding a job. Additionally, 71 percent of veterans who responded stated that participation in AmeriCorps VISTA helped them reconnect with community activities in civilian life.

VISTA training has incorporated the findings and preliminary data obtained through surveys and the assessment cited above to better market the development opportunities to members and Leaders and broaden the audience for the accredited courses on the VISTA Campus to include individuals who wish to attend sessions or audit the courses. The PSO sessions have been adjusted to focus better on members' concerns and needs, such as creating a professional development plan; time management in relation to the VISTA Assignment Description; effective communication approaches; problem solving strategies; and the development of "hard skills" relevant to all assignments, such as resource development and volunteer management.

These enhancements ensure that VISTA training and member support remain cost-effective. In addition to the above, VISTA has recently made the following advancements:

- **VISTA Members:** The VISTA Map has been further developed to reflect where VISTAs serve and where alumni served and currently reside, facilitating members and alumni in sharing resources and ideas. The Map serves as a visual organizer for national and community resources and a social media tool to keep the VISTA community connected. Also, vis-a-vis the VISTA Campus, a webinar series addressing VISTA life skills, workplace skills, and career development has been launched. Participation has been as great as 700 people per session.

In support of the CNCS National Performance Measures initiative, VISTA has developed a mobile app to capture real-time data relevant to both CNCS measures and VISTA supervisors. The app was constructed after an extensive analysis conducted by VISTA Leaders as to whether VISTAs own smart phones; rely on apps, and whether they would use a VISTA app to support their service.

- **Sponsors/Supervisors:** The members' experience hinges on the quality of supervision. The Sponsors' understanding and mastery of member recruitment, project reporting, coaching, and training impact the members' service and the success of the project as a whole. VISTA 101, launched in 2012, and VISTA 201, launched in 2013, offer self-directed training to supervisors and "grab and go" materials to support their VISTA project application, onboarding training, implementation of VISTA policy, and training of sub-site supervisors. VISTA 301, targeted for release in 2014, will complete the suite of interactive tutorials, addressing coaching, onsite and on-the-job training, and troubleshooting.

- **VISTA Leader:** The VISTA Leader program, including its section on the VISTA Campus, continues to offer a high quality curriculum for member leadership development through the use of video conferencing, research and field study, and self-directed materials.

Training costs: VISTA policies and practices, including those detailed above, have significantly reduced the cost of training in recent years. FY 2012 saw further reductions in travel and training. An external evaluation of VISTA training was recently completed. Meanwhile, VISTA has acted on several preliminary findings. For example, the Pre-Service Orientation for new members has been redesigned to include more skill building sessions and greater emphasis on work planning using the VISTA Assignment Description. In addition, the "poverty statistics" portion of orientation has been transferred to the online VISTA Campus. VISTA members may now develop a poverty-related profile of their communities, drawing on statistical data amassed from various agencies and institutes.

Technology: VISTA continues to increase efficiency and improve the quality of the member experience. The Member portal (my.americorps.gov) and the VISTA Campus (vistacampus.gov) have been instrumental. The VISTA Assignment Description is now an integral piece of recruitment and training. Through the portals, every VISTA member has ready access to this important service document.

Enhancements to the eGrants system include an automated signature of the Memoranda of Agreement, which has reduced processing time and improved the quality of the review process for Memoranda and amendments. Further, a performance measures module is under development to help CNCS programs capture and aggregate data across projects. CNCS designed the National Performance Measures page, hosted by the National Service Knowledge Network, as a graphic organizer of the goals, focus areas, objectives, and measures for each of the CNCS programs.

Selected Program Examples

Economic Opportunity

Economic Opportunity remains AmeriCorps VISTA's largest focus area, encompassing more than half of the new projects developed in FY 2012.

Faith-based and community organizations used VISTA resources to create or expand projects that help people find employment, move into safe and affordable housing, and become financially independent.

An example of a project in this focus area is:

- In their first nine months of service, nine VISTAs serving with Emerge Community Development in Minneapolis helped 126 ex-offenders find employment. Of those served, 96 percent have not been re-incarcerated. VISTA members also created relationships with 212 employers and provided them 150 hours of training. Ninety-eight percent of the clients placed into employment had an increase in their average annualized earnings at time of placement. Clients who had jobs prior to being placed through Emerge increased their annual wages by an average of $9,854. Clients who were not employed prior to placement earned an average of $15,119. The total economic impact of annualized wages for all clients that secured employment is $1,835,338.

Education

Education continues to be a significant focus area, totaling more than 36 percent of all new projects developed in FY 2012. To break the cycle of poverty through education, VISTAs perform service in schools and community organizations that focus on improving educational outcomes for the economically disadvantaged, through locally determined interventions. Examples of projects in this focus area include:

- Twenty-nine VISTAs serving through Up2Us in New York are working to provide opportunities for low-income youth to participate in sports-based youth development programming. Partner sites use sports as a solution to the critical issues facing youth today, teaching them values and skills to achieve goals on the field, in school, and in life. Due to the VISTAs' efforts raising funds, recruiting volunteers, and creating partnerships, 6,700 new low-income youth participated in sports-based youth development programs. VISTAs recruited 586 new volunteers and helped to raise $2.9 million in cash and in-kind donations. Of the youth participating in programming supported by a VISTA, 77 percent report having a better attitude about healthy eating and exercise and feel more physically fit, and 75 percent of the youth participants report having a better attitude about education and learning.
- Through the Office of the Baltimore Mayor, Stephanie Rawlings-Blake, 43 Summer Associates helped prevent summer learning loss among first through third graders in 2012. Associates helped the school system operate a full-day, six-week Summer Reading Academy that provided strong academic instruction, quality enrichment activities, and nutritious meals for nearly 1,400 students most in need of reading support. Summer Associates facilitated more than 188,000 hours of reading instruction and time, served more than 4,000 meals through the USDA Summer Food Service Program, led daily physical activities, and coordinated twice-weekly cultural field trips.

Healthy Futures

In FY 2012, nearly 12 percent of all new projects supported organizations that meet health needs, including access to food resources and health care, for economically disadvantaged individuals.

An example of a project in this focus area is:

- Across Ohio, 161 VISTA Summer Associates helped the Ohio Association of Food Banks provide food and resources to those in need. Summer Associates served 710,478 meals at 40 summer feeding programs during 2012, an increase of more than 24 percent in the number of meals served over program year 2011. AmeriCorps VISTA full-time members focused on capacity-building initiatives such as recruiting new Ohio Benefit Bank sites, developing resources, and coordinating community volunteers. In 2012, VISTAs recruited 4,365 volunteers who spent 26,655 hours volunteering in their communities. The VISTAs also secured more than $700,000 in cash and in-kind donations for organizations fighting poverty and hunger in Ohio.

Veterans and Military Families

VISTA continues to expand programming to support new projects that assist low-income veterans and military families, as well as enhancing existing projects to better serve low-income veterans. The VISTA program encourages all projects, particularly those that serve veterans and military families, to recruit veterans to serve as VISTA members.

Examples of projects in this focus area include:

- **Combating Veteran Homelessness.** Habitat for Humanity's Veteran Corps VISTA Program engaged military and veterans nationwide. This Veterans Corps provided more than 300 housing solutions in partnership with veteran partner families by placing VISTAs at Habitat affiliates across the country. The VISTAs have mobilized volunteers and raised more than $300,000 that will lay the groundwork for a sustainable program.
- **Good Jobs for Veterans.** This year, VISTAs working with the California Conservation Corps (CCC) are supporting recently discharged veterans as they transition from the CCC to permanent employment. The VISTAs, working with volunteers and partners they recruit, connect veterans serving in CCC Veterans Green Corps to support services and career development training. Of the first 25 veterans served by the program, 18 were hired in civilian jobs or by the U.S. Forest Service.

- **Joining Community Forces.** VISTA's commitment to serving veterans and military families in need includes a first-ever collaboration with the National Guard Bureau to expand its capacity to deliver community-based solutions to returning guardsmen and reservists facing historically high unemployment and persistent economic challenges post-deployment. In the first six months of the initiative, ten states submitted applications for VISTA support to their returning guardsmen and their families.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $94.820 million for the AmeriCorps VISTA program, the same as the FY 2012 enacted level. This funding will support roughly 5,759 member service years, placing a total of 7,700 members (6,200 full-time and 1,500 Summer Associates) in FY 2014. In addition, at least 20 percent of the program's portfolio will continue to be supported through cost-share agreements with sponsoring organizations and other private funding sources.

With 30 percent of projects turning over each year, AmeriCorps VISTA will continue to take advantage of new program development opportunities in FY 2014 to direct resources to projects that provide evidence-based interventions that demonstrate success in:

- Education — K-12 academic success and college readiness
- Economic Opportunity — Securing safe, healthy and affordable housing, developing financial literacy and other services aimed at increasing economic security, and enhancing employability
- Healthy Futures — Reducing obesity, improving nutrition and accessing health care
- Veterans and Military Families — Supporting and engaging veterans and their families in service.

Accountability, Efficiencies and Modernization Enhancements

Training Initiatives: In 2013 and continuing into 2014, CNCS is taking the next step forward in certifying that VISTAs receive high-quality training and experiences which will help them advance in their education and careers. In partnership with the University of Virginia, VISTA validated the competencies that are developed through VISTA service. Building on this validation, CNCS is exploring certification and accreditation of the VISTA service in conjunction with its training programs. Upon completion, VISTAs would be eligible for a certificate or credential. The advantage to national service and VISTAs is great — service is valued professionally and intellectually; training is valued and rewarded; and career pathways are developed with easy access to alumni. The advantage to colleges and institutions is that they will attract greater numbers of high-caliber individuals. Foundations and other institutions in the social services sector will be able to employ individuals that they know have been well-trained, and are experienced in areas of pressing need.

The VISTA Campus has greatly expanded since 2010 and an increasingly large audience relies on it to carry out more functions. As such, the Campus will migrate from a learning management system to a content management system as a way to respond to our stakeholders' needs. While the current Campus has won the International Academy of Visual Arts W3 award for web design, and the International e-Learning award for course development, VISTA expects this next version of the Campus to improve on its success.

Member Health Care: The FY 2014 projected health care costs have been adjusted based on the FY 2012 actual costs for member health care claims, which came in significantly under projected amounts. This lower cost was due to the effective management of health providers' permitted fees, negotiated reductions in fee-for-service billings, changes due to the Affordable Care Act (ACA) that resulted in more members remaining on their parents' insurance plans, and changes in members' actual needs.

VISTA

Twelve VISTAs at Legal Assistance Foundation of Metropolitan Chicago helped low-income individuals get legal representation and navigate the legal system, important steps towards economic self-sufficiency. VISTA members recruited, coordinated, trained and supported volunteer attorneys and interpreters for a program that assisted immigrant victims of domestic violence who were applying for U.S. citizenship under the Violence Against Women Act. In a two-year period ending in FY 2012, VISTAs recruited almost 250 volunteer attorneys who contributed 10,000 hours of legal services annually and served more than 1,100 clients.

Authorized in 1964, the VISTA program will begin preparations to mark 50 years in service to America in FY 2014. While VISTA has evolved over the years in response to our ever-changing society, at its core, the program's vision remains the same: that the most effective long-term solutions to fighting poverty originates in the community itself; that organizations and agencies rooted in the community can leverage federal, state, and local resources to empower the community; and that VISTA resources are best used when focused on building the capacity of these community-based organizations to strengthen the community.

Table 7. AmeriCorps VISTA Vital Statistics

BUDGET ACTIVITY 3:

AmeriCorps National Civilian Community Corps

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

Program Summary

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

AmeriCorps NCCC's structure of five regional campuses[1] allows for rapid deployment of teams to meet both local and national needs, particularly disaster relief. Thus, AmeriCorps NCCC plays a critical role in achieving CNCS's strategic goal of increasing the impact of national service on meeting community needs, including providing disaster services. AmeriCorps NCCC's flexible structure enables the program to partner with resource-challenged communities that lack the financial, human

NCCC

AmeriCorps NCCC provides rigorous training in skills such as first aid, CPR, firefighting, case management, asset mapping, and volunteer coordination, which prepare its members to serve as lead CNCS disaster responders and as force multipliers who can effectively coordinate and manage episodic volunteers. Since 2000, more than 14,000 AmeriCorps NCCC members from across the country have served more than 4.9 million hours on 2,027 disaster service 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 areas of infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation.

Table 8. AmeriCorps National Civilian Community Corps Budget Summary *(dollars in thousands)*

Program Operations	18,820	18,935	16,855	(1,965)
Total Annualized Members	1,011	1,011	998	(13)

capital, or organizational capacity to manage grant programs. The structure also enables NCCC to strategically partner with other national service programs to multiply community impact.

AmeriCorps NCCC's commitment to providing leadership opportunities for its members also makes it a strong contributor to CNCS's strategic goal of providing professional, educational and life benefits to service participants. Young people are empowered through NCCC service, training, and leadership development activities. They leave the 10-month program with the technical and life skills needed to become productive and engaged citizens and feel prepared and obligated to become leaders in their own community and workplace. The AmeriCorps longitudinal study found that AmeriCorps NCCC alums are more likely to continue serving their communities and go into public service careers than similar individuals that did not serve in the program.

FY 2012 Accomplishments and Program Impact

In FY 2012, 29 percent of AmeriCorps NCCC project hours were devoted to disaster services nationwide, providing support to displaced and needy individuals, families, and communities.

AmeriCorps NCCC members participated in disaster response and recovery efforts in 45 states in FY 2012, including continued recovery efforts in Joplin, Missouri; Tuscaloosa, Alabama; and throughout the mid-Atlantic and South following Hurricanes Irene and Isaac. NCCC's efforts were recognized by several state legislatures for the impact of their work. In addition, NCCC members provided support following the wild fires in Colorado. The program supported disaster response efforts in partnership with the Federal Emergency Management Agency (FEMA), the American Red Cross, State Service Commissions, and local municipalities throughout the U.S. and its territories. In 2012, NCCC members assisted more than 100,000 people affected by disasters.

The average AmeriCorps NCCC member completed 1,894 hours of service (including training) during their service term in FY 2012, significantly more than the required level of 1,700 hours. In addition, AmeriCorps NCCC members:

- Weatherized or outfitted 1,068 homes with energy-efficient modifications.
- Assisted 38,452 senior citizens.
- Returned $13,733,751 tax dollars to American communities through tax preparation services.
- Suppressed or contained wildfires on 288,977 acres, and performed prescribed burns on more than 21,761 acres of land to prevent further wildfire spreading.
- Constructed or restored 678 miles of hiking trails.
- Recruited or coordinated 51,689 community volunteers.
- Completed 484 additional projects in the areas of infrastructure improvement, environmental stewardship and conservation, energy conservation, and urban and rural development (which include education) for a total of 1.4 million hours of service.

NCCC and FEMA

Building on a successful 19-year history of working together on disaster response and recovery efforts, CNCS and FEMA in 2012 launched FEMA Corps, an innovative partnership to support a new unit of 1,600 AmeriCorps NCCC members solely devoted to disaster response and recovery.

This partnership builds on the historic collaboration between the two agencies and will:

- Enhance the federal government's disaster capabilities.
- Increase the reliability and diversity of the disaster workforce.
- Expand education and economic opportunity for young people.
- Achieve significant cost savings for the American taxpayer.

1 Perry Point, MD; Vinton, IA; Vicksburg, MS; Denver, CO; and Sacramento, CA

FEMA Corps members will solely focus on disaster response and recovery activities. This includes providing support in areas ranging from working directly with disaster survivors to supporting Joint Field Offices and disaster recovery centers to sharing valuable disaster preparedness and mitigation information with the public.

In FY 2012, the first 480 FEMA Corps members began their term of service. Shortly after their induction, all FEMA Corps teams were deployed to New York and New Jersey to respond to Hurricane Sandy, where they provided vital assistance to tens of thousands of disaster survivors. The FEMA Corps program will prepare thousands of young people for careers in emergency management and related fields. Members will receive significant training and experience in disaster services and will provide important support to disaster survivors.

AmeriCorps NCCC in Action: Program Examples

Supporting Veterans and Military Families

In FY 2012 NCCC partnered with the Minneapolis Veterans Home to improve living facilities for veterans. The Minneapolis Veterans Home provides skilled nursing, including dementia care and domiciliary care to over 300 veterans. An NCCC team from the North Central Campus spent 1,249 member hours cleaning, repairing, and painting 62 resident rooms and common areas. This allowed 92 veterans in temporary housing to return home in time for the holidays.

Helping Communities Respond to Disasters

In 2012, eleven NCCC teams in 2012 helped with Colorado fire prevention or response with eight partners including the El Paso County Sheriff's Office Emergency Services Division and the USDA Forest Service. These teams helped suppress or contain fires across 100,000 acres; received, inventoried, or distributed over 100 tons of food; directly assisted over 35,000 disaster survivors; and removed over 50 tons of underbrush to prevent future fires. NCCC members' fire control and mitigation efforts helped create safer trails, public areas, and residential communities in Denver, Boulder, Colorado Springs, and Florissant, CO.

Strengthening Energy Efficiency

With Veterans Green Jobs in Denver, CO, three NCCC teams insulated and weatherized homes, distributed energy kits, developed a recycling program, and assisted with public outreach. Two AmeriCorps NCCC teams also worked with partner organization Green Light New Orleans to replace almost 9,000 traditional light bulbs in area residents' homes with compact fluorescent bulbs, resulting in almost $1,000,000 in energy savings and reducing New Orleans' carbon footprint by almost 10,000,000 pounds of CO2.

Promoting Environmental Stewardship

NCCC members worked with the Appalachian Coal Country Team in seven communities and four states around Beckley, WV. Corps members led volunteers in planting 5,000 trees in reclaimed coal mine areas, restoring and building almost 10 miles of hiking trails, removing over 3,000 pounds of trash and exotic vegetation, and restoring over 700 feet of damaged streams and riverbeds. Surrounding communities benefited from safer, improved public spaces, and a low-income housing complex gained a new community garden.

AmeriCorps NCCC partners with diverse project sponsors to build resilient communities. The dual impact of NCCC is that communities benefit from the service projects while NCCC members gain valuable training experience to enhance and inform their career paths.

In FY 2012, AmeriCorps NCCC is reporting on the issue areas identified in the Serve America Act and CNCS's Strategic Plan: natural and other disasters, infrastructure improvement, environmental stewardship and conservation, urban and rural development, and energy conservation. NCCC previously tested approaches to performance measurement that led to the adoption of a set of valid and tested measures that clearly reflect the community and member outcomes of the program.

FY 2014 Budget Request and Performance Plan

In FY 2014, CNCS requests $29.882 million for AmeriCorps NCCC, a decrease of $2.000 million from the FY 2012 enacted level. Part of this reduction is due to one-time FY 2012 costs of $3.0 million to relocate its Atlantic Region campus located in Perryville, Maryland.

NCCC

In 2012, four NCCC teams helped the St. Bernard Project with long-term recovery in Joplin, MO after the 2011 tornado. Corps members coordinated almost 2000 volunteers to remove over eleven tons of debris from area homes, refurbish and renovate 21 homes, and assist more than 1600 survivors. NCCC members' efforts galvanized and increased the effectiveness of visiting volunteer groups, allowing more displaced residents to return to their homes in Joplin.

Table 9. AmeriCorps National Civilian Community Corps Service Hours

Natural and Other Disasters	412,746
Infrastructure Improvement	90,331
Environmental Stewardship and Conservation	316,487
Energy Conservation	50,335
Urban and Rural Development	531,143

[1] *These hours do not include those devoted to training or the 80 hours of individual service each NCCC member must complete with a community sponsor of their own choosing.*

[2] *The lower number of FY 2012 member service hours as compared to FY2011 is primarily due to a decrease in Natural and Other Disasters hours. FY 2011 Corps Members worked through two major disasters — the tornado in Joplin, MO and flooding in IA—and disaster work typically requires many more service hours than projects in other issue areas. This past year, FY 2012, did not include similar major disasters, until the Hurricane Sandy response in the beginning of FY 2013.*

The FY 2014 request will support an annualized enrollment of 998 members — slightly fewer than the number of NCCC corps members projected to serve in FY 2013. The FY 2014 cost per member of $27,830 is an expected decrease compared to the estimated FY 2013 cost of $27,954 (using FY 2009 constant dollars).

This budget request supports a program that is making a strong and lasting impact on communities and the members who serve. Communities across the nation have benefited from NCCC's swift and intense disaster response and recovery efforts, and in meeting other vital community needs. The funding request permits NCCC to provide a flexible program model that meets the needs of nonprofits, municipalities, educational institutions, and other partners when local resources are scarce and other national programs are unable to provide services.

Youth From Disadvantaged Circumstances and Workforce Development

AmeriCorps NCCC has made significant progress toward the 50 percent target for participation by youth from disadvantaged circumstances articulated in the Serve America Act. More than 30 percent of all members serving across the program's five campuses are youth from disadvantaged backgrounds, which represents a fourfold growth from the 8 percent of members from disadvantaged backgrounds in 2010. The program is further developing alliances for targeted constituencies like faith and community based nonprofits in order to meet the recruitment goal. NCCC is also engaging employers and educators in partnerships, so the benefits of service in NCCC translate readily to prospective employers or admissions personnel.

According to the U.S. Department of Health and Human Services, Administration for Children and Families, 11 percent of children in Foster Care are emancipated each year, which yields between 20,000 and 30,000 youth ages 17-20 transitioning to adulthood from foster care. NCCC plans to expand outreach efforts to this population because foster care adults in transition could benefit greatly from the structure and training provided by the program.

NCCC plays a significant role in preparing and educating young adults for the jobs of the 21st century. According to the Bureau of Labor Statistics, the unemployment rate for youth between the ages of 16-24 was more than 18 percent in 2011, and youth from under-served and economically challenged communities and families were unemployed at nearly twice the rate of their less challenged peers.

NCCC has developed a number of partnerships to support recruitment of youth from disadvantaged circumstances including the National Guard Youth ChalleNGe, the National Job Corps Association, YouthBuild USA, Casey Family Programs, Covenant House, and the National Alliance of Faith and Justice. For the 2012 recruitment cycle, partnerships with nonprofits, national associations and other Federal agencies generated approximately 600 applications. Of those applicants, 205 joined AmeriCorps NCCC. Both headquarters and campus-based staff and support have been enhanced to ensure that all members have the necessary support, encouragement, and training to successfully complete their term of service. In addition, the program has developed a structure to assist members who have left high school to receive their GED.

To assist with employment prospects after NCCC graduation, the program has partnered with institutions of higher learning, such as the American Council on Education, to provide college credits for member training and service experience. In addition, a partnership with the Nonprofit Leadership Alliance offers a certification in nonprofit management to NCCC members. These partnerships, in conjunction with a new initiative to create opportunities for NCCC members to attend community colleges, reflect the program's dedication to fulfilling CNCS's strategic goal to expand educational, employment, and civic opportunities.

Efficiencies

CNCS is committed to managing the AmeriCorps NCCC program in a cost-effective manner through sound financial planning and efficient operations. Over the past several years, a number of measures aimed at improving cost effectiveness have been implemented across the campuses, including:

- Creating a disaster services staging area at the Southern Region campus that can be used by both CNCS and non-CNCS organizations for deployments, volunteer shelter, and supply and equipment storage.
- Streamlining uniform purchases and eliminating costly pre-service physicals for members, saving $250,000 per year.
- Acquiring the Maximo Inventory Control database, which provides real-time tracking of supplies and equipment across all five campuses, allowing for efficient purchasing of needed stock in the future.
- Utilizing the NCCC Optimization plan, which clearly articulates how NCCC can maximize cost-effectiveness in a residential program model, and was used as the basis for the FEMA partnership.
- Campus utilization rates are projected to increase with the introduction of FEMA Corps. By the end of FY 2014, 100 percent campus utilization rates are expected.

The following management and operations performance metrics have been adopted to determine the efficiency of program operations and will continue to be measured in FY 2014:

- Cost per member;
- Budget forecasting, i.e., degree of synchronicity between budget formulation and execution; and
- Audit or IG findings — external, independent review showing no (or minor) deficiencies.

Annual internal monitoring and assessments called In-progress Reviews have resulted in all campuses meeting the overall standards of performance and management for program implementation.

Table 10. AmeriCorps National Civilian Community Corps Vital Statistics

	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Target	FY14 Target
Appropriations ($ in Thousands)	$28,787	$28,788	$31,882	$32,077	$29,882
Number of Member Service Years	1,200	1,149	1,200	1,200	1,200
Annualized Enrollment	964	1,036	1,011	1,011	998
Cost Per MSY	$30,051	$27,936	$27,909	$29,572	$29,941
Cost Per MSY in Constant 2009 Dollars	$29,931	$27,606	$27,252	$27,954	$27,830

BUDGET ACTIVITY 4:

State Service Commission Support Grants

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

Program Summary

When Congress created CNCS in 1993, it envisioned national service as a shared federal-state enterprise, providing a central role for governors in designing and implementing national service through State Service Commissions. More than a thousand private citizens serve as governor-appointed commissioners and direct the states' national service efforts. State Commissions serve as invaluable partners to CNCS, identifying local needs, directing federal and state resources, and leading citizen service efforts in their states.

For nearly 20 years, State Service Commissions have not only administered AmeriCorps grants, but have been a driving force on the state level for using service as a strategy to address local problems. In times of need, State Commissions lead efforts to tackle critical challenges through citizen engagement — managing volunteers and donations after natural disasters, addressing high school dropout rates, increasing mentoring efforts, supporting persons with disabilities, helping veterans make the transition to civilian life, and establishing volunteer centers, online matching platforms, and other systems to effectively engage citizens in service.

Today, the nation's 53 State and Territory Service Commissions operate at the state and local level administering approximately two-thirds of CNCS's AmeriCorps grant funds. Commissions perform many essential tasks: outreach to prospective AmeriCorps grantees, conducting grant competitions, overseeing and monitoring grants and AmeriCorps programs through desk reviews and site visits, and providing the training and technical assistance necessary to build the capacity of faith-based and community organizations seeking to operate AmeriCorps programs. They are uniquely well-suited to this work because they know and understand the local needs. Commissions are often closely connected with governors' offices. They are critical to implementing the goal of increasing performance impact and accountability. State Service Commissions are also essential to the effective oversight of federal funds, having frontline responsibility for ensuring grantees comply with all federal rules and regulations.

State Service Commissions establish state-wide goals for national service and volunteer action and actively pursue them in collaboration with other CNCS programs, volunteer centers, Voluntary Organizations Active in Disaster (VOADs), and other partners. Commission activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, and coordinating volunteers in response to disasters.

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

State Service Commission Highlights

Serve Alabama: The Governor's Office of Faith-Based and Community Initiatives is the state entity responsible for national and community service and also serves as a hub for all the disaster readiness and volunteer-related disaster activities for the state. Serve Alabama handles responsibilities associated with AmeriCorps grant development and administration and has been assigned the additional role by the governor of handling disaster responsibilities, including volunteer coordination, donation management, and community preparedness efforts.

OneStar Foundation: The Texas Service Commission has launched the Texas Connector, an online interactive mapping tool that provides a visual "snapshot" of needs (demand) and services (supply), in Texas. The tool is designed to empower communities, state and local governments, funders, and nonprofit leaders to more effectively meet Texas' growing needs by providing data and reports to analyze community needs and resources to more effectively address gaps in service. The Texas Connector bridges

Table 11. State Commission Administration Grants, Budget Summary *(dollars in thousands)*

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Increase/Decrease (2012-2014)
State Service Commission Administration Grants	$13,441	$13,523	$14,841	$1,400
Total Budget Authority	**$13,441**	**$13,523**	**$14,841**	**$1,400**

the information gap between nonprofits that offer services and the underserved communities of Texas that need those services by displaying statewide nonprofit information and demographic and socioeconomic data derived from a variety of governmental and other sources. This project has attracted foundation, private sector, and state government support. Through this work, the OneStar Foundation will help communities improve the coordination of resources across Texas.

The Washington Commission for National and Community Service: This Commission has been a leader in developing an innovative model to support student veterans. Through their efforts, the Commission helped develop a veteran's navigator initiative that places veterans, who serve as AmeriCorps members, at community colleges and four year higher education institutions. These AmeriCorps members provide support to veterans who are enrolled in colleges under the post-9/11 GI Bill. Initial results indicate that this approach — veterans who are supported by fellow veterans serving as AmeriCorps members — generates a much higher college completion rate among veterans.

Serve Minnesota: In Minnesota, a statewide initiative is helping children become successful readers by the end of third grade — a pivot point for future success in school and in life. In the 2010-11 school year, nearly 700 AmeriCorps members in the Minnesota Reading Corps delivered targeted, research-driven literacy tutoring to more than 19,000 of the state's struggling readers. Eighty percent of students who completed their Minnesota Reading Corps tutoring passed the third-grade reading proficiency test, compared with 78 percent statewide pass rate. As a result of the help they received from AmeriCorps members, these previously struggling readers not only caught up to their peers; they surpassed them. This success is especially important because a study from the Annie E. Casey Foundation found that students who don't read proficiently by third grade are four times less likely to graduate from high school.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $14.841 million for State Service Commissions, an increase of $1.4 million over the FY 2012 enacted level. This level will support Commissions in performing their critical administrative, oversight, monitoring, and strategic functions and to effectively implement CNCS grants and programs. With these funds, they will continue to build the capacity necessary to implement the performance-based culture and associated programmatic deliverables with grantees. Commissions will monitor programs and conduct site visits to ensure grantees are accounting for federal funds appropriately and meeting performance objectives. This budget level will support states in carrying out their oversight and monitoring duties and functions as they have responsibility for approximately two-thirds of CNCS's AmeriCorps State and National portfolio. In addition, the requested amount will be used to expand and strengthen the delivery of state-wide training and technical assistance for national service programs and participants. This federal investment leverages substantial outside funds due to the requirement that State Commissions match each federal dollar with a dollar of state and/or private funds.

CNCS seeks to have the minimum State Commission Administration grant remain at $200,000, the level established in the FY 2012 Appropriation, rather than revert to the $250,000 level set in the 2009 Serve America Act Amendments to the National and Community Service Act. Maintaining the lower minimum affords CNCS the flexibility it needs to ensure that it can meet the needs of all Commissions, large and small. A lower minimum reserves a larger amount of funding for distribution by formula (i.e., above the minimum) allowing CNCS to ensure that states are funded at a level that corresponds with the size of their population. If the minimum were to revert to the authorized $250,000 level and the overall budget line were not increased by a corresponding amount, larger states (with larger service portfolios) would have their budgets reduced as funds are reallocated to small states to meet the higher minimum requirement. CNCS seeks this change to ensure that all Commissions have the funds they need to meet their oversight and monitoring duties.

Accountability

CNCS will provide support to Commissions including training, technical assistance, and best-practices. CNCS is enhancing the grant application instructions and progress report for the State Commission Support Grants. These changes will strengthen CNCS's ability to track Commission accomplishments and provide better customer service to Commissions that drive toward outcomes.

CNCS will assess the following performance metrics in FY 2014:

- Statewide member enrollment rates;
- Statewide member retention rates; and
- Commission budget planning and execution.

State Commissions are critical to implementing AmeriCorps and engaging citizens in solving problems. The requested level will ensure effective use of resources, enhance performance and impact, strengthen accountability, and fortify the capacity of Commissions to provide opportunities for more Americans to serve.

BUDGET ACTIVITY 5:

National Service Trust

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

Program Summary

The National Service Trust (the Trust) was established by the National and Community Service Trust Act of 1993 to provide funds for Segal AmeriCorps Education Awards for eligible AmeriCorps members, including VISTA and NCCC, who successfully complete their terms of service. Funding for the Trust comes from appropriations, interest earned, and proceeds from the sale or redemption of Trust investments. The Awards can be used to:

- Repay qualified student loans;
- Pay education expenses at a qualified institution of higher education (or GI-Bill institution for eligible members); and/or
- Repay eligible interest expenses.

Between CNCS's inception in FY 1993 and FY 2009, the maximum amount of an education award was set at $4,725, as determined by a statutory formula. Under the Edward M. Kennedy Serve America Act, the amount of education awards is linked to the maximum level of Pell Grants each year. Thus for FY 2014, a full-time member who completes his or her term of service will earn an award of $5,645. The Trust also will disburse education awards of $500 earned by middle school students during Program Year 2010 of Learn and Serve America's Summer of Service program, the only year such awards were made.

FY 2012 Accomplishments and Program Impact

Segal AmeriCorps Education Award: Between CNCS's inception in FY1993 through FY 2012, AmeriCorps members have earned more than $2.43 billion in education awards and used over $1.67 billion to fund their education and repay student loans. In addition, CNCS made $62.04 million in interest forbearance payments, covering the interest costs of outstanding student loans for AmeriCorps members who complete their terms of service. Approximately $243.9 million in earned education awards have expired without being used as of September 30, 2012. The Trust obligation formula has been adjusted to reflect these expired awards.

In FY 2009, CNCS received an additional $40 million to fund education awards for AmeriCorps members supported by the Recovery Act. As of September 30, 2010, CNCS obligated $34.6 million, which will be paid as members use their awards, with $3.5 million set aside in the National Service Trust Reserve.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $207.293 million for the National Service Trust. The budget request, along with anticipated carryover, will support approximately 80,389 new member enrollments in the Trust, in line with these provisions:

- An estimated average Trust cost per member service year (MSY) of $4,154;
- Full-time members comprise approximately 46 percent of the portfolio; and
- No increase to the National Service Trust Reserve. (As established by the Strengthen AmeriCorps Program Act, a portion of the funds in the Trust are held in reserve and are for use only in the event that the estimates used to calculate obligations differ from actual results. The reserve currently totals $46.7 million for the General Fund and $3.5 million for the Recovery Act Fund. To date, no reserve funds have been used. CNCS will continue to monitor the factors used to estimate Trust funding and make adjustments in the future if necessary.)

Calculation of Trust Budgetary Needs

CNCS used the following assumptions to calculate budgetary needs of the Trust for FY 2014:

- **Member Service Years.** This request proposes a total of 49,901 AmeriCorps MSYs (representing 80,389 Trust members) who will be eligible for a Segal AmeriCorps Education Award. An additional 1,711 VISTA members are projected to choose a cash stipend in lieu of an education award, and therefore do not affect funding needs in the Trust. Total slots including those for non-Trust members available for program year 2014 are 82,100.

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

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Increase/Decrease (2012-2014)
National Service Trust	$211,797	$213,093	$207,293	($4,504)
Total Budget Authority	**$211,797**	**$213,093**	**$207,293**	**($4,504)**

- **Enrollment Rate.** Consistent with the Strengthen AmeriCorps Program Act legislative history, our calculation of Trust funding assumes that all members will be enrolled in the Trust (allowing for refillable slots). Over the past five years, enrollment rates have averaged about 98 percent of available slots.
- **Earning Rate.** Based on the Strengthen AmeriCorps Program Act legislation, our FY 2014 calculation assumes that about 84 percent of members enrolled in the Trust will complete their service (ranges from 77 to 86 percent depending on term type) and earn an award, which is consistent with our Trust model.
- **Full Value of the Award.** This calculation assumes that members earning an award will earn the full value based on their earning category (e.g., full-time, part-time, and reduced part-time). Historically, we have found that about four percent of members exit programs early and receive a slightly reduced award.
- **Usage Rate.** Based on Trust model projections, for FY 2014, CNCS is projecting 87 percent of the awards earned will be used, which includes a factor of 100 percent for members over age 55. Under the Serve America Act, education awards earned by members over age 55 can be transferred to an eligible beneficiary. CNCS is projecting that all transferable awards eventually will be used.
- **Net Present Value.** Two years can elapse between the time that CNCS receives an appropriation for the Trust, a grant is awarded, and a member is enrolled and completes his or her service term. In addition, members have seven years from the completion of their service to use their award. Consequently, over nine years can elapse between the initial appropriation to the Trust and when an education award is used. Members who perform multiple terms of service, or are unavoidably prevented from using their education award can also receive an extension of the time the education award can be used. CNCS takes this time frame into account by discounting the education award to its net present value. The discount factors used in the calculation are based on historical usage patterns, Office of Management and Budget (OMB) projected interest rates, and the weighted average maturity of CNCS's Trust portfolio.
- **Reserve Account.** This request does not include additional funding for the National Service Trust Reserve, which currently stands at $50.2 million and we believe is adequate to cover unanticipated costs.

BUDGET ACTIVITY 6:

RSVP

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

RSVP engages the skills, talents, and experience of approximately 320,600 volunteers age 55 and older to meet a wide range of community needs. Volunteers serve in community organizations to help them deliver critical services and fulfill their missions. Using skills they have developed over a lifetime, RSVP volunteers are making an impact — helping seniors live independently in their homes, tutoring and mentoring at-risk youth, expanding economic opportunity for veterans and their families, and helping communities recover from disasters. While serving their community, RSVP volunteers also improve their own lives by staying active and civically engaged — experiencing physical and mental health benefits.

RSVP is a flexible volunteer service model, with no set service schedules or compensation for the volunteers when on assignment, with the exception of insurance coverage and mileage reimbursement. RSVP grants are provided to eligible sponsoring organizations, including nonprofit and faith-based organizations and state, local, and tribal governments. RSVP has the largest rural footprint of any CNCS program, and often provides important disaster services in rural communities. The required non-federal share is a minimum 10 percent of the total grant in year one, 20 percent in year two, and 30 percent in year three and all subsequent years. Grants are awarded for a period of up to three years.

FY 2012 Accomplishments and Program Impact[2]

In FY 2012, RSVP volunteers delivered more than 47 million hours of service in their communities. Across the network of 676 federally funded grantees, 320,600 volunteers served in more than 38,000 community organizations, called volunteer stations, nationwide to deliver essential services. Preparation for competition and the release of the CNCS national performance measures helped focus the RSVP grantees on increasing community impact in anticipation of full implementation of competition and performance measures in 2013-2015. This focus can be seen in increased outputs in FY 2012. Working through such networks as Area Agencies on Aging, Volunteer Centers, United Ways, social services agencies, and many others, RSVP volunteers:

- Served 563,200 veterans in activities such as transportation and employment service referrals;

2 Data provided were reported as actual and final for the period July 1, 2011 through June 30, 2012

Table 13. RSVP Budget Summary *(dollars in thousands)*

Continuing grants	$44,463	$34,044	$33,977	($10,486)
New grants	3,758	14,434	14,194	10,436
Grantmaking and Business Support	1,674	2,033	2,033	359

- Mentored more than 82,590 children;
- Provided independent living services to 742,800 adults, primarily frail seniors;
- Provided respite services to nearly 24,000 family or informal caregivers; and
- Engaged 24,450 veterans who served as RSVP volunteers.

In FY 2012, states and local communities contributed more than $37.5 million in non-federal funds to support RSVP projects. This level is 42 percent of the total cost, and well above the required 30 percent non-federal share required by the program. This additional funding, including the $6 million in state appropriated dollars, demonstrates the value of the essential services that RSVP volunteers provide in their communities.

RSVP in Action: Program Examples

Providing Veterans Employment Services — Washington
Working with RSVP, the Veterans Employment and Training Service at the U.S. Department of Labor (DOL VETS), the Olympic Community Action Council in Port Townsend, WA, and the Coastal Community Action Council in Aberdeen/Grays Harbor, WA created two new RSVP programs in 2011 that support economic opportunities for rural veterans. This was expanded to RSVP of Yakima County in 2012. Teams of RSVP volunteers visit with veterans, check on their career developments, and alert them to additional support available from DOL, Veterans Affairs (VA), and other government and non-government organizations. In 2012, Washington State RSVP volunteers made contact with approximately 6,000 veterans, and they connected more than 250 individuals to employment services, VA benefits, transportation, education, and other resources. In addition, RSVP volunteers served 500 veterans through "Stand Down" events where veterans access multiple social services in one-day events. Senior Corps is replicating this program in Washington and other states.

Vets Helping Vets — RSVP of Dane County, Wisconsin
RSVP of Dane County operates a Vets Helping Vets driver escort program for veterans who are left without transportation. Through this initiative, veterans receive a ride to medical and other appointments from a fellow veteran who speaks the same language as the veterans they are transporting and understands the issues that they may be facing.

From January through November of 2012, RSVP drivers provided 1,872 rides for 292 veterans and their families. Their service includes helping homeless veterans who live in transitional housing and supporting the VA hospital by driving the hospital van. The program has recently seen an increase in the number of younger veterans (under age 60) that it serves.

Food Security — RSVP of Butler County, Kansas
RSVP of Butler County, Kansas operates two volunteer initiatives designed to help homebound seniors, particular those in rural areas, maintain a healthy diet and remain in their own homes.

The Freezer Meal program delivers frozen meals to Butler County seniors who do not have access to a Meals on Wheels program or to a nearby senior center lunch program. In FY 2012, RSVP volunteers delivered 3,194 Freezer Meals to 38 older adults in rural areas.

The Shopping for Seniors initiative helps adults who cannot shop for themselves. RSVP volunteers take grocery orders over the phone and then purchase items on the list and deliver the groceries to seniors' homes. Grocery orders are taken weekly and there is no cost to participants except for the cost of their groceries.

In 2011, RSVP volunteers provided 7,460 hours and served 650 clients in food security programs in Butler County. This service included distributing food and delivering Meals on Wheels, preparing and delivering freezer meals, and shopping for the elderly through the Shopping for Seniors program. The service provided by RSVP volunteers potentially yielded a savings of $113,303 in state Medicaid costs if the same services were provided through the Home and Community Based Services waiver in Kansas. If these clients had been in a semi-private room in a Kansas nursing home, the cost of care would have been $54,750 per person a year or a total sum of $35.5 million.

Food Security and School Engagement — RSVP of Southwest Montana
Every week 60 RSVP volunteers worked with the public schools in Bozeman and Livingston, Montana along with the Gallatin Valley Food Bank and Livingston Food Bank to help meet the nutritional needs of 787 school age children who might otherwise go hungry over the weekends. The KidsPack Program aims to end hunger for area children by picking up where state-funded programs leave off, at no cost to the school districts or government programs. Through the KidsPack Program, nutritionally balanced, kid-friendly foods are packed by RSVP volunteers and distributed to local school children every Friday during the school year. A 2009-10 school-level evaluation of the KidsPack program noted multiple benefits for participating students well-being including better relationships with school staff and/or other students, feeling more secure, more interest in school, and fewer behavior problems. Additionally, schools report participating students demonstrate a better and more trusting relationship with school personnel and/or other students. Because the educational environment improves as behavioral problems decline, this program could lead to benefits for all the students in the classroom, not just the children participating in the program.

RSVP Program Grant Competitions

Fiscal Year 2012 Competition:
In FY 2012, CNCS conducted a national RSVP competition to award approximately $4 million in program funds that were unexpended due to grantees relinquishing their RSVP grants. During FY 2011 and through the end of FY 2012, a total of 76 RSVP grantees, or approximately 10 percent of the FY 2011 RSVP grant portfolio, either voluntarily relinquished their grants or were denied refunding. This reduction in RSVP grants was a primary factor in the lower number of volunteer stations, from the previous 65,000 to the currently reported 38,000.

In the RSVP competition, CNCS determined that organizations in all communities where RSVP services were lost would be eligible to apply for grants to return RSVP volunteers to the geographic service area. In addition, a second component of the national RSVP competition allowed existing RSVP grantees to apply for new funds to augment their current grants. The focus of augmentation grants was supporting RSVP volunteers to serve veterans or military families.

The RSVP 2012 competition resulted in 22 new grants in 24 geographic areas previously served by RSVP. An estimated 7,550 volunteers will be supported by these grants. A total of 16 existing grantees also received augmentation grants to support 725 new volunteers serving veterans and military families.

RSVP Fiscal Year 2013 Competition

In FY 2012, CNCS completed all of the planning and development for the FY 2013 RSVP competition, an important requirement of the bipartisan 2009 Edward M. Kennedy Serve America Act. A total of 240 RSVP grants, or 36 percent of the RSVP portfolio, were included in the FY 2013 competition. An additional 52 geographic service areas previously served by RSVP, which had no incumbent RSVP grant, were also included in the competition. This competition marks the first time some of these federal grants have been competed since 1971.

RSVP

Infrastructure is crucial to successful response efforts during natural disasters. In June 2012, RSVP volunteers, in collaboration with the American Red Cross and Colorado Voluntary Organizations Active in Disasters, worked to support emergency operations and disaster recovery efforts during the Colorado wildfires. RSVP volunteers were instrumental in establishing and supporting the disaster response infrastructure including shelters, disaster recovery centers, donation centers, and communications systems and in leveraging additional community resources for response and recovery. Their efforts helped 30,000 individuals receive community resources, supported 5,200 individuals in American Red Cross shelters, and helped more than 2,000 people with disaster recovery efforts at donation centers.

Table 14. RSVP Vital Statistics

Average federal award/grant	$83,080	$69,991	$71,790	$73,899	$73,899

Parameters of the RSVP 2013 competition included:

- All applicants must meet all statutory and regulatory requirements of RSVP, and must meet national performance measures requirements to be selected for funding.
- RSVP grants scheduled for competition must propose services in the posted geographic service areas, support at least 80 percent of the number of volunteers enrolled by the incumbent grantee, and minimize, to the extent possible, disruptions to the current volunteers associated with any incumbent project.

As a result of the competition, 205 new grants (totaling approximately $14.1 million) were announced in February of 2013. An estimated 79,575 volunteers will serve through these new grants. An additional four grants were announced in March of 2013. An estimated 295,275 RSVP volunteers will serve in FY 2013 and FY 2014. The reduction in number of volunteers from the previous year reflects the fewer grants awarded in FY 2013, due to the phasing of the competition with additional relinquishments and other factors.

In a time of growing social and economic challenges, national service is a critical and cost-effective method to engage millions of citizens in solving problems in their communities. In implementing the 2013 competition in RSVP, CNCS is focused on achieving higher levels of impact by:

- Demonstrating accountability, impact and good management of the public purse;
- Driving existing projects toward continuous quality improvement; and
- Supporting the implementation of the national performance measures through competition.

FY 2014 Budget Request and Performance Plan

In FY 2014, CNCS requests $50.204 million for RSVP, the same as the FY 2012 enacted level. The funding will support approximately 654 federally-funded RSVP projects and an estimated 295,275 RSVP volunteers. With this level of funding, CNCS will fund both competitive and continuation grants. The FY 2014 funding portfolio consists of:

- 206 competitive grants, scheduled for competition in FY 2014[3]
- 239 continuation grants that will be competed in FY 2015
- 209 continuation grants, which are the second year of the grants competed in FY 2013.

RSVP is the only Senior Corps program that is competed. Maintaining the proposed funding level reflects a continued commitment to both RSVP and the competitive grantmaking process. Demonstrating CNCS's commitment to RSVP is a critical part of the outreach strategy for potential applicants in future RSVP competitions.

Non-grant activities include funding for operations, including business support and recruitment and outreach for the 2014 RSVP competition. In addition, CNCS is planning an evaluation of RSVP in FY 2014[4]. This evaluation would be based on the experience of the ongoing evaluations in the Senior Companion Program, and would: 1) evaluate the implementation of an independent living performance measure impact tool; and 2) evaluate either the potential health benefits of volunteering in the RSVP program, or the potential health benefits of receiving services. The final determination on implementing this evaluation will be made based on the ongoing Senior Companion Program evaluation to ensure that the final RSVP evaluation can meet the proposed research goals. The planned evaluation will use shared instruments from the Health and Retirement Study administered by the National Institute on Aging at the National Institute on Health. The use of shared instruments will allow for quasi-experimental analyses, including propensity scoring, multivariate analyses, and statistical accounting for the clustering of data by sponsor.

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, RSVP grantees that are competitively awarded

3 Section 201 of DVSA
4 Section 416 (a) of DVSA

are required to implement standardized national performance measures. All competitive applicants in FY 2013, including incumbent grantees and new applicants, were required to include the new performance measures in their grant applications. Applicants utilized a new e-grants performance module that requires grantees to report on the performance measures in their application work plans, which will increase grantee accountability. Senior Corps has also provided recommended instruments to support grantee adoption of the performance measures such as the independent living and respite care performance measure. CNCS also provided technical assistance and training on performance measure implementation through the FY 2013 Senior Corps Virtual Conference.

The remainder of RSVP projects will adopt the new performance measures when they are competitively awarded a grant, either in FY 2014 or FY 2015. Based on this phased-in approach, the first comprehensive performance measures data for RSVP, as reflected in the new measures, will be in FY 2016. The schedule of implementation follows:

Fiscal Year	Percent of Portfolio to Complete
2013	32 percent of all projects implement national measures
2014	31 percent of projects adopt national measures for the 1st time 63 percent of all projects implement national measures
2015	37 percent of projects adopt national measures for the 1st time 100 percent of projects implement national measures

The majority of the new RSVP standard performance measures reflect CNCS agency-wide priority and supporting measures, augmented by a number of program-specific measures. CNCS will require all grantees to adopt subsets of CNCS's priority performance measures to track and report their effectiveness and impact. CNCS anticipates that the concentration of programming in strategic focus areas, using priority performance measures, will be as follows:

In RSVP, 70 percent of activities must occur within the Agency-Wide Priority and Complementary Program Performance Measures. RSVP grantees will also be required to identify a primary focus area. RSVP grantees must commit to reporting a combination of Agency-Wide outputs and outcomes related to the primary focus area. The primary focus area must account for at least 25 percent of the RSVP volunteers enrolled in the project. Thirty percent of volunteers can be placed in community priority assignments that are outside the scope of the CNCS Strategic Plan. In the FY 2013 competition, the Healthy Futures focus area (Independent Living, Access to Care, and Food Security) represented 80 percent and Education represented 13 percent of the focus areas of the new grants. For example, AARP-Experience in Action was announced as the new RSVP grantee in Chicago. They will be recruiting 500 new RSVP volunteers to serve 6,375 students using the Literacy Experience Corps model.

BUDGET ACTIVITY 7:

Foster Grandparent Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

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

A Foster Grandparent can serve as a caring and consistent adult presence in a child's life. This support, provided at critical stages in the development process, can help a child gain the confidence and skills to be successful in school and expand their economic opportunities later in life. In turn, Foster Grandparents derive significant emotional and health benefits from their service, which can improve their quality of life and provide them with a strong sense of purpose.

Foster Grandparents serve between 15 and 40 hours per week. Volunteers, who are at or below 200 percent of the federal poverty level, receive a modest stipend of $2.65 per hour to help offset the cost of volunteering. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives. Grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. Grantees contribute at least 10 percent of the total budget in non-federal funds and an amount equal to 80 percent of the federal budget must be expended on direct volunteer costs. Grants are awarded for a period of up to three years.

FY 2012 Accomplishments and Program Impact[5]

In FY 2012, 28,250 FGP volunteers, of whom 1,000 were veterans, delivered 23.7 million hours of service in their communities. Volunteers

5 Data provided were reported as actual and final for the period July 1, 2011 through June 30, 2012.

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

Continuing Grants	$109,743	$110,038	$109,242	($501)
Grantmaking and Business Support	822	1,203	1,323	501

served a total of 215,700 children, including mentoring more than 110,300 children, 3,038 of whom were children of military families.

In 2012, states and local communities contributed $26 million in non-federal funds to support Foster Grandparents, well above the required 10 percent non-federal share. The additional funds, including $6.8 million in state appropriated dollars, demonstrate the value of essential services that Foster Grandparents provide to children with special or exceptional needs in their communities.

Foster Grandparent Program in Action: Program Examples:

Serving Children of Military Families — Senior Volunteer Connection Foster Grandparent Program of South Central Georgia

Foster Grandparents serving at Moody Air Force Base (AFB) Child Development Center mentor and nurture children, many of whom experience separation anxiety as their parents prepare for and go out on deployment. The nine Foster Grandparents from the Senior Volunteer Connection FGP serving at the center ensure that the children remain on track developmentally and academically and that they continue to develop age-appropriate motor, language, and social skills. They continue to serve the children while the parents are deployed.

One child came to the center from Germany. His mother was deployed and the father and three children were reassigned to Moody AFB. The sudden separation from his mother and familiar surroundings to a new environment was very traumatic and the child became withdrawn from his father and siblings. The consistent nurturing by the Foster Grandparent helped the child became a strong little boy who went from being led to leading others as his confidence and self-esteem grew. He began to speak English and worked harder on his other cognitive developmental skills. In 2011, the Foster Grandparent Program received the Moody Air Force Base "Angel" Award.

Academic Achievement — Iowa and Kentucky

During the 2011-2012 school year, 74 Foster Grandparents in the Rock Valley, Iowa Foster Grandparent Program served 547 children in 21 elementary schools. The Teacher Evaluations from these schools showed that 83 percent of the students increased their reading skills.

The Foster Grandparent Program of Southern Kentucky in Bowling Green has 78 Foster Grandparents who serve in 40 sites throughout Southern Kentucky. Between July 1, 2011 and June 30, 2012, these Foster Grandparents have provided more than 81,000 hours of service to children with special or exceptional needs. Ninety-three percent of the 35 children served in Special Education classes advanced to the next grade level while 92 percent of the 89 children served in elementary schools improved their math and reading comprehension. Foster Grandparents also serve youth in the juvenile justice system. Based on reports by facility staff, 85 percent showed improvements in education, citizenship, and self-esteem.

School Readiness: California, Georgia and Washington DC — Jumpstart Community Corps

During the 2012-2013 school year, Jumpstart became a Foster Grandparent grantee in Los Angeles. Jumpstart trained 60 Foster Grandparents as "Community Corps" volunteers to serve 162 young children. Jumpstart also began partnerships with the FGP grantee in Atlanta and Washington DC to supplement their traditional "college corps." Jumpstart's incorporation of Foster Grandparents brings an evidence-based intervention that has utilized AmeriCorps members and resulted in gains in early literacy, school readiness, and socio-emotional

Table 16. Foster Grandparent Program Vital Statistics

Average federal award/grant	$340,218	$345,723	$348,390	$349,327	$346,800

skills. Children in Jumpstart have also displayed substantially greater literacy and school-readiness gains than children in a comparison control group. The inclusion of Foster Grandparent volunteers in their "Community Corps" demonstrates the flexibility of the Foster Grandparent model and the ability for Senior Corps to work with AmeriCorps to strengthen early childhood education through high-quality programs.

FY 2014 Budget Request and Performance Plan

In FY 2014, CNCS requests $110.565 million for the Foster Grandparent Program, the same as the FY 2012 enacted level. The funding will support approximately 28,250 Foster Grandparents, the same number of volunteers as FY 2012.

Non-grant activities include funding for operations such as business support, Senior Corps Week, and the Senior Corps evaluation[6]. CNCS is conducting an evaluation of the potential health benefits of volunteering in the Foster Grandparent Program, as compared to a comparable subset of the 22,000 participants of the Health and Retirement Study (HRS), administered by the National Institute on Aging at the National Institutes of Health. This evaluation will, for the first time, survey all Foster Grandparents. The use of shared instruments from HRS will allow for quasi-experimental analyses, including propensity scoring, multivariate analyses, and statistical accounting for the clustering of data by sponsor. This current evaluation will allow CNCS to determine the feasibility of a future longitudinal Senior Corps evaluation that could determine the potential health benefits of volunteer participation for new Foster Grandparents. The current evaluation and the resulting power calculations will lay the ground work for this possible future study by confirming that it would be sufficiently powered to measure expected changes in the self-efficacy of FGP volunteers as compared to a similar population of Americans who are not Senior Corps volunteers.

CNCS is planning an evaluation of the implementation of national performance measures in FGP using a recommended data collection instrument that will be used to measure gains in school readiness. This study will evaluate the fidelity of school readiness service activity and data collection in 100 percent of FGP grantees, who will be adopting the national performance measures as part of their grant renewals in FYs 2013, 2014, and 2015. This evaluation will provide an evidence-based approach for future technical assistance and training for FGP grantees in school readiness as part of a broader Administration effort to support early childhood education through high-quality programming.

Proposal to Introduce Full Competition into FGP: Proposed Amendments to the Domestic Volunteer Service Act of 1973 (DVSA)

CNCS proposes competition authority for FGP to enhance efficiency, accountability, and impact. Proposed amendments to the DVSA would authorize CNCS to conduct a competition for FGP grants. CNCS envisions implementing this competition for the first time in FY 2015, which is the 50th anniversary of the FGP. As with the other Senior Corps programs, this proposal represents an important step forward in ensuring greater return on the long-term investment in FGP. It also reflects CNCS's commitment to modernization, program impact, and accountability. CNCS believes that competition strengthens programs and community impact, and can be done in a way that minimizes disruptions to both the current volunteers and the communities they serve.

CNCS's experience with the RSVP competition demonstrates that CNCS can successfully conduct competition in FGP. Implementation of the FY 2013 RSVP competition also demonstrates CNCS's ability to address stakeholder concerns about competition in FGP, while ensuring that that the resulting portfolio of grantees will be the best qualified to meet the needs of children with special or exceptional needs. CNCS proposes to emphasize quality and outcomes, while preserving rural investments. Competition is a powerful tool to ensure accountability and reflects how grantmaking is moving across the federal government. Competition will also help ensure FGP volunteers get the meaningful service experience they desire, and that communities can provide the services that all children deserve.

6 Section 416 (a) of DVSA

Table 17. Percentage of the FGP Portfolio implementing National Performance Measures

2014	29 percent of projects adopt national measures for the 1st time 65 percent of all projects implement national measures

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, FGP grantees entering the first year of a new grant period are required to incorporate national performance measures in their grant applications. Grantees will utilize a new online performance module that will require grantees to report on the performance measures in their application work plans that will increase grantee accountability. Senior Corps has also provided recommended instruments to support grantee adoption of the performance measures such as the school readiness performance measure. CNCS also provided technical assistance and training on performance measure implementation through the FY 2013 Senior Corps Virtual Conference. Moving forward, FGP grantees that renew or enter the first year of a new grant in FY 2014 and in 2015 will be required to adopt the new measures at the time of renewal. Based on this phased-in approach, the first comprehensive performance measures data for FGP, as reflected in the new measures, will be in FY 2016.

The majority of the new FGP measures are part of the CNCS agency-wide priority and supporting measures, augmented by a number of program-specific measures. CNCS will require all grantees to adopt subsets of CNCS's priority performance measures to track and report on their effectiveness and impact. CNCS anticipates that 75 percent of FGP activities will focus on Education Priority outcomes related to school readiness, academic engagement, and academic performance. Grantees will be permitted to direct the remaining activities toward an additional Priority Measure and/or child safety/welfare and health issues that reflect the statutory requirements for Foster Grandparents to serve children with special or exceptional needs.

BUDGET ACTIVITY 8:

Senior Companion Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

The Senior Companion Program (SCP) provides a cost-effective option in the continuum of care available to the nation's aging population. Each year, Senior Companions, age 55 and older, serve tens of thousands of older and frail adults by providing companionship, transportation, help with light chores, and respite to assist seniors to remain in their own homes. Senior Companions help aging Americans and veterans maintain their dignity and quality of life, while enriching their own lives through their national service experience. Senior Companions' traditional clients are frail seniors, particularly women over the age of 85 who live alone. Other clients include individuals with disabilities and their caregivers.

Research conducted by the program suggests that Senior Companion clients received significant, long-term mental health benefits from SCP services, including reduced rates of depression. Companionship provides benefits to both the Senior Corps volunteer and companion, as social ties and perceived social support are linked with long-term health outcomes. Senior Companions also serve family and other informal caregivers, who provide daily support to frail seniors living at home. Caregiving can have a negative impact on the caregiving family's economic opportunities, and caregiver burnout is an important contributor to nursing home use.

Senior Companions serve between 15 and 40 hours per week. Volunteers, who are at or below 200 percent of the federal poverty level, receive a modest stipend of $2.65 per hour to help offset the cost of volunteering. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives. Grants are awarded to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. Grantees are required to contribute at least

Table 18. Senior Companion Program Budget Summary *(dollars in thousands)*

Continuing grants	$46,039	$46,205	$45,920	($119)
Grantmaking and business support	683	802	802	119

10 percent of the total budget from non-federal sources, and an amount equal to 80 percent of the federal budget must be expended on direct volunteer costs. Grants are awarded for a period of up to three years.

FY 2012 Accomplishments and Program Impact[7]

In FY 2012, 13,770 Senior Companion volunteers delivered 11.7 million hours of service to approximately 50,380 frail, older adults and others with physical or other limitations, of whom 3,160 were veterans. Of the Senior Companions serving, 721 were veterans. They transport clients to medical appointments, help shop for food and basic necessities, provide companionship to offset isolation, and offer respite to 6,900 family members and informal caregivers.

SCP grantees also work with states to expand services through Medicaid Home and Community-based Waivers. In 2011, 12 states elected to incorporate SCP services into their Medicaid-funded home and community-based services, providing nearly $1.3 million to support 624 Senior Companions, who in turn provided in-home support to more than 1,640 Medicaid-eligible clients.

In 2012, states and local communities contributed $16.7 million in non-federal funds to support Senior Companions, more than three times the required 10 percent non-federal share of $5.1 million. The additional funds, including $6 million in state appropriated dollars, demonstrate the value of essential services that Senior Companions provide in their communities.

Senior Companions in Action: Program Examples

Independent Living: Missoula Senior Companions, Montana
In 2012, 35 Missoula Senior Companions served 32,054 hours with 216 at-risk seniors. According to Missoula SCP partnering agency supervisors, these 216 at-risk adults with physical disabilities or chronic care conditions would be at risk of being institutionalized prematurely without Senior Companions. Of the at-risk seniors served, 214 — or 99 percent — retained their independence, preserving their assets and delaying use of Medicaid funds for nursing home placement. In 2012 the average cost of care in a nursing home facility in Montana was $70,263 annually for a semi-private room. For those 216 at-risk seniors the nursing home cost would have been $15.17 million. The total cost to operate the Missoula Senior Companion Program in 2012 was $210,141, consisting of $114,375 in CNCS funds and $95,766 in local matching funds.

Serving Individuals with Developmental Disabilities: New York State Office for People with Developmental Disabilities (OPWDD), New York
In New York, the Office for People with Developmental Disabilities (OPWDD) operates a statewide Senior Companion Program with 500 Senior Companions serving more than 1,100 clients with developmental disabilities. Senior Companions serve with their assigned clients on activities that promote greater socialization for increased community inclusion and adjustment. Senior Companions also help their clients with developmental support of activities of daily living. By developing these skills, Senior Companions are helping disabled adults live as independently as possible. For example, in lower Manhattan, 23 Senior Companions serve at OPWDD's partner site, Federation of Employment and Guidance System Health and Human Services (FEGS). Senior Companions work one-on-one with clients on appropriate and specific skills through art programming, trips into the community, and vocational opportunities.

FY 2014 Budget Request and Performance Plan

In FY 2014, CNCS requests $46.722 million for the Senior Companion

7 Data provided were reported as actual and final for the period July 1, 2011 through June 30, 2012

Program, the same as the FY 2012 enacted level. The level will support approximately 13,770 Senior Companions, the same level as FY 2012.

Non-grant activities include funding for operations across all three Senior Corps programs, including business support, Senior Corps Week, and the Senior Corps evaluation[8]. CNCS is conducting three evaluations in SCP. The first study evaluates the potential health benefits of volunteering in SCP volunteers as compared to a comparable subset of 22,000 participants in the Health and Retirement Study (HRS), which is administered by the National Institute on Aging of the National Institutes of Health. This evaluation will, for the first time, survey all SCP volunteers. The use of shared instruments from HRS will allow for quasi-experimental analyses, including propensity scoring, multivariate analyses, and statistical accounting for the clustering of data by sponsor. This current evaluation will allow CNCS to determine the feasibility of a future longitudinal Senior Corps evaluation and could determine the potential health benefits of volunteer participation for new SCP volunteers. The current evaluation will lay the ground work for this possible future study by confirming that it would be sufficiently powered to measure expected changes in the self-efficacy of SCP volunteers as compared to a similar population of Americans who are not Senior Corps volunteers. The current evaluation complies with Section 416 (a) of the DVSA.

The second study evaluates the implementation of national performance measures in SCP using a mandatory data collection instrument survey to be filled out by clients and caregivers. This study will evaluate the fidelity of data collection in the 33 percent of SCP grantees adopting the national performance measures as part of their grant renewal in FY 2013, and will provide the evidence basis for full implementation of the national performance measures by FY 2015.

The third study will determine the feasibility of a future evaluation that could determine the potential health benefits of receiving SCP volunteer services. This pilot study will use some shared instruments from HRS, which will also allow for quasi-experimental analyses as described above. This current evaluation will allow CNCS to determine the feasibility of a future longitudinal Senior Corps evaluation that could determine the potential health benefits of receiving services from SCP volunteers. The current evaluation will lay the ground work for this possible future study by confirming that it would be sufficiently powered to measure expected changes in social ties and social support in SCP clients as compared to a similar population of Americans.

Proposal to Introduce Full Competition into SCP: Proposed Amendments to the Domestic Volunteer Service Act of 1973 (DVSA)

CNCS also proposes competition authority for SCP to enhance efficiency, accountability, and impact. Proposed amendments to the DVSA would authorize CNCS to conduct a competition for SCP grants. CNCS envisions implementing this competition for the first time in FY 2015, which coincides with the SCP program's 41st anniversary. As with the other Senior Corps programs, this proposal represents an important step forward in ensuring greater return on the long-term investment in SCP. It also reflects CNCS's commitment to modernization, program impact, and accountability. CNCS believes that competition strengthens programs and community impact, and can be done in a way that minimizes disruptions to both the current volunteers and the communities they serve.

CNCS's experience with the RSVP competition demonstrates that CNCS can also successfully conduct competition in SCP. Implementation of the FY 2013 RSVP competition also demonstrates CNCS's ability to address stakeholder concerns about competition in SCP, while ensuring that that the resulting portfolio of SCP grantees will be the best qualified to support the desire of Americans to live independently. CNCS proposes to emphasize quality and outcomes, while preserving rural investments. Competition is a powerful tool to ensure accountability and reflects how grantmaking is moving across the federal government. Competition will also help ensure SCP volunteers get the meaningful service experience they desire, and that communities can provide the services that older Americans deserve.

Table 19. Senior Companion Program Vital Statistics

	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target	FY14 Target
Number of federally funded CNCS awards/grantees	187	185	185	185	185
Average federal award/grant	$247,375	$249,108	$248,859	$249,297	$248,216
Number of Direct Volunteers	14,450	13,600	13,770	13,770	13,770

8 Section 416 (a) of DVSA

Mandatory Performance Measures with a Focus on Outcomes

Beginning in FY 2013, Senior Companion grantees entering the first year of a new grant period are required to incorporate new standard national performance measures in their grant applications. Grantees will utilize a new online performance module that will require grantees to report on the performance measures in their application work plans that will increase grantee accountability. SCP grantees that renew or enter the first year of a new grant in FY 2014 and FY 2015 will be required to adopt the new standard measures at the time of renewal. Based on this phased-in approach, the first comprehensive performance measures data for SCP, as reflected in the new measures, will be in FY 2016.

The majority of the new measures are part of the CNCS agency-wide priority and supporting measures. CNCS will require all grantees to adopt subsets of CNCS's priority performance measures to track and report on their effectiveness and impact. CNCS anticipates that the concentration of programming in strategic focus areas, using priority performance measures is as follows: In the Senior Companion Program, 90 percent of activities must occur within the Healthy Futures Focus Area. Grantees must report Agency-Wide Priority Independent Living or Complementary Program Respite Care outcomes. CNCS also provided technical assistance and training on performance measure implementation through the FY 2013 Senior Corps Virtual Conference.

BUDGET ACTIVITY 9:

Subtitle H, Innovation, Demonstration, and Assistance

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

Program Summary

Subtitle H funding provides resources for CNCS to strengthen the nation's volunteer sector, bring more Americans into service, encourage social innovation, strengthen existing national service programs, and support and encourage new forms of national service and civic participation. This budget activity includes the Social Innovation Fund, the George H. W. Bush Volunteer Generation Fund, and Call to Service initiatives to engage more Americans in service, including the Martin Luther King Jr. National Day of Service and the September 11th National Day of Service and Remembrance. The activities in Subtitle H promote national service and volunteering, identify and incubate innovative program models, disseminate effective practices, and strengthen the reach and impact of national service programs and voluntary organizations across the country.

Social Innovation Fund

The Social Innovation Fund (SIF) is a core element of the President's strategy on evidence-based policy. It is focused on improving the lives of people in low-income communities by mobilizing public and private resources to grow innovative, community-driven solutions that have evidence of compelling impact in three priority areas of need: economic opportunity, youth development, and healthy futures. At a time when public, private, and nonprofit organizations are struggling to meet the nation's most pressing challenges, and when tough choices are being made at every level to maximize limited resources, the SIF represents a new way of doing business for the federal government.

Through building the capacity of intermediaries and subgrantees to design and implement increasingly rigorous program evaluation,

Table 20. Percentage of the SCP Portfolio implementing National Performance Measures

Fiscal Year	Percent of Portfolio to Complete
2013	29 percent of all projects implement national measures
2014	23 percent of projects adopt national measures for the 1st time 52 percent of all projects implement national measures
2015	48 percent of projects adopt national measures for the 1st time 100 percent of projects implement national measures

Table 21. Innovation, Demonstration, and Assistance Budget Summary *(dollars in thousands)*

the SIF will contribute to the knowledge base of proven program models that can be replicated in communities across the country, including by other CNCS funded programs.

The SIF model is itself innovative and combines several key elements that reinforce a clear role for the federal government as catalyst for transformational change and impact. These elements include:

- Partnership with selected grantees or "intermediaries" who select nonprofits or "subgrantees" that are positioned to deliver program impact which strengthens existing nonprofit infrastructure rather than creating additional government bureaucracy;
- Leveraging of non-federal resources through a 1:1 non-federal match requirement, both at the grantee and subgrantee levels, which builds stronger, more sustainable, and more diversified funding bases for each program;
- Reliance on evidence of effectiveness as a critical factor in funding decisions both at the CNCS level, and in the intermediaries' selection of their sub-grantees;
- Emphasis on growing impact through intermediaries' support of subgrantees in deepening or broadening their impact in communities;
- Requirements for rigorous program evaluation to increase accountability and create a robust pipeline of proven models for further investment; and
- Explicit mandate to capture and share knowledge, practices, and tools that emerge from the grant program in order to enable increased social innovation in the broader nonprofit sector.

As outlined in CNCS's Strategic Plan, the SIF maximizes the value it adds to grantees through its emphasis on improving their capacity to conduct rigorous evaluations. Additionally, beginning in FY 2013, the SIF is tracking its impact through five of CNCS's high priority goals in the areas of school readiness and success, housing, and evaluation.

To bolster the level of rigorous evidence produced by SIF grantees and consistent with the Serve America Act, CNCS is authorized to set aside up to 5 percent of the SIF's annual budget to fund supplementary activities that enhance the impact of the grant program, including evaluation and knowledge capture initiatives.

FY 2012 Social Innovation Fund Accomplishments and Program Impact

Fiscal Year 2012 represented the second full year of operations for the Social Innovation Fund. The three priorities in this period were to:

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

Accordingly, the major achievements of the SIF during FY 2012 are related to building an institutional foundation, including expanding and strengthening the portfolio of intermediaries and promising nonprofit organizations that are fundamental to accomplishing the program's intended impact. These achievements include the following:

- Increased the geographical breadth of the program with the selection of four additional grantees for a total portfolio of 20 grantees. The portfolio now represents a $137.7 million investment that is expected to leverage over $360 million in non-federal resources. SIF programs have received funding commitments from at least 168 non-federal organizations to date.

- Selected an additional 50 promising community-based, service-providing nonprofit organizations through open subgrant competitions run by SIF grantees. The first two cohorts of SIF intermediaries are funding a total of 200 subgrantees working in 34 states and the District of Columbia.
- Served more than 174,000 individuals in the SIF's three priority areas of need: economic opportunity, youth development, and healthy futures. This number of people served will continue to grow as SIF subgrantees report evaluation data for work that is already underway. Examples of individuals served through the SIF include:
  - The Local Initiatives Support Corporation is funded to spread its Financial Opportunity Center model into six new cities and 47 subgrantee organizations. In the first year alone, the Financial Opportunity Centers reached an additional 15,000 individuals and families with their employment placement and career improvement, financial education and coaching, and public benefits access services. Of the individuals served, 6,069 obtained employment, 4,212 increased their net income, and 2,638 achieved an increase in their credit score. Alaa, a refugee from Iraq, received support from a Financial Opportunity Center that helped him secure a job quickly and work through the process of transferring his engineering credentials to the U.S.
  - The Mayor's Fund to Advance New York City is replicating five effective anti-poverty programs in eight urban areas through 18 nonprofit subgrantees. In Tulsa, it is implementing the WorkAdvance program with their subgrantee Madison Strategies Group. Madison Strategies Group will train individuals in transportation-sector jobs, an area in which employers are facing a deficit of skilled workers. As a result of this program, participants will be enrolled in and complete job preparation services, be placed and retained in well-paying jobs, and advance up the career ladder within the targeted sector. Travis, a previously underemployed single father of two, took advantage of the program and is now earning more than his target wage in a stable, full-time position.
- Awarded $33.9 million in continuation funding to existing grantees through a rigorous process in which they were assessed against strict performance criteria, with funding levels adjusted accordingly.
- Continued approving the evaluation plans for the 2010 and 2011 grantees; seventy subgrantee evaluation plans are underway or in the final stages of approval. CNCS will provide a summary of grantee evaluation progress in CNCS's FY 2013 Annual Financial Report. Also during 2013, subgrantee evaluation plans will be submitted and approved for the 2012 cohort.
- Launched the SIF National Evaluation, a comprehensive, systematic effort to be conducted over the next four years to assess the impact of SIF. CNCS's evaluation office is coordinating this initiative and progress on it will be summarized and reported annually.

FY 2014 Budget Request and Performance Plan for Social Innovation Fund

CNCS is requesting $48.815 million for the Social Innovation Fund for FY 2014, a $4 million increase over the FY 2012 enacted level. The requested increase of $4 million will support a pilot grant program to facilitate SIF subgrantee access to data for evaluation purposes. In addition, up to 5 percent will be set aside to support research, technical assistance, and knowledge-related activities stipulated in the SAA and essential to the ability of the SIF to deliver expected value. Another up to 1 percent will fund CNCS's grant review process.

Program Grants

In FY 2014, as in previous years, the top priority for SIF grant funding will be sustaining the programs of the continuation grantees that meet performance goals. Continuation grantees must demonstrate the ability to secure sufficient matching funds, advance the level of subgrantee evidence, and implement high-quality, rigorous evaluations. Though all current grants have been awarded for the full five-year grant period, funding is provided in one- or two-year increments.

Central Administrative Data Access Facilitator Pilot

States and the Federal Government have multiple sources of high-quality administrative data that have the potential to reduce the cost and improve the quality of rigorous evaluations and performance reporting. In many cases it is legally permissible for researchers and evaluators to access this data, but there are numerous technical and logistical barriers. Many of these barriers are characterized by large one-time investments of time and energy, like learning about the requirements for accessing each source of data, negotiating the data access agreements, learning which data sources are most appropriate for different purposes, and formatting files in such a way that they can be matched against the administrative data sources. Many nonprofits do not have the capacity or technical ability to overcome these barriers.

CNCS proposes to provide $4 million to fully fund a five-year grant to facilitate SIF subgrantees' access to high-quality administrative data. This data facilitation hub will serve as the conduit that aids all subgrantees in accessing data available across State and Federal sources. This initiative has the potential to reduce evaluation costs while simultaneously improving evaluation quality. It will also enhance CNCS's ability to assist subgrantees in reaching a "moderate" or "strong" level of evidence. If the proof of concept is successful, it could be replicated

by other interested parties, and could serve as a model for reducing the cost of high-quality evaluations for nonprofit organizations.

George H. W. Bush Volunteer Generation Fund

Volunteers provide enormous social and economic benefit to our communities and the nation. According to the 2012 Volunteering and Civic Life in America report, in 2011, 64.3 million adults volunteered through an organization, an increase of 1.5 million over the previous year. The same report also found that the 7.9 billion hours these individuals volunteered is valued at $171 billion, using Independent Sector's estimate of the dollar value of volunteer time. In addition to this formal volunteering, two out of three Americans (65.1 percent or 143.7 million individuals) volunteered informally by helping out their neighbors. Whether tutoring at-risk students or providing job training to veterans or responding to natural disasters, volunteers have a powerful impact on critical challenges facing our nation. Volunteering can also provide important benefits to those who serve — helping them develop and maintain skills, expand professional networks, stay connected to their community, and experience physical and mental health benefits.

CNCS believes volunteering and civic engagement are the cornerstone of a strong nation. Through our programs and initiatives, CNCS strengthens the nation's voluntary sector and the impact of America's volunteers by bringing more individuals into service and building the capacity of nonprofits and public agencies to effectively manage volunteers.

The Volunteer Generation Fund, a program authorized by the Edward M. Kennedy Serve America Act, provided new authority for CNCS to support America's voluntary sector and to increase the impact of volunteers in addressing important needs in communities across America. The program builds on a bipartisan history of supporting investments in volunteer connector organizations that began with President George H. W. Bush and has continued through successive Administrations of both parties.

The Volunteer Generation Fund supports efforts that expand the capacity of volunteer connector organizations to recruit, manage, and retain individuals serving in high-quality volunteer assignments. The Act authorized two funding streams: competitive grants to nonprofit organizations and State Service Commissions, and formula-based allocations to State Service Commissions. Grants were used to identify effective approaches to expand volunteering, strengthen the capacity of volunteer connector organizations to recruit and retain volunteers, and develop strategies to effectively use volunteers to solve problems.

The Volunteer Generation Fund has shown promising early results and additional investments will stimulate greater innovation in the voluntary sector, help nonprofits attract and retain skilled volunteers, create a sustainable infrastructure of volunteer connector organizations, and build the capacity of the voluntary sector to more effectively use volunteers to address critical community needs.

FY 2012 Volunteer Generation Fund Accomplishments and Program Impact

In FY 2012, CNCS awarded third-year continuation grants to 19 State Service Commissions to mobilize more Americans to volunteer, including under-represented populations; to increase the organizational capability of nonprofits to effectively manage volunteers; to improve operations in the areas of sustainability, governance, leadership, and evaluation capacity; and to integrate technology to improve business processes.

State Service Commissions provided direct support to numerous nonprofits and volunteer connector organizations in urban and rural communities in their states, and reported on priority measures related to volunteer recruitment and management. Nonprofits that received training and support through the Volunteer Generation Fund generated significant numbers of new volunteers in FY 2012. Performance highlights include:

- Development of a research-based volunteer management curriculum for nonprofit organizations;
- Creation and expansion of volunteer centers in underserved communities;
- Training and deployment of volunteer leaders to coordinate and manage community service projects;
- Launch and expansion of skill-based volunteer programs;
- Improved systems and training for coordinating disaster and emergency volunteers to meet immediate and long-term needs;
- Convening of networks to share and disseminate best practices; and
- Training and technical assistance to enhance nonprofit organizational capacity to manage and engage volunteers in meaningful service.

Following are several examples of State Service Commission accomplishments:

Iowa Commission on Volunteer Service: With support from their Volunteer Generation Fund grant, the Iowa Commission on Volunteer Service reported leveraging more than 15,000 community volunteers contributing a total of 35,500 hours of service in FY 2012. The United Way of East Central Iowa Volunteer Center created an iPhone app that provides users with a map of volunteer opportunities and a way to connect those interested with the organizations hosting opportunities. The app has helped the United Way make volunteer opportunities more accessible. In September 2012, Iowa Governor Terry Branstad launched

the Volunteer Iowa: A Call to Service initiative that created a public-private partnership to increase volunteerism in Iowa. The initiative challenges Iowans to give back to their communities by volunteering at least 50 hours per year. The *What's Your 50? Campaign* was created to generate interest around this initiative, and the Iowa Volunteer Generation Fund grant is helping to establish partnerships to increase volunteerism in the state.

New York State Commission on National and Community Service
Using their Volunteer Generation Fund grant, the New York State Commission on National and Community Service strengthened the volunteer infrastructure throughout New York State by establishing new volunteer centers and building the capacity of existing volunteer centers to match volunteers with opportunities that fit their skills and interests. The grant has led to the leveraging of a substantial number of new volunteers, increased participation in the National Days of Service, the development of a statewide portal to collect service-impact data and connect volunteers with service opportunities, new strategic partnerships with public and private agencies, and the sharing of best practices and training resources among the network of regional volunteer centers. New York State's regional volunteer center infrastructure was a leading entity coordinating volunteers and national service resources during the response to Hurricane Sandy, and it continues to connect New Yorkers with opportunities to support the state's ongoing restoration efforts.

FY 2014 Budget Request and Performance Plan for the George H. W. Bush Volunteer Generation Fund

CNCS requests $10 million for the George H. W. Bush Volunteer Generation Fund, an increase of $6.0 million over the FY 2012 enacted level. This funding level will allow for a competition that includes nonprofit organizations in addition to State Service Commissions. Recognizing his exemplary life of public service and leadership in volunteerism, CNCS proposes to rename the program the George H. W. Bush Volunteer Generation Fund.

At a time of social need, when Americans of all ages are looking for ways to give back, many nonprofits could benefit from management practices that will allow them to more effectively use volunteers to address critical challenges. In recent years, the field of volunteer management has matured and a set of best practices has emerged that have been demonstrated to increase retention rates. These practices, if disseminated more widely, could address the challenge of volunteer attrition. More than one third of the individuals who volunteer each year do not volunteer the next, representing a huge loss of valuable human capital.

In implementing the George H. W. Bush Volunteer Generation Fund in FY 2014, CNCS will focus investments on volunteer management practices that increase both volunteer recruitment and retention. Retention is key to ensuring that new volunteers are productively engaged and to bringing stability to nonprofit operations, allowing organizations to focus on driving greater impact. Effective strategies to retain volunteers include skill building and skill matching. Skill building uses practices that ensure volunteers can learn new skills that expand opportunities for employment, especially among populations such as the unemployed, veterans, and disadvantaged youth. This approach is in line with policy guidance issued last year by the Department of Labor which recognized that volunteering can help unemployed individuals develop and maintain skills, expand professional networks, and enhance their resumes; this guidance encouraged states to promote volunteering by individuals receiving unemployment benefits.

Skill matching is the practice of matching volunteers with opportunities complementary to their skills in order to make the best use of their time and talents. One of the most promising strategies in the volunteer field is the growing trend towards skilled volunteering and pro bono service. These programs give nonprofits access to the professional skills they need to increase their capacity, operate more efficiently, and have a bigger impact on community problems.

By focusing on recruitment and retention, and investing in organization using best practices for skill building and skill matching, CNCS will use the George H. W. Bush Volunteer Generation Fund to strengthen volunteer management practices in nonprofits across the country, helping them broaden their volunteer base and increase their impact on community challenges.

Innovation, Demonstration, and Call to Service

Recognizing the critical role volunteers play in our nation, the Serve America Act directs CNCS to conduct a nationwide campaign to encourage Americans to engage in national service and volunteering. This Call to Service provision encourages CNCS to collaborate with other federal agencies and entities, State Commissions, governors, nonprofit and faith-based organizations, businesses, institutions of higher education, elementary schools, and secondary schools.

Throughout his time in office, President Obama has emphasized that service is a fundamental American value, and that our country's success depends on Americans being actively engaged in their communities. As the federal agency for service and volunteerism, CNCS is committed to

advancing the President's vision of engaging all citizens in a lifetime of service to community and country.

CNCS carries out the Call to Service authority in multiple ways. CNCS's initiatives include Martin Luther King Jr. National Day of Service, the September 11th National Day of Service and Remembrance, National Mentoring Month, the President's Higher Education Community Service Honor Roll, and United We Serve, a nationwide effort launched with the White House in 2009 to engage Americans in service to meet community needs. As a result of Serve.gov, the online home of United We Serve, hundreds of thousands of Americans have joined with friends and neighbors to replenish food banks, provide health services, support veterans and military families, restore public lands, and more. CNCS has also partnered with other agencies and nonprofit organizations on the Let's Read. Let's Move. initiative to combat summer reading loss and childhood obesity, and Joining Forces, an effort led by First Lady Michelle Obama and Dr. Jill Biden to engage Americans in supporting veterans and military families. Serve.gov also allows Americans looking to volunteer to find local opportunities by entering their interest and zip codes. The site's resources also include do-it-yourself toolkits with instructions for finding and filling local needs and a blog that features inspiring stories about how volunteering improves lives and transforms communities. In the coming year, CNCS will build on United We Serve's progress. The 2013 Presidential Inaugural coincided with the MLK Day of Service, prompting a National Day of Service that inspired more than 150,000 Americans to pledge to serve a total of 1.3 million hours. CNCS will engage these volunteers by working with other federal agencies and nonprofit partners to provide monthly opportunities to make good on their pledges.

FY 2012 Accomplishments and Program Impact for Innovation, Demonstration, and Call to Service

In FY 2012, Call to Service activities including national days of service, partnerships, and convenings that engaged hundreds of thousands of Americans in service, expanding to new communities, demonstrating impact, and recognizing the efforts of those who serve.

On the 2012 **Martin Luther King, Jr. Day of Service**, more than 600,000 Americans of all ages and backgrounds joined in volunteer service projects across the country to honor Dr. King's life and legacy. Through important projects focused on key issues facing our communities and nation, they answered Dr. King's timeless challenge: "What are you doing for others?" A special focus of the 2012 MLK Day of Service was advancing Dr. King's dream of economic opportunity, as volunteers offered free tax preparation, held workshops on college access, and offered help in job searching, resume writing, and interview preparation. CNCS MLK Day of Service grantees provided national leadership to the effort. Campus Compact's 14,000 volunteers participated on 65 campuses in 26 states. HOPE Worldwide, together with American Red Cross, mobilized 5,600 volunteers to serve more than 21,000 hours, educating about home safety and distributing fire extinguishers and smoke detectors. With more than 112,400 volunteers across the country, Points of Light projects included weatherizing homes, beautifying schools, and serving meals to veterans. More than 85,000 volunteers served in 1,300 projects in greater Philadelphia, including a jobs and opportunity fair at Girard College.

In total, CNCS engaged more than 100 strategic partners to organize projects and promote service on MLK Day through their networks. CNCS collaborated with Scholastic to create and distribute an MLK Day Curriculum was focused on Dr. King's legacy of service and was downloaded more than 5,100 times. CNCS recognized more than 2,000 volunteers with Drum Majors for Service Awards. There was extensive corporate and elected official involvement in MLK Day. More than 261,000 people visited the MLKDay.gov website and social media outlets.

On **September 11th National Day of Service and Remembrance**, Americans across the country came together in volunteer service to meet vital community needs, honoring the sacrifice of those who lost their lives and those who united in response to the 9/11 tragedy. Working with its network of grantees, State Commissions, and other partners, CNCS engaged more than 160,000 Americans in service and remembrance activities through more than 450 projects in 47 states, Puerto Rico and the District of Columbia. Projects ranged from food drives and disaster preparedness to fire safety education and neighborhood cleanups to recruiting and training tutors, with many focused on supporting or engaging veterans, soldiers, military families, and first responders in service.

In 2012, 9/11 National Day of Service and Remembrance grants were issued to seven organizations. Each grantee was required to set performance measures that align with CNCS's overall performance measures. Projects had to support one of three priorities: disaster services, education (or capacity building that supported education) and/or veterans and military families.

The third annual summer **Let's Read. Let's Move.** initiative promoted children's physical activity and summer reading loss prevention. Through **National Mentoring Month**, CNCS and its partners raised awareness about the positive impact high-quality mentoring relationships can have on young people's academic achievement, self-esteem, social skills, and

career development. The **National Mentoring Summit** brought together 500 nonprofit, business, and government leaders to enhance the quality and impact of the mentoring programs, chart the mentoring field's future and focus the power of mentoring on measurable outcomes.

The **White House Council for Community Solutions** developed and released the *Community Collaborative Toolbox, the Employer Tool Kit: Connecting Youth to Employment, The Economic Value of Opportunity Youth*, and *WHCCS Final Report: Community Solutions for Opportunity*. The Council also worked closely with the White House to support Summer Jobs + in January 2012 and the White House Summit on Community Solutions for Disconnected Youth in June 2012. Through these efforts, the Council raised awareness and provided recommendations on how Americans across all sectors can work together to address key community challenges and create positive change for youth who are out of school and work. The Council's outreach efforts engaged more than 250 nonprofit, business and government stakeholders and included extensive coordination with United Way Worldwide.

CNCS, as a lead agency on the **Let's Move in Indian Country** initiative, secured private sector resources to support placement of AmeriCorps VISTA members in Indian Country youth sports programs.

Working with the Department of Education, CNCS recognized 642 schools for exemplary community service in the **President's Higher Education Community Service Honor Roll**. Campuses named to the 2012 Honor Roll reported that nearly one million of their students engaged in service learning and more than 1.6 million participated in other forms of community service, serving a total of more than 105 million hours. CNCS outreach included meeting with more than 850 faith leaders for service recognition and information sharing.

CNCS focused efforts on cost-efficient use of technology for conferences training, and resource dissemination. The groundbreaking Senior Corps Virtual Conference focused on impact and performance measures was a major success, with 1,900 unique registrants. This conference was designed, among other things, to support applicants for the upcoming Senior Corp's RSVP competition and train Senior Corps programs on performance measures. Eighty-six percent of pre-and post-test respondents agreed or strongly agreed that they gained new knowledge and skills as a result of the conference. Ninety-three percent of attendees indicated that they would use the information gathered at the conference.

In FY 2012, CNCS also produced guides, toolkits, and communities of practice on three Strategic Plan focus areas: education, disaster services, and support to veterans and military families. These efforts reached more than 2,000 individuals and organizations, and many of the support materials and training are available online. Taking advantage of the broad audience in attendance, CNCS also sponsored three preconference training sessions and workshops on focus areas and performance measures at the National Conference on Volunteering and Service.

FY 2014 Budget Request and Performance Plan for Innovation, Demonstration and Call to Service

CNCS requests a total of $3.015 million to support Innovation, Demonstration and Call to Service activities. CNCS offers unique value by applying resources to support and expand effective social solutions. These solutions increase support for veterans and military families, including wounded warriors, communities affected by disasters, and the most persistently failing schools in our country. To encourage new areas of programming, especially in areas where no effective models exist, CNCS uses these Subtitle H funds to assist non-profits in applying national service and volunteerism as a solution to our country's most pressing community challenges.

For example, seeking cost effective methods of delivery, CNCS successfully piloted the Veterans and Military Families Community of Practice. In the first five months, over 400 professionals engaged in discussions on 49 topics through facilitated discussions, blog posts, and collaborative workspaces; and participated in seven online courses. Additional Communities of Practice will be developed for disaster response, people with disabilities engaged in service, and education efforts.

These efforts will also support CNCS's Next Wave of Service, by convening community partners in planning and dialogue and assessing needs and providing training materials to support service as a solution. Three such convenings provided the impetus for the School Turnaround AmeriCorps Initiative, an innovative collaboration with the Education Department launched in February 2013.

These funds support training and materials development for additional and new program and fiscal compliance requirements, including criminal background check requirements, distribution of member's living allowance, and changes to the match requirement process. The funds also support performance measure, program, and fiscal compliance training for each new cohort of CNCS grantees, and refresher courses for returning grantees. For example, materials planned include "detecting prohibited activities, and remotely monitoring subgrantees." Customer user surveys provide ongoing feedback which CNCS uses to enhance comprehension and user experience.

BUDGET ACTIVITY 10:

Subtitle J, Training and Technical Assistance

(National and Community Service Act of 1990, Title I, sections 1980 and Subtitle J)

Program Summary

Through Subtitle J, the National and Community Service Act authorizes CNCS to provide training and technical assistance (TTA) to improve the programmatic quality of current and potential national service programs and projects[9]. CNCS's current training and technical assistance strategy focuses on two outcomes: 1) implementation of CNCS's performance measures; and 2) grantee compliance with statutory, regulatory, and financial requirements. The rationale for this focus is a unique set of knowledge and skills specific to CNCS programs and projects in these critical areas. For FY 2013 and beyond, CNCS is building an agency-wide core curriculum to ensure CNCS staff and partners have the knowledge to be successful in these areas. Subtitle J funds provide the technology platform for online delivery of the core curriculum, tools, and materials, and for tracking the attainment of participant knowledge.

FY 2012 Accomplishments and Program Impact

During FY 2012, CNCS developed a plan for measuring the impact of TTA based on the Kirkpatrick Four Levels model, the standard in the learning and performance field. Starting with identification of training outcomes and competencies in the core content areas of implementing performance measures and complying with program, fiscal, and grant requirements, CNCS piloted the assessment of knowledge gains at the annual Financial and Grants Management Institute (FGMI) and the Senior Corps Virtual Conference. Results include:

- 92 percent of participants in the 2012 FGMI increased their knowledge in core curriculum competencies.
- Four online modules of the core curriculum for performance measurement were created in FY 2012 and piloted during the Senior Corps Virtual Conference, where 100 percent of participants improved knowledge on performance measures competencies by an average of 16 percent. These results helped inform the final plan for an ongoing data collection on the effectiveness of CNCS training. In 2014, CNCS plans to have finalized the instrumentation and data collection protocols and launched a certification program.

In addition to the work on measuring TTA effectiveness, CNCS expanded its online infrastructure in FY 2012 and provided program support grants to State Service Commissions for delivery of TTA at the state and local level.

Online Infrastructure

With thousands of CNCS-sponsored organizations across multiple programs supported by TTA funds, CNCS's capacity to provide technical assistance and measure the effectiveness of training relies on its online infrastructure. With content focused on CNCS training goals of implementing performance measures and compliance with program, financial and grants requirements, CNCS delivered more training online in 2012 than in the previous year[10], anchored by the implementation of the first CNCS virtual conference with 1,881 registrants. The TTA websites hosted almost one million unique visitors, delivered 246 webinars experienced by 20,899 participants, provided 46 e-courses completed by 14,931 participants, and supported the downloading of 101,884 resource documents. By 2014, CNCS will add functionality to the web platform that allows the assessment of knowledge gains through core curriculum courses.

Program Support Grants

CNCS invested approximately $1.4 million in states' efforts to provide local TTA through program support grants. Specifically, State

Table 22. Training and Technical Assistance Budget Summary *(dollars in thousands)*

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Increase/ Decrease (2012-2014)
Training and Technical Assistance	$1,996	$2,008	$600	($1,396)
Total Budget Authority	**$1,996**	**$2,008**	**$600**	**($1,396)**
Strategic Goals: **Maximize value to grantee, partners, and participants**				

9 The NCSA (1990), as amended by the SAA (2009), authorizes CNCS to use up to 2.5 percent of its program appropriations to fund TTA activities.
10 CNCS offered 17 percent more on line courses than the previous year (46 vs. 38) and enrolled 22 percent more individuals in these courses (14,931 vs. 11,767).

Commissions used these funds to ensure their grantees comply with federal rules, to establish state-wide indicators of service results, and fund efforts to coordinate service actions (e.g., respond to natural disasters). CNCS made 53 awards, the largest of which was $47,161 with an average award of $26,006.

In addition, CNCS continued to refine TTA strategies in support of strategic goals and programmatic needs. As part of this process, CNCS sponsored a public comment period in summer 2012 during which comments were specifically sought from grantees and projects. Results showed strong support for a blended delivery system of online and face-to-face delivery mechanisms, support for national core competencies with associated curricula, and recognition of the value of high quality peer-based knowledge networks.

FY 2014 Budget Request and Performance Plan

In FY 2014, CNCS requests $0.600 million, a decrease of $1.396 million from the FY 2012 enacted level. This requested amount is for activities authorized under Subtitle J, including support for AmeriCorps and Senior Corps-specific TTA in support of CNCS's strategic plan and program-specific initiatives.

Training and Technical Assistance Online Learning Platform — The Knowledge Network

This funding level will support CNCS's transition of all externally hosted TTA websites into the CNCS Office of Information Technology operations (OIT) aligned with the CNCS IT Plan. The TTA website will become the "National Service Knowledge Network." Sub-networks will provide content on CNCS priority focus areas and include interactive peer-based communities of practice. The Network will also feature an Online Learning Center to track participant knowledge gains on the core curriculum. This funding will support hosting, maintenance, and development, and an online learning center to host, develop, and design technology for training courses.

BUDGET ACTIVITY 11:

Evaluation

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

Program Summary

With the Evaluation Budget, CNCS conducts impact and outcome evaluations designed to demonstrate "what works" through four types of activities. These include:

1. Conducting national-level evaluations of core CNCS programs;
2. Implementing evaluations at the intervention-level or grantee level;
3. Providing evaluation monitoring and guidance to grantees; and
4. Monitoring annual trends of volunteering and civic engagement.

CNCS's research is conducted via three sources:

1. Carefully-selected and rigorously-designed research and evaluation projects;
2. Partnerships with other federal agencies with common interests whereby research projects are co-sponsored; and
3. Evaluation conducted by grantees and subgrantees, where CNCS provides monitoring and guidance to measure results and identify promising or best practices.

CNCS believes in a "research-to-practice model" whereby research results are used to inform program and policy decisions, infusing best practices into everyday program operations to increase individual and community impact.

FY 2012 Accomplishments and Program Impact

In alignment with its strategic plan, CNCS has developed a plan to provide high-quality evaluations of some of its most critical initiatives, which are designed to answer broad ranging questions such as:

- Which national service interventions and program models offer evidence?
- How can we best emphasize evidence and evaluation in the grant review process, such that our investments are placed in organizations that maximize community impact?
- What is the return on investment of national service members/volunteers delivering evidenced-based interventions?
- What is the impact of CNCS programs on communities? How can CNCS best use performance measures data, in combination with program evaluations, to document community impact and strengthen program outcomes?
- Is service a pathway to employment? Does service increase knowledge and skills in areas that are valuable or in short supply in the labor market?
- What are the trends in volunteering and civic participation?

Below is an overview of featured research and evaluation projects that are currently underway.

AmeriCorps Grantee Evaluation Monitoring and Guidance. In this project, we are providing detailed guidance, tools, monitoring, and support for AmeriCorps State and National grantees to strengthen

Table 23. Evaluation Budget Summary *(dollars in thousands)*

Evaluation	$2,994	$3,013	$5,000	$2,006

program evaluations. Currently, grantees that receive $500,000 or more annually are required to contract for a third-party evaluation. The activities under the project are meant to: 1) strengthen the evaluation guidance and tools provided to AmeriCorps State and National applicants and grantees to assist in completing the evaluation requirements; 2) provide reviews and feedback on applicants' evaluation plans and reports submitted during grant application reviews; and 3) provide support to those AmeriCorps grantees that are required to conduct independent evaluations. The project will be used to document evidence of impact for informed decision-making and allocation of resources. The project will also be used to make recommendations to maximize use of evaluation and evidence in the grantmaking award process and to potentially bundle evaluation results for a new annual impact report in 2013.

Minnesota Reading Corps (MRC) Phase III (Impact) Study. Building on earlier phases of this study, the primary goal of the impact evaluation is to understand if the Minnesota Reading Corps is having an impact by using a rigorous randomized control trial (RCT). The goal of the MRC is to ensure that students become successful readers and meet reading proficiency targets by the end of the third grade. The core activities of the program are training, placing, and monitoring AmeriCorps members in school-based settings to implement research-based early-literacy strategies. Members serve K-3 students in schools or pre-K youth in preschool centers. As a result of the feasibility study and process assessment, which demonstrated that the program is being implemented as designed and is ready for a rigorous evaluation, Phase III for K-3 sites began in September 2012. Students were randomly assigned to program and control groups and data collection was conducted during the first semester of the current school year. A quasi-experimental design will be used for pre-K sites in school year 2013-14.

Volunteering in America Survey. Annually since 2002, CNCS has worked with the U.S. Census Bureau (Census) and the Bureau of Labor Statistics to conduct the Volunteering Supplement as part of the Current Population Survey. With the data gathered through the supplement, CNCS has produced an interactive website, Volunteering in America (www.volunteeringinamerica.gov), that has cemented CNCS's position as the Federal authority on volunteering and civic engagement. The site provides a comprehensive analysis of volunteering trends and demographics at the national, regional, state, and major metro levels. The data are used by researchers, nonprofits, public agencies, and others to better understand the state of volunteering in their communities and develop strategies to expand service.

In 2011 (the most recent year for which data are available), the survey results indicated that 64.3 million Americans volunteered in a formal organization, with a nationwide volunteering rate of 26.8 percent. To distribute these findings, CNCS combined the Volunteering in America report with its annual Civic Life in America report to produce an integrated website, which increased efficiency and reduced costs while creating a more user-friendly product. Volunteering in America is a high profile release for CNCS that on average generates more than 150 million media impressions per year and is featured in national publications. In addition, the data are used by state and local elected officials, State Service Commissions, and national and local nonprofits to inform the development of volunteer recruitment and retention strategies and campaigns.

Assessment of the Involvement of Veterans and Military Families in National Service. Research is nearly complete on a study designed to examine the involvement of veterans and military families in national service and to identify effective models and strategies for engaging and serving these important populations. The findings will provide a substantial contribution to the Congressional report on the involvement of veterans and military families in national service that was mandated in the Serve America Act [Sec 1709].

In FY 2012, CNCS also began a project for the evaluation review and monitoring for the Social Innovation Fund. The central purpose of this project is to review, monitor, and assess local evaluations conducted by SIF grantees and their subgrantees to ensure that sound and rigorous

evaluations are designed and conducted in a way that helps the organizations demonstrate a stronger level of evidence.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $5.000 million for Evaluation in order to support CNCS's strategic plan and will fund research and evaluation studies that:

- Provide evidence about what works in the six agency priority areas.
- Assess the impact of national service interventions;
- Increase the evidence — and knowledge — base regarding the value of national service;
- Improve the capacity of CNCS and its grantees and stakeholders to conduct rigorous evaluations; and
- Make CNCS more effective.

The increase in 2014 to $5 million for evaluation allows CNCS to continue existing studies and significantly ramp up CNCS's commitment to evaluating programs with a strong evidence base and using data to make management decisions. The requested level also includes funds to support a new online study repository for all national service evaluations. This online repository will build off of existing structures at the Departments of Education, Health and Human Services, and Labor. Finally, this funding level will allow CNCS to provide additional technical support to grantees to improve the quality of evaluations.

Major evaluation projects in FY 2014 are:

Social Innovation Fund National Evaluation. The National Evaluation of the SIF is a multiyear study that seeks to assess the extent to which the evidence base for social program models has been strengthened; nonprofit capacity to implement and expand programs has increased; and SIF support has influenced the use of evidence, the flow of capital, and the scaling of programs. A mix of quantitative and qualitative methods is being used to generate valid and reliable data from SIF intermediaries and subgrantees, funders, third party evaluators, beneficiaries, community partners, and non-SIF entities that may have been influenced by the program.

Evaluation of Senior Corps Programs. CNCS will be undertaking a comprehensive evaluation of Senior Corps programs through 2015. The proposed study consists of cross-sectional data collection and pilot studies in the Foster Grandparent Program (FGP) and Senior Companion Program (SCP). These studies will inform both an RSVP evaluation in FY 2014, and/or possible longitudinal studies in FGP and SCP in FY 2014-15. The longitudinal studies incorporate a quasi-experimental design that can be used to establish causal association between Senior Corps activity and Goal 1 and Goal 2 outcomes.

Continuation of Minnesota Reading Corps (MRC) Phase III (Impact) Study. As described in the FY 2012 section, the primary goal of this study is to assess MRC impact using a rigorous randomized control trial at the K-3 level and a quasi-experimental design at the pre-K level. The goal of the MRC is to ensure that students become successful readers and meet reading proficiency targets by the end of the third grade.

Evaluation of YouthBuild Programs. CNCS is a partner with the U.S. Department of Labor in conducting a randomized controlled trial of the YouthBuild program. More than 7,000 youth aged 16-24 who have dropped out of high school participate in the program annually. Participants work toward their high school diploma or GED while learning construction skills by building homes for needy families. A subsample of sites selected for the study will be solely funded by CNCS, which will provide evidence on the impact of national service within the YouthBuild program. The evaluation will measure the effect that YouthBuild programs have on participants' educational attainment, postsecondary planning, employment, earnings, involvement with the criminal justice system, and social and emotional development.

Our work in FY 2014 is guided by the following strategies to enhance accountability and effectiveness:

- Maximize limited resources by designing evaluations that include results and best practices that can be leveraged across CNCS programs and grantees. Information gained from these evaluations will inform periodic assessments of agency progress in meeting its mission goals.
- Enhance CNCS capacity and expertise through collaborations with other federal agencies and experts.
- Build the capacity of grantees to conduct rigorous evaluations that will add to the evidence base of high-impact service models and interventions.
- Use a research-to-practice model so that research findings are disseminated to inform program and policy decisions, as well as create awareness of the impact of CNCS programs.

BUDGET ACTIVITY 12:

Salaries and Expenses

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

Program Summary

CNCS's Salaries and Expenses (S&E) budget activity provides resources for the federal administration of all CNCS's programs. Administrative activities include program development, grant award oversight and monitoring, grants and contract management, financial management, budget formulation and oversight, development of regulations and policy, and information technology system development and support.

FY 2012 Management Performance and Accomplishments

In FY 2012, CNCS undertook and accomplished a number of critical initiatives across CNCS to improve operations, performance, and accountability. Within the last year, CNCS completed the following management initiatives.

Workforce Development and Training

In FY 2012, CNCS completed the second year of its Leadership Institute, which consists of two programs. Both seek individuals who have shown strong professional potential through the successful completion of high level duties or special assignments.

The first program, *Leadership Crossroads*, is based on the highly successful Department of Interior Pathways to Leadership program, adapted to meet the interests of CNCS. Participants are midcareer individuals with high potential who have, through a competitive national application process, demonstrated the potential to take on a significant leadership role in the management of CNCS resources, projects, and/or people.

The second program, The Partnership for Public Service *Annenberg Leadership Institute* is an innovation and leadership laboratory where rising federal leaders learn the best management practices and apply them to pressing national issues. This program is targeted toward senior to mid-level CNCS employees.

Accountability

In FY 2012, CNCS created the Office of Accountability and Oversight (OAO) to strengthen its risk management approach in alignment with

Table 24. Salaries and Expenses Budget Summary *(dollars in thousands)*

Object Class	FY12 Enacted	FY13 Annualized CR	FY12 to FY14 Adjustments	FY14 Request
11.1 - Full-time permanent	$38,839	$39,700	$1,516	$40,355
11.3 - Other than full-time permanent	1,388	1,405	33	1,421
11.5 - Other personnel compensation	667	650	(22)	645
Total personnel compensation	**$40,895**	**$41,755**	**$1,526**	**$42,421**
12.1 - Civilian personnel benefits	12,473	12,800	377	12,850
21.0 - Travel and transportation of persons	2,095	1,470	(695)	1,400
23.1 - Rental payments to GSA	7,408	7,633	6,225	13,633
23.3 - Communications, utilities, and misc. charges	1,722	1,700	(22)	1,700
25.2 - Other Services**	17,582	17,417	(2,982)	14,600
26.0 - Supplies and Materials	668.262	575	(163)	505
***Total, Salary and Expenses**	**$82,843**	**$83,350**	**$4,266**	**$87,109**
Full Time Equivalent	**481**	**489**	**11**	**492**

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

**Includes $6 million one-time cost for a move or space consolidation of CNCS's headquarters.*
***The IT investment for FY 2014 is $12.392 million. This funding represents the S&E portion of CNCS's IT costs. It does not reflect the IT costs covered by program funds.*

CNCS's priorities and strategic vision. Some current examples of priority activities include developing a new Performance Measures Data Quality Review process — a standard tool for reviewing data quality elements with award recipients — and updating CNCS's monitoring protocols to ensure that they promote compliance and effectiveness, while keeping grantee burden to a minimum. The OAO is also developing an action plan for accountability, including internal controls. This will establish core principles and vision for CNCS's accountability efforts moving forward.

Information Technology Accomplishments

CNCS has made a number of IT investments to enable CNCS to meet the requirements of the 2009 Serve America Act, achieve the objectives outlined in its Strategic Plan, and efficiently administer the programs and initiatives that help mobilize volunteers and build capacity of the organizations and communities to solve problems. In FY 2012, in addition to operating and maintaining core IT services, CNCS implemented a number of initiatives aimed at advancing the goals and objectives of CNCS's IT Strategic Plan. Below are a few of the FY 2012 initiatives organized by the associated IT strategic goals:

Stabilized CNCS's IT Infrastructure

- Improved IT security and protecting personally identifiable information (PII) entrusted to CNCS by its members, grantees and other stakeholders remained a high priority focus for CNCS. Examples of steps taken include:
  - Implemented procedures to identify and mitigate vulnerabilities identified across core Grants Management Systems;
  - Completed implementation of security software to scan all new code for vulnerabilities before entering production; and
  - Implemented new tools to continuously monitor CNCS networks for vulnerabilities while simultaneously controlling access.
- CNCS optimized IT operations to reduce the cost of basic IT operations while at the same time adopting new technologies that promise to provide better IT support to CNCS programs through increased productivity, reduced burden on stakeholders, and greater public engagement. Examples include:
  - Completed an evaluation of alternatives and initial implementation of plans for reducing Commodity IT infrastructure costs, including the decommissioning of redundant/under-utilized services; and
  - Modified IT infrastructure to accommodate federal-wide implementation of HSPD-12, including the use of PIV cards to control physical access.

Created a More Agile IT Response to CNCS's Changing Needs

By enhancing the eGrants grants management system, CNCS continued to modify its core grants management applications, as well as IT management processes and tools, to better align and be more responsive to business needs. Examples include:

- Initiated implementation of Phase 2 of the Performance Measures module to identify performance measures and target values for VISTA, NCCC, and SIF, and enhance reporting of performance measures at the program level. This module supports CNCS's performance based management strategy and will support evidence-based decision making.
- Expanded the set of automated test scripts to further reduce the risk of introducing errors as system changes are implemented, improving the quality and reliability of IT support to staff, grantees and members.
- Refined the IT Modernization business case and roadmap, ensuring continued alignment of CNCS's IT modernization initiative with CNCS's strategic plan and enabling CNCS to better operate as part of the Administration's 21st Century Government initiatives. These initiatives include open government, greater public engagement, and IT reform.

Improved Productivity and Service Across CNCS Using Technology

By enhancing its data warehouse, CNCS has made it easier to access and analyze CNCS's data and demonstrate the impact of CNCS programs. CNCS also introduced new IT services to improve staff productivity. Examples include:

- Expanded data warehouse and reporting tool implementation by migrating all ad-hoc reporting functionality from core applications (eGrants) to the data warehouse and adding new data sets (e.g., Senior Corps and NCCC members) to Service Location and State Profile reports; and
- Subscribed to a Department of Commerce shared service that will enable staff to efficiently meet routine Standard Form 278 and 450 reporting requirements.

Followed IT Best Practices and Strived for Continuous Improvement

In updating IT policies, practices, and procedures, CNCS continued to apply best and innovative IT management practices to improve IT service delivery across the organization. Examples include:

- Improved internal OIT/CNCS governance, including revitalization of CNCS Executive Review Board (e.g., Investment Review Board) which conducted a complete review of the IT investment portfolio and set CNCS IT priorities as part of the FY 2014 budget cycle and Technology Council (i.e., the executive board responsible for conducting routine investment performance reviews); and
- Updated the CNCS Information Assurance policy, implemented new standard operating procedures, and upgraded CNCS's collaboration tool to enhance communication.

FY 2014 Budget Request and Performance Plan

For FY 2014, CNCS requests $87.109 million to support Salaries and Expenses, an increase of $4.266 million above the FY 2012 enacted level. This includes a one-time request of $6 million for a move or space consolidation of CNCS headquarters. The request also includes a one percent pay raise and supports continued IT operations and staffing levels needed to ensure efficient CNCS operations.

Information Technology

The FY 2014 IT budget request represents a $1.1M decrease from the FY 2012 enacted level and will fund core operations and services at reduced service levels compared with the FY 2012 enacted level. This budget request will allow CNCS to continue to make progress toward CNCS's Strategic Plan by funding the implementation initiatives aimed at strengthening IT systems to enhance efficiencies, enable program effectiveness, and improve accountability. At this level CNCS will have limited capacity to invest in IT modernization and major technology enhancements, so the emphasis will be on reducing IT base costs through adoption of updated technology and pursuing incremental updates to core IT systems and infrastructure in alignment with our IT modernization plan.

FY 2014 IT funding will be used to improve data quality, consistency, and accuracy; and enhance CNCS's data warehouse operations and eSpan/eGrants application. These IT projects will support ongoing CNCS initiatives focused on increasing oversight and accountability and demonstrating impact (e.g., analysis of agency-wide performance measures analysis and improvements to State Profile reports). The IT request will also be used to continue to protect IT systems and data, implement changes to our IT infrastructure designed to improve IT cost-effectiveness, and to expand remote access and mobile computing capability that will provide new operational flexibility and efficiencies.

The budget request also supports continued investment in the operations and maintenance of core CNCS business applications (e.g., financial management system, My AmeriCorps Portal) and IT services, including the managed data center, telecommunications, consolidated program help desk/hotline and subscriptions to E-Gov initiatives, as well as other government-wide shared services (e.g., Grants.gov).

Headquarters Move or Space Consolidation in Fiscal Year 2014

CNCS's lease for its headquarters offices expires in October 2014. CNCS is working with GSA to determine a location that will help it to maximize efficiency. CNCS is requesting $6 million for the move or space consolidation. This includes one-time costs for construction, cabling, moving, and security.

Disability Inclusion Strategy

Program Summary

Pursuant to the NCSA, CNCS seeks to expand opportunities that lead to the meaningful and successful inclusion of people with disabilities in national service. Our disability inclusion strategy supports the objectives of Goal 2 in the CNCS Strategic Plan, strengthening national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning and opportunity.

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

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

For FY 2012 and FY 2013, as authorized by the Serve America Act, CNCS used program dollars to fund its disability activities.

FY 2012 Accomplishments and Program Impact

In order to recruit and retain people with disabilities in national service programs, CNCS grantees and project staff need specific knowledge and skills to be able to identify potential applicants, articulate the benefits of service, design appropriate service experiences, provide reasonable accommodations, and create an environment of inclusion and support throughout their organizations. In FY 2012, to support the goal of inclusion of people with disabilities in service, CNCS:

- Partnered with disability organizations and agencies at national, state and local levels to leverage expertise and networks around recruitment. For example, through a grant to the University of Massachusetts, CNCS worked with Vocational Rehabilitation counselors across the country to identify barriers to participation for people with disabilities and solicit participation in recruitment. Through disability grants to State Service Commissions, 35 states maintained State Inclusion Teams (formal partnerships with a variety of disability support organizations).

- Provided training and technical assistance, resources, and materials on evidence-based practices to provide knowledge and skills for program and project managers to successfully engage people with disabilities. Outputs of activities include 130 trainings reaching 3,283 participants, 217 requests for technical assistance; monthly webinars reaching 1,243 persons, and a National Symposium on Service and Disability Inclusion with 300 attendees. In addition, CNCS provided a fully accessible web tech center: www.serviceandinclusion.org.
- Awarded grants to State Service Commissions to provide reasonable accommodations. In 2012, 34 state commissions reported fulfilling 324 requests for reasonable accommodation.
- Assessed service activities that led to post-service employment for people with disabilities and the inclusion of veterans in service. For example, CNCS's technical assistance provider conducted 78 interviews with disabled service members to isolate practices that led to retention and successful post-service outcomes, with 25 member stories uploaded to the website as examples of effective practices.

CNCS's objectives are to increase awareness and help ensure that individuals with disabilities who want to serve are afforded opportunities. CNCS has faced some challenges in assessing service efforts undertaken by individuals with disabilities who may choose not to identify their disability status.

In FY 2013, CNCS is incorporating the U.S. Bureau of Census's disability status questions in its routine data collections. In this way, CNCS will be able to establish a baseline of the number of persons with disabilities engaged in service and measure progress annually.

CNCS recently engaged the national service field and the wider public through a public comment process involving over 400 people on how best to approach disability inclusion programming. Activities proposed below reflect the priorities expressed from these stakeholders, as well as ideas derived from conversations with providers and other federal agencies who successfully serve disabled populations.

FY 2014 Disability Inclusion Strategy

In FY 2014, CNCS plans to use 2 percent of program dollars to support people with disabilities serving in CNCS programs. Pursuant to the Serve America Act the primary objective of CNCS's disability inclusion strategy will be to enroll and support members with disabilities serving in CNCS programs. This objective will be achieved through the following strategies. The national strategies will focus on increasing member levels of those with disabilities, and supporting these members.

Increasing Member Levels

- **Reserve funds to support the participation of people with disabilities in CNCS programs.** We propose to reserve funds that grantees can access to expand and enhance opportunities to serve for people with disabilities. These funds will be used to fund member slots for new service participants with disabilities.

Supporting Members and Their Service Experience

- **Procure service providers to assist programs with reasonable accommodation, as required by federal statute.** Under CNCS's authorizing statute, people with disabilities must be provided accommodations to enable them to serve.
- **Coach for Excellence.** Coach for Excellence is a set of online and telephone-based strategies to support grantees that have enrolled or will be enrolling people with disabilities as participants in their programs.
- **Continue to develop training materials for programs that engage or would like to engage members with disabilities.**
- **Research.** With the assistance of the Office of Research and Evaluation, CNCS will identify the best ways to increase the number of people with disabilities engaged in national service.

Office of Inspector General | PART VII

Office of Inspector General

Program Summary/Mission

To prevent and detect fraud, waste and abuse, the Office of Inspector General (OIG), Corporation for National and Community Service, conducts audits, evaluations and investigations of CNCS grantees, programs and operations. The OIG further recommends revisions to CNCS policies and practices, with the goal of promoting economy and efficiency. The OIG keeps CNCS's Chief Executive Officer, Board of Directors and the Congress fully and currently informed of its findings.

FY 2014 Budget Request Summary

Our request of $6,466,000 for FY 2014 consists of two components: an operating budget of $6,016,000, plus $450,000 for moving costs, in the event that CNCS relocates its headquarters. The operating budget represents a modest increase from the $5,400,000 sought for FY 2013. In the second quarter of FY 2012, the OIG sustained an unexpected budget reduction of 49 percent, requiring the Office to terminate 19 staff and curtail critical audits and other anti-fraud activities. At the reduced funding level, the Office can provide only minimal oversight of a grant-making organization with a budget of $1 billion. The operating budget that we propose for FY 2014 would return the Office to its FY 2008 level of funding. That support would enable the Office to continue to rebuild its capabilities and undertake robust oversight efforts.

Table 25. Office of Inspector General Budget Summary *(dollars in thousands)*

Budget Activities	FY12 Enacted	FY13 Annualized CR Rate	FY14 Request	Increase/Decrease (2012-2014)
Audit	$1,065	$1,393	$3,054	$1,989
Investigation	1,050	1,103	1,045	(5)
Support	1,510	900	1,393	(117)
Information Technology	367	570	438	71
Training	0	43	71	71
CIGIE	0	7	15	15
Total Operations	**$3,992**	**$4,016**	**$6,016**	**$2,024**
Relocation*	0	0	450	450
Total Budget Authority	$3,992	$4,016	$6,466	
Reimbursable Authority**		**120		
Total Available for Obligations	**$3,992**	**$4,136**	**$6,466**	

** One-time cost; GSA exploring relocation when current CNCS HQS lease expires in 2014.*
*** Reimbursable authority authorized for FY 2011.*

Audits, evaluations, investigations, and analyses are the primary tools we use to protect Federal taxpayer dollars invested in national service. For maximum impact, the OIG attempts to target its audits and evaluations on processes that flow across multiple agency programs, activities and operational units, as well as on high-risk grant recipients. We continue to investigate conduct that threatens the integrity of Federal programs as needed, to support criminal prosecutions, and to secure substantial recoveries.

All of this work is highly labor-intensive, and the OIG's operating budget request of $5,995,000 will increase our investigative and audit coverage. This request contemplates a staff of 22, organized into five sections: Audits, Investigations, Information Technology, OIG Support and Analytical Operations Section (AOS). The additional resources will also enable the OIG to meet new requirements for a Whistleblower Ombudsman, expanded responsibility to investigate whistleblower complaints by grantees, and improper payments (IPERA) evaluations. This budget will also allow us to press for increased use of suspension and debarment and other remedies in appropriate cases.

The Inspector General Reform Act of 2008 requires that Inspectors General specify the amounts necessary for staff training. Our proposed staff training budget for FY 2014, encompassing audit, investigative and support personnel, totals $71,000, with the majority devoted to training necessary for our investigators and auditors to maintain their professional credentials.

The Inspector General Reform Act of 2008 also requires that Inspectors General provide funds to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE). For FY2014 our contribution is $15,000 to fund CIGIE operations.

Audit Section

For a grant-making organization such as CNCS, audits and evaluations are the lifeblood of oversight. The budget cut in 2012 crippled this essential capability, requiring CNCS to supply the funding for OIG's contracted audit of the annual financial statements. Although the OIG intended to begin 18 new audits, it was able to initiate only three.

For FY 2014, the Audit Section requires $3,054,000. This amount will support the three statutorily required audits: (1) Financial Statement Audit (including the audit of the National Service Trust); (2) the Federal Information Security Management Act evaluation (FISMA); and (3) review of CNCS's compliance with the Improper Payments and Elimination and Recovery Act (IPERA); the first and second of these are performed under OIG supervision by outside contractors, at an estimated cost of $700,000. The Audit budget will also enable us to perform audits and evaluations of several state commissions, which disburse approximately 50 percent of CNCS's AmeriCorps State and National grants, as well as audits of high-risk grantees. These reviews will encompass both financial accountability and regulatory compliance. Our audits typically uncover serious lapses in these areas.

Five other circumstances make audit activity a particular priority for FY 2014. First, FY 2014 will mark the fourth year of CNCS's Strategic Plan, of which performance measures were a cornerstone. Accordingly, the OIG will begin to evaluate the effectiveness of these new performance measures.

Second, capitalizing on the success of the AmeriCorps National Civilian Community Corps program (NCCC), CNCS has entered into a novel partnership with the Federal Emergency Management Agency (FEMA) to establish a unit of 1,600 service corps members dedicated solely to disaster preparedness, response, and recovery. The NCCC program represents a substantial commitment of resources, with potentially great national benefits. We plan on evaluating the effectiveness of this new unit and its impact on the traditional NCCC model. CNCS has initiated similar partnerships with other agencies, and other such arrangements are under discussion. We will continue to monitor the progress to determine when and how we should evaluate these arrangements.

Third, CNCS's internal control program and grant monitoring capability require sustained attention. Recognizing its shortcomings in these areas, CNCS's created a new Oversight and Accountability Office. We intend to evaluate its progress. We also intend to evaluate whether grant monitoring protocols are sufficient to address the OIG's most common audit findings. Pending changes to the grants management requirements envision a more rigorous process, and we will evaluate CNCS's implementation of these requirements when they become final. Improving CNCS's procedures for reducing and recapturing improper payments is another key initiative for FY 2014.

Fourth, the financial accountability and regulatory compliance of Senior Corps grantees has emerged as a priority, with heightened significance as competition has begun in the Retired Senior Volunteer Program. This presents an opportunity to ensure that grantees' financial management systems can adequately account for Federal funds.

Fifth, CNCS's Social Innovation Fund (SIF) remains a high-priority and high-visibility initiative within CNCS's Innovation, Demonstration and Assistance programs. Its objective is improving the lives of people in

low-income communities by mobilizing public and private resources to develop innovative nonprofit organizations that demonstrate compelling impact in three areas of urgent need: economic opportunity, youth development, and healthy futures. Many SIF grantees have little or no prior experience with Federal funding. As a prevention measure, the Audit Section will continue to undertake pre-award account systems audits, which focus on a new SIF grantee's ability to manage and account for Federal funds.

Finally, CNCS's Information Technology infrastructure remains a priority. CNCS uses a customized portal and program to manage most of its AmeriCorps volunteers, grant awards and programmatic actions for agency programs. We plan on evaluating the effectiveness of this automated system, focusing on information management, security, and reporting that enables CNCS's senior leadership to make key decisions about its programs.

Investigation Section

The Investigation Section requires funding of $1,045,000. That Section focuses on allegations of misconduct that involve potentially significant losses of agency funds. Our agents, all of whom are based in a single office in Washington, DC, travel as required throughout the country to pursue their investigations and coordinate with Federal, state, and local prosecutors. While in the field, investigators take the opportunity to conduct Fraud Awareness Briefings (FAB), outreach efforts that educate agency and grantee staff about proper grant administration, to avoid or minimize losses from fraud. The Section also operates the hotline through which OIG receives many reports that are worthy of investigation.

Beginning in FY 2012, the Investigative Section, in response to resource constraints, began referring selected matters to CNCS for follow-up review, either directly or through the appropriate State Commission. The Section continues to offer advice and recommendations in connection with these reviews. For FY 2014 this practice will continue, thereby allowing our investigators to focus on the most serious or high risk matters.

Our results have been measurable. During FY 2012, we opened 22 actions, closed 42 actions, and identified more than $2,321,000 in savings to the Federal government based on changes in grantee behavior as a result of our investigative efforts. Our Investigations Section also recovered more than $2,846,000 in stolen or misused funds and identified more than $34.5 million in potential recoveries.

The demand for investigations has increased. Mid-way through FY 2013, the OIG has already initiated 25 actions and closed 29 actions. With increased emphasis on whistleblower protections we expect this pace to continue or even accelerate.

Support Section

The OIG Support Section budget request is $1,393,000. This budget represents funding for the immediate office of the Inspector General, Administrative, and Analytical Operations sections and includes such basic administrative elements as commuter benefits, human resources, financial management, and acquisition and physical assets. Because Section 6(c) of the Inspector General Act makes CNCS responsible for certain administrative expenses, this request does not include those items.

CNCS has informed us of the possibility of relocation in FY 2014. Based on an estimate from the General Services Administration, we have included $450,000 in our request for that purpose.

We are continuing to streamline our financial and administrative policies and procedures with a revised telework policy, implementation of a property management system, and a data information management system. We expect to achieve full implementation of these new initiatives by the end of FY 2014. The strategic goal for the Support Section is to promote office efficiency, increase productivity, and create a more environmentally conscious workplace.

The Analytical Operations Section functions as the OIG's central data mining and analytical support. AOS undertakes analysis and research to identify risk factors or red flags for particular grantees or programs, as well as areas of possible weakness concerning Corporation performance, effectiveness and efficiency. The section analyzes data directly from the Corporation's information systems and also employs various Federal, state, and local databases to perform its work. When fully implemented, these analytic tools will enable the OIG to adopt a predictive approach towards risk management and identify threats in real time, permitting early intervention and prevention of waste, fraud, and abuse. AOS also lends direct support to audit and investigation activities by providing detailed information and analysis on individuals or entities.

Information Technology

For FY 2014, the Information Technology Section (ITS) funding needs are $438,000. We have separated ITS from general support costs for this budget request in the interest of transparency regarding our technology needs, capabilities, and practices.

ITS serves the dual functions of supporting the OIG's audit, evaluation, and investigation activities, many of which involve information technology, and maintaining the Office's information technology infrastructure. In FY 2014, ITS will manage the FISMA contract evaluation of CNCS's network systems.

ITS also maintains information management systems tailored to the specific needs of our Audit and Investigation Sections: AutoAudit for audit and Micropact for investigations. These systems aggregate and organize information for specialized purposes, permitting active, real-time management by supervisors from outside the office environment, furthering the telework goals of the OIG. The statistical reports produced by these systems assist OIG senior leadership in making resource decisions. OIG peer review strongly supports the adoption of such systems as a best practice. In addition to these systems, ITS also provides invaluable hands-on assistance with audits or investigations which may require an IT expertise or opinion.

Finally, ITS is responsible for the Office's entire network enterprise architecture, which includes: telecommunications (Voice Over Internet Protocol), network services, physical security, major information system management, IT project management, website/intranet, copier, internet, laptop and desktop management, and help desk support. Data security against new and emerging threats remains a priority.

For FY 2014, ITS plans to undertake several technology updates originally scheduled for FY 2012-13, but deferred as a result of budget constraints. These projects, including enhanced capacity for telework and the relocation of information storage from physical servers to the cloud will ultimately reduce the capital cost of IT infrastructure by use of commercially available technology or shared Federal space (and allow the OIG to become greener). They are one-time expenses. Only by maintaining appropriate information systems, including these projects, can the OIG increase efficiency and maintain the highest standards associated with enterprise infrastructure security and conformity to best Federal practices.

Strategic Goals

The OIG is charged with providing timely and independent information to CNCS's Board of Directors, Chief Executive Officer, senior management, and Congress regarding the effectiveness and efficiency of CNCS programs and operations. The ultimate objective is to improve CNCS's ability to meet its responsibilities, including as a fiduciary of public funds, and achieve its mission. Thus, the OIG's FY 2014 audit and investigative plans are designed, to the best of the OIG's ability, to assist CNCS in meeting its strategic goals, reducing program vulnerabilities, strengthening program integrity in the delivery of benefits to program participants, and increasing the efficiency and effectiveness with which CNCS manages and exercises its stewardship of grant funds. The OIG's Strategic Plan and Performance Measures can be found at http://www.cncsoig.gov/latest-strategic-plan.

Appendices I PART VIII

Appendix A. Corporation for National and Community Service Enacted Budget, 1994-2014 Request *(dollars in thousands)*

Activity	FY94 Enacted	FY95 Enacted	FY96 Enacted	FY97 Enacted	FY98 Enacted
Total, Operating Expenses	**543,503**	**651,587**	**566,844**	**586,499**	**653,975**
National Service Trust	$98,751	$115,070	$56,000	$59,000	$70,000
AmeriCorps State and National Grants	155,500	219,000	215,000	215,000	227,000
Innovation, Demonstration, and Assistance[1]	31,900	30,000	29,850	30,000	30,000
Evaluation	4,600	5,500	5,000	5,000	5,000
AmeriCorps NCCC	10,000	18,000	18,000	18,000	18,000
Learn and Serve America	40,000	46,000	43,000	43,000	43,000
State Commissions Support Grants[1]	24,750	28,723	24,918	25,000	27,000
Partnership Grants	5,000	5,830	5,500	5,500	5,500
AmeriCorps VISTA	42,724	47,700	41,235	41,235	65,235
Special Volunteer Programs	-	-	-	-	-
National Senior Service Corps	130,278	135,764	128,341	144,764	163,240
RSVP	34,388	35,708	34,949	35,708	40,279
Foster Grandparent Program	66,117	67,812	62,237	77,812	87,593
Senior Companion Program	29,773	31,244	31,155	31,244	35,368
Senior Demonstration Program	0	1,000	0	0	0
Disability Placement Funds[3]	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account[1,2]	31,151	31,160	28,541	27,850	28,129
Office of the Inspector General	944	2,000	2,000	2,000	3,000
Total, CNCS	**$575,598**	**$684,747**	**$597,385**	**$616,349**	**$685,104**

Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY10.
The chart above calculates Operating Expenses inclusive of the Trust Appropriation.
[1] Pursuant to P.L. 110-28 $1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.
[2] NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.
[3] Beginning in FY 2012, and pursuant to the Serve America Act, CNCS used up to 2% of program dollars to fund disability activities. CNCS is seeking to continue using this authority in FY 2014.

Appendix A. Corporation for National and Community Service Enacted Budget, 1994-2014 Request *(dollars in thousands) (continued)*

Activity	FY99 Enacted	FY00 Enacted	FY01 Enacted	FY02 Enacted	FY03 Enacted
Total, Operating Expenses	**682,266**	**696,545**	**729,112**	**698,501**	**745,755**
National Service Trust	$70,000	$70,000	$69,846	$0	$99,350
AmeriCorps State and National Grants	237,000	233,395	230,492	240,492	173,863
Innovation, Demonstration, and Assistance[1]	28,500	28,500	28,437	28,488	35,269
Evaluation	5,000	5,000	4,989	5,000	2,981
AmeriCorps NCCC	18,000	17,892	20,954	24,896	24,838
Learn and Serve America	43,000	43,000	42,905	43,000	42,721
State Commissions Support Grants[1]	28,356	27,895	30,932	30,991	32,289
Partnership Grants	5,500	7,741	28,936	29,000	14,901
AmeriCorps VISTA	73,000	80,574	83,074	85,255	93,674
Special Volunteer Programs	-	-	-	5,000	9,935
National Senior Service Corps	173,910	182,818	188,547	206,379	215,934
RSVP	43,001	46,117	48,884	54,884	58,501
Foster Grandparent Program	93,256	95,988	98,868	106,700	110,775
Senior Companion Program	36,573	39,219	40,395	44,395	46,260
Senior Demonstration Program	1,080	1,494	400	400	398
Disability Placement Funds[3]	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account[1,2]	29,129	31,129	32,229	32,213	34,346
Office of the Inspector General	3,000	3,985	4,989	4,994	5,961
Total, CNCS	**$714,395**	**$731,659**	**$766,330**	**$735,708**	**$786,062**

Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY10.
The chart above calculates Operating Expenses inclusive of the Trust Appropriation.
[1] Pursuant to P.L. 110-28 $1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.
[2] NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.
[3] Beginning in FY 2012, and pursuant to the Serve America Act, CNCS used up to 2% of program dollars to fund disability activities. CNCS is seeking to continue using this authority in FY 2014.

Appendix A. Corporation for National and Community Service Enacted Budget, 1994-2014 Request *(dollars in thousands) (continued)*

Activity	FY04 Enacted	FY05 Enacted	FY06 Enacted	FY07 Enacted	FY08 Enacted
Total, Operating Expenses	**867,833**	**856,574**	**837,936**	**805,760**	**782,744**
National Service Trust	$129,233	$142,848	$138,600	$117,720	$122,539
AmeriCorps State and National Grants	312,147	287,680	264,825	264,825	256,805
Innovation, Demonstration, and Assistance[1]	11,159	13,227	16,280	29,771	18,893
Evaluation	2,982	3,522	3,960	3,960	3,891
AmeriCorps NCCC	24,853	25,296	36,730	26,789	23,782
Learn and Serve America	42,746	42,656	37,125	37,125	37,459
State Commissions Support Grants[1]	11,929	11,904	12,516	12,516	11,790
Partnership Grants	14,913	14,384	14,850	0	0
AmeriCorps VISTA	93,731	94,240	95,464	95,468	93,800
Special Volunteer Programs	9,876	4,960	-	-	-
National Senior Service Corps	214,264	215,857	217,586	217,586	213,785
RSVP	58,156	58,528	59,685	59,685	58,642
Foster Grandparent Program	110,121	111,424	110,937	110,937	108,999
Senior Companion Program	45,987	45,905	46,964	46,964	46,144
Senior Demonstration Program	0	0	0	0	0
Disability Placement Funds[3]	0	0	0	0	0
Training & Technical Assistance	0	0	0	0	0
Salaries & Expense Account[1,2]	61,321	64,480	66,083	70,324	67,759
Office of the Inspector General	6,213	5,952	5,940	4,963	5,828
Total, CNCS	**$935,367**	**$927,006**	**$909,959**	**$881,047**	**$856,331**

Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY10.
The chart above calculates Operating Expenses inclusive of the Trust Appropriation.
[1] Pursuant to P.L. 110-28 $1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.
[2] NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.
[3] Beginning in FY 2012, and pursuant to the Serve America Act, CNCS used up to 2% of program dollars to fund disability activities. CNCS is seeking to continue using this authority in FY 2014.

Appendix A. Corporation for National and Community Service Enacted Budget, 1994-2014 Request *(dollars in thousands) (continued)*

Activity	FY09 Enacted	FY10 Enacted	FY11 Enacted	FY12 Enacted	FY13 Annualized CR	FY14 President's Budget Request
Total, Operating Expenses	**811,639**	**1,041,521**	**967,594**	**960,053**	**754,843**	**760,264**
National Service Trust	$131,075	$197,000	$199,260	$211,797	$213,093	$207,293
AmeriCorps State and National Grants	271,196	372,547	349,300	344,348	346,455	345,800
Innovation, Demonstration, and Assistance[1]	18,893	60,500	60,379	53,280	53,606	61,830
Evaluation	3,891	6,000	5,988	2,994	3,013	5,000
AmeriCorps NCCC	27,500	29,000	28,942	31,882	32,077	29,882
Learn and Serve America	37,459	39,500	0	0	0	0
State Commissions Support Grants[1]	11,790	17,000	16,966	13,441	13,523	14,841
Partnership Grants	0	0	0	0	0	0
AmeriCorps VISTA	96,050	99,074	98,876	94,820	95,401	94,820
Special Volunteer Programs	-	-	-	-	-	-
National Senior Service Corps	213,785	220,900	207,883	207,491	208,760	207,491
RSVP	58,642	63,000	50,299	50,204	50,511	50,204
Foster Grandparent Program	108,999	110,996	110,774	111,241	111,241	110,565
Senior Companion Program	46,144	46,904	46,810	46,722	47,007	46,722
Senior Demonstration Program	0	0	0	0	0	0
Disability Placement Funds[3]	0	5,000	4,990	0	0	0
Training & Technical Assistance	0	7,500	7,485	1,996	2,008	600
Salaries & Expense Account[1,2]	71,715	88,000	87,824	82,843	83,350	87,109[4]
Office of the Inspector General	6,512	7,700	7,684	3,992	4,017	6,466[5]
Total, CNCS	**$889,866**	**$1,149,721**	**$1,075,577**	**$1,048,884**	**$1,055,303**	**$1,061,132**

Training and Technical Assistance dollars were provided in a separate appropriation beginning in FY10.
The chart above calculates Operating Expenses inclusive of the Trust Appropriation.
[1] Pursuant to P.L. 110-28 $1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.
[2] NCSA administrative expenses are included in the State Commission Support Grants Program line item prior to FY 2004.
[3] Beginning in FY 2012, and pursuant to the Serve America Act, CNCS used up to 2% of program dollars to fund disability activities. CNCS is seeking to continue using this authority in FY 2014.
[4] This includes $6 million for a move or space consolidation of CNCS's headquarters.
[5] This includes $450,000 for a move or space consolidation of CNCS's headquarters.

Appendix B: Summary of CNCS Programs

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

Program/Activity	Description	FY14 President's Budget Request *(in Thousands)*
Major Programs		
AmeriCorps State and National	Grant programs designed and managed by community organizations that build and strengthen the infrastructure of the nonprofit sector, increasing the scope and quality of services available to those most in need. Federal funds are heavily leveraged via partnerships with states, local communities, and private organizations.	$345,800.00
AmeriCorps VISTA	Anti-poverty program that provides opportunities for individuals 18 years or older for a full year of service in low-income communities. VISTA members support the efforts of nonprofits and communities to build and enhance sustainable anti-poverty programs.	$94,820.00
AmeriCorps NCCC	Team-based service performed by youth, 18-24 years of age, serving in campus-based residential programs, supporting community and national-based organizations, tribes, educational institutions, local municipalities, and state and national parks.	$29,882.00
National Service Trust	Provides funds for the Segal AmeriCorps Education Award for eligible national service participants. A full-time education awards is $5,645 for AmeriCorps members who start service in FY 2014.	$207,293.00
State Commission Support Grants	Formula grants to State Service Commissions, matched dollar for dollar with state funds, which support Commissions in conducting grant competitions and monitoring sub-grantee performance.	$14,841.00
Senior Corps		$207,491.00
Senior Corps-RSVP	Grants awarded to eligible sponsors to develop and manage flexible non-stipend opportunities for volunteers age 55 and over to help improve their lives while delivering a wide range of community services to nonprofits and public agencies.	$50,204.00
Senior Corps-FGP	Grants awarded to community organizations for stipended service for volunteers age 55 and over to support children and youth with special or exceptional needs. Volunteers meeting income eligibility requirements receive an hourly cash stipend.	$110,565.00
Senior Corps-SCP	Grants awarded to community organizations for stipended service for volunteers age 55 and over to help individuals, primarily frail seniors, to remain independent in their homes. Volunteers meeting income eligibility requirements receive an hourly cash stipend.	$46,722.00
Innovation and Demonstration Activities	Supports and encourages new forms of service and civic participation. Includes funding for the Social Innovation Fund, George H. W. Bush Volunteer Generation Fund, a national Call to Service Campaign, and 9/11 Day of Service.	$61,830.00
Disability Grants	Disability grants provide Americans with disabilities the opportunity to participate in strengthening their communities through volunteering and service.	$0
Training and Technical Assistance	The Serve America Act authorizes a new subtitle J for training and technical assistance for programs under the national service laws.	$600
Evaluation	Evaluation at CNCS is dedicated to developing and cultivating knowledge that will enhance the mission and support the strategic goals of CNCS and of national and community service programs.	$5,000.00
Salaries and Expenses	Funds for administering and managing National and Community Service programs.	$87,109.00

Appendix C: Summary of Program Benefits for Participants

Program	Eligibility	Stipend
AmeriCorps State and National	In general, an AmeriCorps State and National member must (1) be as least 17 years old at the commencement of services, or have been an out-of-school youth 16 years of age at the commencement of service, participating in a youth corps program; (2) s/he must have a high-school diploma (or its equivalent) or agree to obtain a high-school diploma or its equivalent prior or using the ed awards, and (3) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Minimum Living allowance of $12,100 for full-time members in program Year 2013. A Living allowance is not required for less than full-time members or EAP members.
AmeriCorps NCCC	An AmeriCorps NCCC member must (1) be between the ages of 18 and 24 years old, and (2) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Yes. The Living Allowance ($400/month for 10 months), lodging and meals. Team Leaders earn $1,136 per month during 11 months of service.
AmeriCorps VISTA	An AmeriCorps VISTA member must (1) be 18 years of age or older, and (2) s/he must be a citizen, national, or legal resident of the United States.	Yes. Living Allowance: In FY13 range is projected to be $928/month to $1,606/month (based on regional cost of living and tied to the poverty rate.)
Senior Corps	1. RSVP 2. Foster Grandparent Program 3. Senior Companion Program Senior Corps programs use the term "volunteer" to describe a participant enrolled in a Senior Corps programs and supported by the grant award.	
RSVP	To be an RSVP volunteer, an individual must (1) be 55 years of age or older; (2) s/he must agree to serve without compensation, and (3) s/he must reside in or nearby the community served by RSVP.	No.
Foster Grandparent Program	To be a Foster Grandparent volunteer, an individual must (1) be 60 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served. (3) In order to receive a stipend, the individual must have an income that is within the income eligibility guidelines (within 200% of poverty).	Yes, if income guidelines are met (200% of poverty), then receive $2.65/hour tax free.
Senior Companion Program	To be a Senior Companion, an individual must (1) be 60 years of age or older. (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served. (3) In order to receive a stipend, the individual must have an income that is within the income eligibility guidelines (within 200 percent of poverty).	Yes, if income guidelines are met (200% of poverty), then receive $2.65/hour tax free.
SIF — see Appendix I		

Appendix C: Summary of Program Benefits for Participants *(continued)*

Program	Term of Service	Health care	Childcare	Segal AmeriCorps Education Award
AmeriCorps State and National	An AmeriCorps member serves full-time (1,700 hours up to 12 months) or part-time (up to 900 hours in up to 2 years).	Full-time members must receive health care benefits except for EAP. Less than full-time members may not receive health care with CNCS funds.	Only members are eligible to receive childcare. Rate established by state Child Care Development Grant (CCDG).	Yes.
AmeriCorps NCCC	An AmeriCorps NCCC member serves full-time in a team-based residential program for 10 months.	Yes. CNCS administered health plan.	Yes. Maximum $400 month per child.	Yes.
AmeriCorps VISTA	Full-time for one year.	Yes. CNCS administered health plan.	Yes. Maximum $400/ month per child.	Yes or may select an end of service stipend accrued at the rate of $125/month.
Senior Corps				
RSVP	Open enrollment-no set schedule. Can serve as few or as many as the volunteer chooses (volunteer hours vary).	No.	No.	No.
Foster Grandparent Program	Open enrollment service schedule between 15 and 40 hours per week.	No. (Note: Each Foster Grandparent receives a physical examination annually with the cost covered by the project/ grantee).	No.	No.
Senior Companion Program	Open enrollment service schedule between 15 and 40 hours per week.	No. (Note: Each Senior Companion receives a physical examination annually with the cost covered by the project/ grantee).	No.	No.
SIF — see Appendix I				

Appendix D: Grantee Match Requirements

At a Glance

AmeriCorps State and National

For grants made from FY 2014 Appropriations, AmeriCorps State and National grantees must meet the following minimum requirements based on the number of years they have been operating their AmeriCorps program.

Minimum grantee requirement

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

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

Alternative match requirements

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

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

AmeriCorps VISTA

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

Social Innovation Funds

Grantees match federal funds received, dollar for dollar, in cash. Subgrantees provide the same match for every dollar received.

Appendix E: AmeriCorps Members by Program Type: FY 1996–2014

Program	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct	Actual 1999 Awarded	Pct	Actual 2000 Awarded	Pct
Education Award Program	N/A		15,280	31.3%	10,508	20.8%	12,464	22.4%	16,436	25.1%
National Direct	8,239	28.8%	6,601	13.5%	7,446	14.7%	7,020	12.6%	6,958	10.6%
State Formula and Competitive	14,625	51.1%	19,701	40.4%	21,181	41.9%	22,123	39.7%	28,088	42.9%
Territories	93	0.3%	246	0.5%	59	0.1%	215	0.4%	252	0.4%
Tribes	97	0.3%	202	0.4%	135	0.3%	242	0.4%	425	0.6%
Other State and National	586	2.0%	1,212	2.5%	4,286	8.5%	5,796	10.4%	5,387	8.2%
VISTA Ed Awards	2,506	8.8%	3,150	6.5%	4,256	8.4%	4,653	8.4%	4,960	7.6%
VISTA Stipends	1,548	5.4%	1,442	3.0%	1,895	3.7%	1,959	3.5%	1,902	2.9%
NCCC	926	3.2%	964	2.0%	820	1.6%	1,195	2.1%	994	1.5%
Total	**28,620**		**48,798**		**50,586**		**55,667**		**65,402**	

Program	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct	Actual 2005 Awarded	Pct
Education Award Program	20,651	28.4%	23,859	34.4%	6,899	21.6%	28,975	38.9%	25,024	34.2%
National Direct	7,287	10.0%	7,225	10.4%	3,517	11.0%	9,751	13.1%	10,221	14.0%
Professional Corps	N/A		N/A		N/A		-		1,545	2.1%
State Formula and Competitive	33,278	45.7%	29,548	42.7%	13,740	42.9%	28,436	38.2%	28,658	39.1%
Territories	128	0.2%	142	0.2%	-		149	0.2%	26	0.0%
Tribes	212	0.3%	314	0.5%	86	0.3%	185	0.2%	162	0.2%
Other State and National	2,200	3.0%	752	1.1%	652	2.0%	-		-	
VISTA Ed Awards	5,801	8.0%	4,270	6.2%	3,086	9.6%	4,061	5.4%	4,475	6.1%
VISTA Stipends	2,128	2.9%	1,920	2.8%	2,711	8.5%	1,782	2.4%	1,962	2.7%
NCCC	1,156	1.6%	1,250	1.8%	1,300	4.1%	1,184	1.6%	1,147	1.6%
Total	**72,841**		**69,280**		**31,991**		**74,523**		**73,220**	

Appendix E: AmeriCorps Members by Program Type: FY 1996–2014 *(continued)*

Program	Actual 2006 Awarded	Pct	Actual 2007 Awarded	Pct	Actual 2008 Awarded	Pct	Actual 2009* Awarded	Pct	Actual 2010** Awarded	Pct
Education Award Program	23,112	29.8%	23,303	31.7%	22,111	29.6%	20,856	23.5%	20,521	(22.9%)
National Direct	11,332	14.6%	12,568	17.1%	13,810	18.5%	16,942	19.1%	N/A	
Professional Corps	1,331	1.7%	2,426	3.3%	1,645	2.2%	1,637	1.8%	N/A	
State Formula and Competitive	33,605	45.0%	27,047	36.8%	28,431	38.1%	36,183	40.8%	N/A	
Competitive Grants (new for 2010)	N/A		N/A		N/A		N/A		36,858	41.1%
State Formula Only (new for 2010)	N/A		N/A		N/A		N/A		22,198	24.5%
Territories	116	0.1%	123	0.2%	60	0.1%	60	0.1%	236	0.3%
Tribes	158	0.2%	80	0.1%	72	0.1%	91	0.1%	191	0.2%
Other State and National	-		-		-		-		-	
VISTA Ed Awards	4,797	6.2%	5,162	7.0%	4,871	6.5%	7,901	8.9%	6,537	7.3%
VISTA Stipends	2,057	2.6%	1,690	2.3%	2,533	3.4%	3,882	4.4%	2,100	2.3%
NCCC	1,126	1.5%	1,184	1.6%	1,102	1.5%	1,068	1.2%	1,200	1.3%
Total	**77,634**		**73,583**		**74,635**		**88,620**		**89,631**	

Program	Actual 2011 Awarded	Pct	Actual 2012 Awarded	Pct	Projected 2013 Awarded	Pct	Projected 2014 Awarded	Pct
Education Award Program	16,906	20.5%	13,073	15.9%	16,511	20.0%	16,817	20.4%
National Direct	N/A							
Professional Corps	N/A							
State Formula and Competitive	N/A							
Competitive Grants (new for 2010)	35,459	43.0%	32,571	39.5%	34,996	42.4%	34,930	42.4%
State Formula Only (new for 2010)	21,082	25.6%	21,350	25.9%	20,844	25.3%	20,805	25.2%
Territories	286	0.3%	224	0.3%	349	0.4%	348	0.4%
Tribes	204	0.2%	164	0.2%	273	0.3%	272	0.3%
Other State and National	-							
VISTA Ed Awards	5,507	6.7%	6,751	8.2%	6,118	7.4%	5,989	7.3%
VISTA Stipends	1,797	2.2%	1,414	1.7%	1,282	1.6%	1,711	2.1%
NCCC	1,200	1.5%	1,200	1.5%	1,200	1.5%	1,200	1.5%
Total	**82,441**		**76,747**		**81,573**		**82,072**	

** FY 2009 data includes additional AmeriCorps State and National and VISTA members funded under the American Recovery and Reinvestment Act of 2009 (ARRA).*
*** FY 2010 includes additional VISTA members funded under ARRA.*

Appendix F: AmeriCorps Members by Service Term: FY 1996–2014

Program	Actual 1996 Awarded	Pct	Actual 1997 Awarded	Pct	Actual 1998 Awarded	Pct	Actual 1999 Awarded	Pct	Actual 2000 Awarded	Pct
Full-time	19,607	68.5%	25,809	52.9%	27,401	54.2%	27,671	49.7%	29,944	46.0%
Full-time S/N	*14,627*	*51.1%*	*20,253*	*41.5%*	*20,430*	*40.4%*	*19,864*	*35.7%*	*22,088*	*34.0%*
Part-time	8,131	28.4%	16,858	34.5%	14,588	28.8%	15,545	27.9%	16,049	24.7%
Reduced Part-time	882	3.1%	6,131	12.6%	8,597	17.0%	12,451	22.4%	19,049	29.3%
Total	**28,620**		**48,798**		**50,586**		**55,667**		**65,042**	

Program	Actual 2011 Awarded	Pct	Actual 2012 Awarded	Pct	Projected 2013 Awarded	Pct	Projected 2014 Awarded	Pct
Full-time	38,043	46.1%	38,294	46.5%	36,639	44.4%	38,022	46.1%
Full-time S/N	*31,357*	*38.0%*	*31,136*	*37.8%*	*30,639*	*37.2%*	*30,622*	*37.1%*
Part-time	9,785	11.9%	10,563	12.8%	12,616	15.3%	11,959	14.3%
Reduced Part-time	34,613	42.0%	27,890	33.8%	32,318	39.2%	32,502	39.4%
Total	**82,441**		**76,747**		**81,573**		**82,072**	

** FY 2009 data includes additional AmeriCorps State and National and VISTA members funded under the American Recovery and Reinvestment Act of 2009 (ARRA).*
*** FY 2010 includes additional VISTA members funded under ARRA.*

Appendix G: AmeriCorps Programs over $500,000

The list below shows all AmeriCorps programs that received a grant of more than $500,000 in 2012 under the AmeriCorps State, National, and Fixed Amount grant programs. The match levels shown are based on grantee budgets. Organizations that appear more than once are local affiliates of national organizations that are funded through state commissions instead of the national organization. For example, City Year, Inc. is a National Direct grantee. There are also other City Year affiliates that receive funding through state commissions. In the case of state programs, the commissions are the grantees, but do not operate any programs directly. Therefore, for state programs, we list the subgrantees — the organizations that actually operate the programs. For National Direct programs, the grantee organization is listed.

Under Fixed Amount grants, organizations receive specific amounts per full-time member and members who complete their service hours receive an education award. The amount provided by CNCS is substantially less than the cost of operating the AmeriCorps program and the organization bears all other operational and member support costs, including the living allowance. Therefore, no match is required and the Grantee Share is zero. In all other cases, the Grantee Share is the sum of all non-CNCS funds.

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	NY	Teach For America	$9,648,366	$0	$9,648,366	0%
National Direct	MA	YouthBuild USA, Inc.	$8,959,462	$8,959,462	$17,918,924	50%
National Direct	MA	City Year, Inc.	$8,281,000	$8,281,000	$16,562,000	50%
Fixed Amount	WA	WA State Employment Security Department	$7,345,000	$0	$7,345,000	0%
State Competitive	MN	ServeMinnesota Action Network	$6,825,000	$5,813,168	$12,638,168	46%
Fixed Amount	WI	Public Allies, Inc.	$6,331,000	$0	$6,331,000	0%
Fixed Amount	MD	National Association of Community Health Centers, Inc.	$6,097,000	$0	$6,097,000	0%
State Competitive	MS	Mississippi Institutions of Higher Learning	$4,448,484	$2,406,024	$6,854,508	35%
Fixed Amount	MD	Notre Dame Mission Volunteers Program, Inc.	$3,971,625	$0	$3,971,625	0%
Fixed Amount	GA	Habitat for Humanity International, Inc.	$3,900,000	$0	$3,900,000	0%
Fixed Amount	MS	Digital Opportunity Trust USA	$3,640,000	$0	$3,640,000	0%
State Competitive	MN	ServeMinnesota Action Network	$3,575,000	$3,898,949	$7,473,949	52%
State Competitive	WA	WA State Employment Security Department	$3,255,650	$2,772,897	$6,028,547	46%
National Direct	MA	Jumpstart for Young Children, Inc.	$3,114,794	$3,123,778	$6,238,572	50%
State Competitive	PA	City Year, Inc.	$2,932,500	$2,932,500	$5,865,000	50%
State Competitive	NY	City Year, Inc.	$2,921,000	$2,921,000	$5,842,000	50%
State Competitive	MA	City Year, Inc.	$2,860,200	$2,860,200	$5,720,400	50%
Fixed Amount	MA	Citizen Schools, Inc.	$2,782,000	$0	$2,782,000	0%
State Competitive	CA	City Year, Inc.	$2,500,000	$2,500,000	$5,000,000	50%
State Competitive	IL	City Year, Inc.	$2,331,200	$2,331,200	$4,662,400	50%
State Competitive	CA	Napa County Office of Education	$1,959,999	$2,029,365	$3,989,364	51%
State Competitive	WA	WA State Department of Ecology	$1,920,000	$6,268,081	$8,188,081	77%
State Competitive	MT	Montana Conservation Corps, Inc.	$1,872,000	$3,118,000	$4,990,000	63%
National Direct	MD	University of Maryland Center on Aging	$1,871,466	$1,594,696	$3,466,162	46%

Appendix G: AmeriCorps Programs over $500,000 *(continued)*

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	DC	Experience in Action/dba Experience Corps	$1,751,845	$1,928,065	$3,679,910	52%
National Direct	LA	St. Bernard Project	$1,722,864	$879,433	$2,602,297	34%
State Formula	PA	Keystone SMILES Community Learning Center	$1,710,764	$1,711,727	$3,422,491	50%
State Formula	TX	UT Austin Charles A. Dana Center	$1,662,500	$1,784,196	$3,446,696	52%
State Competitive	NY	Harlem Children's Zone	$1,651,000	$2,527,111	$4,178,111	61%
State Formula	NY	The Service Collaborative of WNY, Inc.	$1,603,579	$694,825	$2,298,404	30%
Fixed Amount	DC	American National Red Cross	$1,586,000	$0	$1,586,000	0%
National Direct	OR	Jesuit Volunteer Corps Northwest	$1,569,013	$1,090,175	$2,659,188	41%
State Competitive	DC	City Year, Inc.	$1,495,000	$1,495,000	$2,990,000	50%
National Direct	DC	Equal Justice Works	$1,488,598	$1,234,818	$2,723,416	45%
State Competitive	TX	City Year, Inc.	$1,476,300	$1,476,300	$2,952,600	50%
State Competitive	ID	Lewis-Clark State College	$1,366,316	$1,932,881	$3,299,197	59%
Fixed Amount	NY	New York City Office of the Mayor	$1,365,000	$0	$1,365,000	0%
State Competitive	LA	City Year, Inc.	$1,362,500	$1,362,500	$2,725,000	50%
State Competitive	WV	West Virginia University Research Corp.	$1,261,913	$1,087,650	$2,349,563	46%
State Competitive	HI	Kupu	$1,256,020	$638,615	$1,894,635	34%
State Formula	PA	Allegheny County Department of Human Services	$1,231,791	$1,231,792	$2,463,583	50%
National Direct	DC	The Corps Network	$1,222,523	$1,513,412	$2,735,935	55%
National Direct	PA	Health Federation of Philadelphia	$1,198,486	$952,737	$2,151,223	44%
State Formula	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	$1,174,871	$1,174,871	$2,349,742	50%
State Competitive	CA	Bay Area Community Resources / BAYAC AmeriCorps	$1,170,000	$2,215,167	$3,385,167	65%
State Formula	FL	City Year, Inc.	$1,159,000	$1,159,000	$2,318,000	50%
State Formula	TX	CitySquare	$1,153,269	$938,340	$2,091,609	45%
Fixed Amount	DC	The Corps Network	$1,088,000	$0	$1,088,000	0%
State Competitive	CA	California Children and Families Foundation	$1,077,522	$1,547,656	$2,625,178	59%
State Formula	CA	Jumpstart for Young Children, Inc.	$1,060,876	$1,542,874	$2,603,750	59%
State Formula	NY	After-School Corporation (The)	$1,056,259	$1,691,602	$2,747,861	62%
National Direct	CA	Playworks Education Energized	$1,040,000	$2,743,529	$3,783,529	73%
Fixed Amount	MN	Duluth Public Schools	$1,033,200	$0	$1,033,200	0%
State Competitive	CA	Administrative Office of the Courts	$1,016,372	$885,394	$1,901,766	47%

Appendix G: AmeriCorps Programs over $500,000 *(continued)*

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	NY	Up2Us, Inc.	$1,005,419	$1,406,298	$2,411,717	58%
State Formula	MN	ServeMinnesota Action Network	$1,000,021	$1,338,776	$2,338,797	57%
State Competitive	CA	Child Abuse Prevention Council, Inc.	$996,561	$1,504,267	$2,500,828	60%
National Direct	GA	Points of Light Foundation	$992,019	$994,425	$1,986,444	50%
State Formula	CA	Playworks Education Energized	$989,339	$891,625	$1,880,964	47%
State Competitive	TX	College Forward	$972,885	$621,870	$1,594,755	39%
Fixed Amount	TX	Teach For America	$950,000	$0	$950,000	0%
Fixed Amount	CO	Regis University-Colorado Campus Compact	$946,352	$0	$946,352	0%
State Formula	KY	Barren County School Board	$934,527	$628,888	$1,563,415	40%
State Competitive	WV	United Way of Central West Virginia	$931,000	$931,000	$1,862,000	50%
State Formula	TX	AVANCE, Inc. - El Paso Chapter	$930,960	$600,761	$1,531,721	39%
National Direct	DC	National Council of La Raza	$917,483	$918,287	$1,835,770	50%
State Competitive	MI	City Year, Inc.	$888,068	$888,068	$1,776,136	50%
State Formula	CA	Playworks Education Energized	$877,800	$2,307,074	$3,184,874	72%
State Formula	CA	Napa County Office of Education	$849,998	$855,144	$1,705,142	50%
State Competitive	CA	Reading Partners	$837,900	$2,813,427	$3,651,327	77%
State Competitive	NY	Jumpstart for Young Children, Inc.	$830,511	$785,707	$1,616,218	49%
State Competitive	FL	City Year, Inc.	$817,400	$817,400	$1,634,800	50%
State Formula	UT	Ogden CIty School District	$795,466	$2,147,773	$2,943,239	73%
State Formula	MN	Duluth Area Family YMCA	$780,000	$689,596	$1,469,596	47%
State Competitive	OH	Ohio College Access Network	$779,826	$329,625	$1,109,451	30%
Fixed Amount	DC	Rebuilding Together, Inc	$769,730	$0	$769,730	0%
State Formula	OK	Oklahoma Community Service Commission	$750,000	$639,009	$1,389,009	46%
State Competitive	CO	Mile High Youth Corps (Year One, Inc.)	$736,280	$812,798	$1,549,078	53%
State Formula	CA	Santa Barbara County Education Office	$735,999	$756,043	$1,492,042	51%
Fixed Amount	MN	College Possible	$728,000	$0	$728,000	0%
State Formula	CT	Teach For America	$719,820	$231,473	$951,293	24%
State Competitive	WA	Educational Service District 101	$719,775	$616,676	$1,336,451	46%
State Competitive	TX	CIS of Central Texas	$712,352	$714,227	$1,426,579	50%
Fixed Amount	DC	AIDS United	$702,000	$0	$702,000	0%
State Competitive	CA	California Conservation Corps	$699,998	$928,758	$1,628,756	57%
State Competitive	FL	City Year, Inc.	$665,000	$665,000	$1,330,000	50%

Appendix G: AmeriCorps Programs over $500,000 *(continued)*

Program Type	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Formula	IL	Lessie Bates Davis Neighborhood House	$665,000	$1,064,476	$1,729,476	62%
Fixed Amount	WA	Washington State Department of Veterans Affairs	$650,000	$0	$650,000	0%
National Direct	MA	TechMission, Inc.	$650,000	$555,490	$1,205,490	46%
Fixed Amount	WI	Public Allies, Inc.	$637,000	$0	$637,000	0%
State Competitive	OH	City Year, Inc.	$625,000	$625,000	$1,250,000	50%
Fixed Amount	NY	FoodCorps, Inc.	$625,000	$0	$625,000	0%
State Competitive	NV	Great Basin Institute	$613,695	$1,863,910	$2,477,605	75%
Fixed Amount	MD	Catholic Volunteer Network	$608,000	$0	$608,000	0%
State Competitive	CA	Shasta County Child Abuse Prevention Council	$603,889	$772,929	$1,376,818	56%
State Competitive	CA	Kern County Superintendent of Schools	$600,000	$998,482	$1,598,482	63%
State Competitive	KY	Homeless And Housing Coalition of Kentucky	$598,482	$639,017	$1,237,499	52%
State Competitive	MN	Conservation Corps Minnesota and Iowa	$598,000	$290,560	$888,560	33%
State Formula	LA	Louisiana Delta Service Corps	$597,919	$613,603	$1,211,522	51%
Fixed Amount	MI	B - H - K - Child Development Board	$586,500	$0	$586,500	0%
Fixed Amount	WA	Washington Campus Compact	$585,000	$0	$585,000	0%
Fixed Amount	AZ	Coconino County Community Services	$585,000	$0	$585,000	0%
Tribal	CA	Hoopa Valley Tribe and Hoopa Forestry Division	$585,000	$335,449	$920,449	36%
State Competitive	WA	Kitsap Community Resources	$582,918	$503,670	$1,086,588	46%
State Competitive	NY	Monroe Community College	$580,214	$580,220	$1,160,434	50%
State Competitive	NH	City Year, Inc.	$579,601	$579,600	$1,159,201	50%
National Direct	CO	Southwest Conservation Corps	$576,914	$2,593,975	$3,170,889	82%
State Formula	CA	American Conservation Experience	$576,006	$197,923	$773,929	26%
Fixed Amount	KY	Operation UNITE	$572,000	$0	$572,000	0%
State Competitive	PA	Teach For America	$566,656	$217,233	$783,889	28%
State Formula	TN	Clinch-Powell RC&D Council	$566,599	$560,676	$1,127,275	50%
State Competitive	WI	Operation Fresh Start, Inc.	$562,312	$565,123	$1,127,435	50%
State Formula	NV	United Way of Southern Nevada	$561,636	$480,193	$1,041,829	46%
State Competitive	IN	Boys & Girls Clubs of Wayne County Indiana, Inc	$559,284	$406,744	$966,028	42%
State Formula	TX	Pharr-San Juan-Alamo ISD	$556,843	$274,507	$831,350	33%
State Competitive	CA	California Conservation Corps Watershed Stewards	$541,435	$1,005,297	$1,546,732	65%
State Formula	FL	Palm Beach County Literacy Coalition	$531,984	$337,471	$869,455	39%

Appendix G: AmeriCorps Programs over $500,000 *(continued)*

State Formula	IA	Iowa State University	$531,874	$445,689	$977,563	46%
State Competitive	MA	Northeastern University	$530,529	$701,215	$1,231,744	57%
National Direct	MA	New Sector Alliance, Inc.	$530,134	$1,152,450	$1,682,584	69%
National Direct	ME	Goodwill Industries of Northern New England	$530,000	$608,642	$1,138,642	54%
State Competitive	NY	Fund for the City of New York	$529,888	$185,088	$714,976	26%
State Formula	OK	Oklahoma Community Service Commission	$528,551	$291,029	$819,580	36%
State Competitive	MO	Partnership For Youth, Inc.	$527,286	$533,023	$1,060,309	50%
Fixed Amount	TN	Knoxville Knox County Community Action Committee	$519,975	$0	$519,975	0%
State Competitive	NY	Student Conservation Association, Inc.	$518,922	$677,431	$1,196,353	57%
State Formula	MN	Duluth Public Schools	$518,700	$501,812	$1,020,512	49%
Fixed Amount	NV	WestCare Foundation, Inc.	$512,080	$0	$512,080	0%
State Formula	FL	Florida Department of Environmental Protection	$511,827	$402,194	$914,021	44%
State Competitive	IA	Iowa Dept. of Natural Resources	$506,727	$483,997	$990,724	49%

Appendix H: FY 2012 AmeriCorps Formula Grant Allocation

State	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Alabama	1,267,542	1,208,480	1,223,964	2,096,427	1,975,058	1,960,901	1,965,431	1,961,914
Alaska	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Arizona	1,699,504	1,655,251	1,706,598	2,684,552	2,541,103	2,436,878	2,455,656	2,450,877
Arkansas	774,707	740,256	749,672	1,529,436	1,446,096	1,432,504	1,435,092	1,432,942
California	10,048,095	9,545,212	9,650,323	12,148,399	11,434,561	11,280,355	11,372,022	11,344,281
Colorado	1,310,082	1,269,497	1,296,835	2,194,924	2,081,365	2,049,892	2,068,944	2,065,161
Connecticut	965,963	914,565	919,240	1,725,420	1,625,390	1,614,627	1,616,663	1,614,044
Delaware	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
District of Columbia	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Florida	4,985,769	4,765,982	4,812,036	6,406,461	6,030,290	6,000,132	6,070,069	6,055,982
Georgia	2,580,803	2,492,439	2,542,955	3,692,285	3,480,668	3,381,231	3,408,986	3,401,753
Hawaii	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Idaho	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Illinois	3,536,630	3,356,211	3,387,256	4,652,573	4,363,343	4,246,624	4,245,828	4,236,439
Indiana	1,740,074	1,656,958	1,674,203	2,630,739	2,473,848	2,446,631	2,451,148	2,446,380
Iowa	821,895	780,274	788,309	1,566,338	1,478,904	1,467,734	1,470,504	1,468,262
Kansas	761,809	724,901	735,690	1,507,400	1,426,002	1,413,592	1,417,189	1,415,084
Kentucky	1,159,240	1,107,584	1,120,874	1,973,447	1,861,609	1,838,098	1,840,383	1,837,188
Louisiana	1,181,755	1,121,093	1,158,038	2,028,911	1,916,845	1,896,322	1,903,097	1,899,742
Maine	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Maryland	1,547,755	1,467,129	1,479,080	2,405,211	2,268,004	2,251,500	2,266,305	2,262,014
Massachusetts	1,774,160	1,684,237	1,706,017	2,683,869	2,527,919	2,466,640	2,481,959	2,477,112
Michigan	2,782,468	2,630,074	2,626,360	3,736,079	3,487,319	3,398,510	3,398,627	3,391,420
Minnesota	1,424,109	1,357,265	1,370,594	2,270,179	2,138,098	2,114,516	2,123,187	2,119,264
Mississippi	802,176	762,188	771,523	1,548,929	1,460,700	1,443,989	1,445,228	1,443,051
Missouri	1,610,315	1,535,042	1,552,069	2,495,001	2,347,800	2,303,184	2,305,219	2,300,828
Montana	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Nebraska	500,000	500,000	500,000	1,188,844	1,126,535	1,122,130	1,125,421	1,124,068
Nevada	687,795	669,903	682,664	1,452,654	1,371,819	1,371,679	1,381,234	1,379,222
New Hampshire	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
New Jersey	2,404,583	2,268,171	2,279,600	3,342,767	3,138,900	3,099,557	3,110,146	3,103,682
New Mexico	538,709	514,408	520,985	1,255,243	1,191,311	1,190,018	1,190,552	1,189,032
New York	5,320,993	5,039,253	5,117,103	6,719,208	6,291,855	6,115,645	6,141,623	6,127,352

Appendix H: FY 2012 AmeriCorps Formula Grant Allocation *(continued)*

State	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
North Carolina	2,440,949	2,366,125	2,421,310	3,552,559	3,349,993	3,336,231	3,361,451	3,354,339
North Dakota	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Ohio	3,163,463	2,994,378	3,015,582	4,226,295	3,952,744	3,871,370	3,868,927	3,860,508
Oklahoma	986,470	944,597	956,288	1,778,016	1,682,813	1,674,359	1,680,226	1,677,444
Oregon	1,019,969	978,580	995,066	1,821,215	1,720,924	1,697,127	1,704,162	1,701,319
Pennsylvania	3,428,770	3,246,599	3,268,248	4,557,316	4,272,742	4,210,816	4,214,193	4,204,886
Puerto Rico	1,082,538	1,359,316	1,038,117	1,865,355	1,702,427	1,650,325	1,638,392	1,635,718
Rhode Island	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
South Carolina	1,190,983	1,150,994	1,176,154	2,050,467	1,936,479	1,925,903	1,937,596	1,934,151
South Dakota	215,505	225,995	219,882	628,908	600,000	600,000	600,000	600,000
Tennessee	1,664,359	1,607,716	1,631,695	2,591,202	2,442,686	2,414,450	2,428,185	2,423,477
Texas	6,478,999	6,242,197	6,386,955	8,352,573	7,930,333	7,875,160	7,979,068	7,960,065
Utah	702,825	690,780	718,438	1,496,749	1,422,988	1,398,286	1,408,519	1,406,437
Vermont	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
Virginia	2,106,462	2,013,873	2,039,745	3,085,600	2,911,928	2,894,248	2,917,955	2,911,986
Washington	1,762,751	1,689,112	1,719,474	2,705,875	2,561,330	2,535,355	2,552,996	2,547,967
West Virginia	501,190	500,000	500,000	1,196,061	1,130,733	1,125,735	1,125,389	1,124,036
Wisconsin	1,531,433	1,462,767	1,477,601	2,391,278	2,248,015	2,218,482	2,221,519	2,217,343
Wyoming	500,000	500,000	500,000	628,908	600,000	600,000	600,000	600,000
TOTAL	**86,503,598**	**83,239,403**	**83,936,545**	**125,781,666**	**118,551,479**	**116,970,736**	**117,529,091**	**117,306,771**

Appendix I: Social Innovation Fund

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Economic Development				
	Jobs for the Future, Inc.	$7.7 million	Jobs for the Future, Inc. and the National Fund for Workforce Solutions (NFWS) will expand their targeted training and technical assistance to at least 23,000 low-income individuals over three years while also addressing the critical skill needs of more than 1,000 employers. The funds will dramatically increase economic opportunities for disadvantaged workers and job seekers through investments in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries.	FY10
	Local Initiatives Support Corporation	$4.2 million	The Local Initiatives Support Corporation will grow Financial Opportunity Centers — a workforce development and asset-building model that boosts earnings, reduces expenses, and coaches low-income families on how to make better financial decisions — to five new cities and 7,500 total participants. The Centers are a core component of the organization's strategy to build sustainable communities.	FY10
	Mayor's Fund to Advance New York City	$5.7 million	The Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) will replicate five effective anti-poverty programs originally piloted by CEO in eight urban areas. By advancing the education, employment, and financial savings of low-income adults and families, the programs will combat poverty across a diverse cross-section of America.	FY10
	REDF	$3 million	REDF will create job opportunities for thousands of Californians with multiple barriers to employment — including dislocated youth, individuals who have been homeless or incarcerated, and those with severe mental illness — in sustainable nonprofit social enterprises in low-income communities throughout the state. The project includes testing to determine the potential of these enterprises as scalable employment	FY10
Healthy Futures				
	Foundation for a Healthy Kentucky	$2 million	The Foundation for a Healthy Kentucky will improve access to needed health services, reduce health risks and disparities, and promote health equity in 6-10 low-income communities in Kentucky. Subgrantees will focus on testing innovative strategies to increase physical activity, improve nutrition, curb smoking and other unhealthy habits, and increase access to health services in underserved communities. Competitively pre-selected subgrantee: Barren River District Health Department ($250,000).	FY10
	Missouri Foundation for Health	$2 million	The Missouri Foundation for Health is investing in seven subgrantees working in low-income communities across the state to reduce risk factors and the prevalence of two preventable causes of chronic disease and death: tobacco use and obesity. The project draws on an integrated community change model blending two transformative models of prevention on obesity and tobacco control.	FY10

Appendix I: Social Innovation Fund *(continued)*

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
Healthy Futures *(Continued)*				
	National AIDS Fund	$3.6 million	The National AIDS Fund will support innovative strategies that increase access to care and improve health outcomes for at least 3,500 low-income individuals living with HIV/AIDS. The project will employ rigorous evaluation, informing the implementation of the White House National HIV/AIDS Strategy and offering lessons that reduce barriers to care for a broad range of people living with HIV/AIDS and other chronic diseases.	FY10
	US Soccer Federation Foundation	$2 million	The US Soccer Federation Foundation (USSFF) will support the expansion and replication of Soccer for Success (SfS), a no-cost, after-school, sports-based youth development program whose goal is to improve health by arresting and reducing obesity through physical activity and nutrition education.	FY10
YOUTH DEVELOPMENT				
	New Profit, Inc.	$5 million	New Profit, Inc. will collaborate with five to six innovative youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to improve the lives of nearly 8,000 young people in low-income communities throughout the country. Competitively pre-selected subgrantees: College Summit ($2 million); iMentor ($750,000); Year Up ($2 million).	FY10
	The Edna McConnell Clark Foundation	$10 million	The Edna McConnell Clark Foundation is combining large grants, strategic business planning, rigorous evaluation and capital aggregation to increase the scale and impact of nine youth development organizations in communities of need across the United States. Their subgrantees are focusing on improving the educational skills and workforce readiness of economically disadvantaged young people as well as helping them to avoid high-risk behavior. Competitively pre-selected subgrantees: Bell ($2 million); CAS-Carrera ($1.5 million); CEO ($2.25 million); CHSNC ($2 million); CII ($2 million); Communities In Schools ($2.5 million); Gateway to College Network ($2 million); Reading Partners ($2 million); SEED Foundation ($2 million)	FY10
	Venture Philanthropy Partners	$4 million	Venture Philanthropy Partners will create a powerful network of effective nonprofit organizations in the Washington D.C. National Capital Region supporting an integrated approach to addressing the education and employment needs of low-income and vulnerable youth ages 14-24. Competitively pre-selected subgrantees: College Summit National Capital Region ($372,000); KIPP DC ($656,000); Latin American Youth Center ($500,000); Year Up National Capital Region ($207,000).	FY10

Appendix I: Social Innovation Fund *(continued)*

Impact Area	Grantees	Average Awarded Grant	Description	Initial Award FY
MULTI-ISSUE: ECONOMIC OPPORTUNITY AND YOUTH DEVELOPMENT AND SCHOOL SUPPORT				
	United Way of Greater Cincinnati	$2 million	United Way of Greater Cincinnati, the Strive Partnership, and other funders will address the needs of low-income children and youth from "cradle to career" in the Greater Cincinnati-area though investments in early education, mentoring and literacy programs, college access, career pathways, and other innovations.	FY10
EARLY EDUCATION				
	United Way for Southeastern Michigan	$4 million	United Way for Southeastern Michigan will build on the expertise of its partnering organizations and facilitate the development of a portfolio of replicable early childhood learning communities in 10 needy communities in greater Detroit and surrounding areas.	FY11
	Mile High United Way	$3.6 million	Mile High United Way (MHUW) will fund subgrantee programs that leverage community volunteers to collectively address 3rd grade literacy rates in rural and urban areas across the state of Colorado. Building upon a strong state movement for reform and with strong bipartisan support from Colorado's Governor, Lieutenant Governor, and state legislature, Mile High United Way is poised to introduce key transformations in Colorado's education system.	FY1
CHRONIC HOMELESSNESS				
	Corporation for Supportive Housing	$2.3 million	Corporation for Supportive Housing will expand and replicate supportive housing models that combine health, housing, and social services to improve the health and housing outcomes from homeless individuals with complex health needs who frequent multiple public crisis systems.	FY11
AFFORDABLE HOUSING				
	NCB Capital Impact	$2.0 million	NCBCI's Stewardship Capacity Fund (SCF) will scale and replicate "shared equity homeownership" (SEH) programs to build the capacity of local organizations to more effectively manage public investment in affordable homeownership for low-income families.	FY11

Corporation for
NATIONAL &
COMMUNITY
SERVICE