

*Corporation for*  
**NATIONAL &  
COMMUNITY  
SERVICE** 



## **Open Government Plan**

*April 7, 2010*

# Corporation for National and Community Service Open Government Plan

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# Corporation for National and Community Service Open Government Plan

## I. Executive Summary and Background

### ***Background***

On December 8, 2009, the White House issued the [Open Government Directive](#) which required federal agencies to take immediate, specific steps to achieve key milestones in transparency, participation, and collaboration.

Transparency promotes accountability by providing the public with information about what the government is doing. Participation allows members of the public to contribute ideas and expertise so that policies can be made with the benefit of information that is widely dispersed in society. Collaboration improves the effectiveness of government by encouraging partnerships and cooperation within the Federal government, across all levels of government, and between government and private institutions.

One of the steps the directive requires of us is to establish and publish an Open Government Plan. The plan is a public roadmap that describes how the Corporation for National and Community Service (the Corporation) will incorporate the principles of the President's January 21, 2009, [Memorandum on Transparency and Open Government](#) into our core mission.

### ***Governance Structure and Performance Measures***

The directive and follow-on guidance has expressed that agencies must consider the governance issues associated with open government in order to assure that it becomes an inherent part of our culture and processes. Initially, this plan establishes an Open Government Council to coordinate the many activities associated with the Open Government Directive.

### ***Transparency Plan***

The goal of the transparency plan is to publish data about our ongoing operations and projects to help the public understand the Corporation and our activities. The transparency plan has four parts. The first is to enhance and publicize the Open Government Webpage, the second is to create a comprehensive policy of publishing data as it becomes available, the third is to revitalize and merge the Freedom of Information Act (FOIA) process into the Open Government Plan, and the fourth is to launch four high-value transparency projects.

### ***Participation Plan***

The Corporation actively seeks input and ideas from the public for all aspects of our operations, from policymaking and grant guidance to training and strategic plans. We highly value the ideas and expertise from our partners and the public. Knowledge is widely dispersed in society, and our policies and programs benefit from having access to that dispersed knowledge. By engaging the public and seeking out their ideas, we improve the quality of our decisions and ultimately the value of our programs and services.

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## ***Collaboration Plan***

Nearly everything the Corporation does is accomplished by working with and through others – including government at all levels, nonprofit and faith-based organizations, schools and higher education institutions, businesses – and ultimately individual citizens. The philosophy and practice of collaboration underlies all our programs and initiatives, and that focus will intensify as national service expands under the Edward M. Kennedy Serve America Act. The plan highlights current practices and new areas for collaboration.

## **II. Corporation Policy Statement**

The Corporation is committed to achieving its mission using the concepts and strategies of open government including transparency, participation, and collaboration. The Corporation intends to make posting high-value data on publicly accessible websites a standard part of our work processes.

The Corporation will seek public participation in the arena of policy and rulemaking. Wherever possible, we will pursue our mission objectives through collaborations internally, with other agencies, and with private organizations and the public.

## **III. Open Government and the Corporation's Mission**

The Corporation annually engages more than five million Americans in service through its core programs, Senior Corps, AmeriCorps, and Learn and Serve America, and leads President Obama's national call to service initiative, United We Serve. As the nation's largest grant maker for service and volunteering, the Corporation plays a critical role in strengthening America's nonprofit sector and addressing our nation's challenges through service.

As our nation continues on the road to economic recovery, volunteer service plays a vital role in addressing our national and local challenges. Given the many social needs facing our communities—and the growing interest in service by Americans of all ages – this is a moment of unprecedented need and opportunity for the Corporation.

The Corporation's mission meshes naturally with the concept of open government. Transparency, participation, and collaboration are guiding principles for all of our work. We regularly share data and information with the public and seek input about policies and initiatives, both formally and informally. Our programs operate through collaboration with thousands of nonprofit, faith-based, community, and educational organizations.

Two groups that are our primary audiences for all aspects of Open Government are first, the nonprofit community that we partner with, and secondly the current, prospective, and alumni members of our programs. While we will not exclude any groups concerns from consideration, these two groups are primary in designing our Open Government Plan.

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The Corporation's commitment to the principles of open government comes not just out of a desire to increase accountability and make government more effective. We also believe citizen participation is essential to democracy. Since the early days of our nation, volunteers have helped us through our greatest challenges and triumphs – patriots who fought for our founding ideals, women who reached for the ballot, firefighters who rushed into burning towers, and ordinary citizens who came to the aid of a disaster-stricken coast.

As President Obama has said, "In the end, when it comes to the challenges we face, the need for action always exceeds the limits of government. While there's plenty that government can do and must do to keep our families safe, and our planet clean, and our markets free and fair, there's a lot that government can't – and shouldn't – do. And that's where active, engaged citizens come in. That's the purpose of service in this nation. And that's the point I want to emphasize today: that service isn't separate from our national priorities, or secondary to our national priorities – it's integral to achieving our national priorities. It's how we will meet the challenges of our time."<sup>1</sup>



*President Obama and Mrs. Obama joined hundreds of Congressional family members and five national nonprofit organizations in a United We Serve event sponsored by the Corporation on June 25, 2009. Over 15,000 backpacks were filled with books, healthy snacks, Frisbees and other items for children of our servicemen and women.*

The economic and social problems of today require a new generation of service, and we need more Americans to answer that call. We believe that the best solutions come from outside Washington, D.C., where everyday people are finding ways solve problems in their communities.

In 2009, Congress enacted The Edward M. Kennedy Serve America Act, providing an extraordinary opportunity to usher in a new era of service for our country, focused on engaging citizens in a lifetime of service directed at finding community solutions to some of our nation's most pressing

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<sup>1</sup> Remarks by President Obama at the Points of Light 20th Anniversary, Texas A&M University, October 16, 2009.

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and persistent challenges. The Corporation is working to fulfill the vision of this act by focusing on four key areas:

***Service as a solution*** – Targeting resources to tackle national priorities from increasing high school graduation rates to fostering economic opportunity, the Corporation will identify where service has an important role to play and target resources to tackle those issues.

***Expanding opportunities to serve*** – connecting with citizens from diverse communities, backgrounds, and perspectives, providing easily accessible service opportunities to fit their needs, and engaging them in a lifetime of service.

***Building enduring capacity*** – enabling individuals, organizations and communities to become more effective at addressing pressing challenges and better able to use service as a lasting solution.

***Embracing innovation*** – investing in models that work, finding new ways of doing business, and serving as a source of ideas for local communities. All across America, groups are finding solutions to local problems, and the Corporation’s challenge is to scale these opportunities to achieve our national priorities.

The Corporation’s Open Government Plan will help address these strategic priorities in several ways:

- By expanding our collaborations with other federal agencies, state and local government, and nonprofit partners, we will bring more resources to bear and take a more holistic approach to using service as solution to tough issues. Often the problems that our grantees address are complex and cut across program lines. Taking a more collaborative approach can improve efficiency and strengthen positive outcomes.
- By increasing data transparency, we will increase public understanding about what our programs are accomplishing and strengthen accountability for results. Providing program descriptions and contact information for our grantees and project sponsors will make it easier for programs to collaborate and individuals to get involved.
- Creating a national culture where service is the common expectation and experience of every American will require stronger collaboration between government and other sectors to amplify the call to service and to ensure there are quality opportunities for those who answer the call. The Corporation’s funding can only go so far to expand opportunities for Americans to serve, but we can leverage those dollars by strengthening the infrastructure for service, engaging new partners and groups, and making it easy for Americans to find opportunities by enhancements of online volunteer search technology and other tools.
- The Corporation’s focus on building enduring capacity and innovation will be strengthened by actively seeking the best ideas from the public about implementing our new programs and working with successful programs through the Social Innovation Fund and other programs.

More information on the Corporation’s mission, programs, and organization can be found at <http://www.nationalservice.gov/about/overview/index.asp>.

### ***Development of the Corporation’s Open Government Plan***

## **Corporation for National and Community Service Open Government Plan**

Once the Open Government Directive was released, the Corporation formed a working group to develop the plan and seek staff and stakeholder input. In January, the Corporation launched an Open Government Webpage at <http://www.nationalservice.gov/open>. On this webpage, we published a statement of our intent under the Open Government Directive to continue publishing high quality data sets, shared examples of our current open government practices through an Open Government Gallery, asked for public input to help shape our open government plan, published the name and phone number of our senior accountable official, and provided a new email address – [open@cns.gov](mailto:open@cns.gov) – for the public to share their input. We also made available the first datasets as submitted to [www.Data.gov](http://www.Data.gov).

In March, the Corporation’s Open Government team held a staff wide conference call and webinar. Participation far exceeded expectations, with more than 14 percent of the agency participating in the conversation over the phone and in person. We also posted the first drafts of this plan on our Open Government Website and incorporated feedback received through the publicly available email address [open@cns.gov](mailto:open@cns.gov). Ideas from these outreach efforts are reflected in this plan.

To gather further input on the draft plan, the Corporation shared its plan during the “office hours” session with federal agencies and open government groups organized by OMB. The Corporation also posted its draft open government plan on its website to solicit public feedback. Targeted emails were sent to stakeholders, as well as a social media push via the Serve.gov blog, Twitter and Facebook accounts.

The Corporation will continue to seek public engagement and gather public feedback both through our Open Government website and by requesting outside groups to review new drafts before publication.

### **IV. Governance Structure and Performance Measures**

Implementation of the Open Government Plan will be coordinated by the Corporation Accountable Official who will report on progress to the Chief Executive Officer (CEO) and senior executive team for the Corporation.

The Accountable Official will be assisted by the Open Government Council which he will chair. The Open Government Council consists of members from across the Corporation, including the Chief Freedom of Information Act Officer, the Data.gov point of contact, and one appointee each from AmeriCorps NCCC, AmeriCorps State and National, AmeriCorps VISTA, Learn and Serve America, Senior Corps, Public Affairs, and the Chief Information Officer’s (CIO) office. Contact information for these officials is available on the Open Government Website.

The Open Government Council met on May 10, 2010 and organized themselves into workgroups to pursue the goals of the Open Government Plan. One workgroup will be reviewing Corporation Policies to ensure that they support the Open Government Initiative. A second workgroup will be pursuing the completion of the transparency initiatives and data publishing goals. The third workgroup will pursue the expansion of our participation and collaboration goals.

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The members of the council will be responsible for coordinating the activities of the Open Government Plan with their own organizations as well as dedicating the required time to achieve the following:

- Reviewing data sets for privacy information prior to publishing.
- Vetting suggested datasets for high-value content.
- Suggesting new datasets to be published.
- Employee engagement and work culture change including establishing:
  - Incentives such as internal distinctions and financial awards;
  - A central location for information that enables employees to easily find relevant open government information (i.e., policies, standards, tools, training, handbooks) easily;
  - Training such as Web Manager University and New Media Talks provided by the General Services Administration (GSA), on open government-related subjects (i.e., Federal Advisory Committee Act, Freedom of Information Act, Government in the Sunshine Act, Federal Records Act); and
  - Leadership support for communicating the importance of open government.
- Establishing targets for publishing high-value data.
- Continuous reevaluation of the policies and practices developed pursuant to the Directive on Open Government.
- Establishing annual performance measures (to be proposed to the CEO and senior executive team) to measure progress in improving the level of participation and collaboration associated with our core mission as well as continued transparency of operation.
- Preparing and publishing on our Open Government Website a periodic status report on implementation of this plan.
- Coordinating with the External Relations Committee of our Board of Directors.
- Reviewing Corporation policies to identify areas where open government concepts should be included in existing policies.

The Open Government Council may create a Data Working Group to assist with the work involving data standards to be implemented across the agency, and will coordinate closely with the Office of Information Technology to determine data formats for publishing. A member of the council will be chosen to be the Corporation advocate and contact for cross-agency collaboration.



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*Patrick Corvington, Chief Executive Officer at the Corporation, discusses his plans to strategically target resources toward addressing key national issues, better demonstrate impact, increase opportunities to serve, and embrace innovation with agency officials. He also discussed his commitment to expand the impact of the agency's programs through a strong focus on governance, management and streamlined operations.*

### V. Transparency Plan

The goal of the transparency plan is to publish enough data about our ongoing operations and projects to assure that the public has all the information needed to understand the Corporation and our activities. The transparency plan has four parts. The first is to enhance and publicize the Open Government Webpage, the second is to create a comprehensive policy of publishing data as it becomes available, the third is to revitalize and merge into the Open Government Plan, the Freedom of Information Act (FOIA) process, and the fourth part of the plan is to start the open government process with four projects.

#### ***Open Government Webpage***

In January, the Corporation launched an Open Government Webpage at <http://www.nationalservice.gov/open>. We published a statement of our intent under the Open Government Directive to continue publishing high quality data sets. We made available the first datasets as submitted to www.Data.Gov; we made available the email address of the accountable official; we linked to our Freedom of Information Act policy and report; and we linked to our staff directory.

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Over the next twelve months, we will begin to take the following additional steps to improve this page as a source of primary information about the Corporation:

- Publicize the Open Government Website via email announcements and other corporate communications.
- Re-evaluate the availability of staff contact information. At the present time we publish phone numbers but not email addresses. We will reevaluate publishing email addresses while guarding against automated spam.
- Publish communications between the Corporation and Congress, including responses to inquiries, testimony before committees, and reports mandated by Congress.
- Publish the Corporation's records retention policy along with records schedules.
- Streamline the Freedom of Information Act (FOIA) request process and improve the transparency of FOIA requests and responses.
- Publish media and publication policies.

### ***Regulations.gov***

In January 2010, the Corporation began using the eRulemaking program to obtain public comment on pending regulations. The eRulemaking program is the federal-wide solution primarily supporting regulatory development activities. Through the website <http://www.Regulations.gov>, the public has access to over 2.2 million documents including: rules, proposed rules, notices, supporting and related materials, public submissions and other documents posted by federal agencies. As a user of Regulations.gov, the Corporation will make a wide range of documents available to the public for comment.

### ***Recovery.gov***

The American Recovery and Reinvestment Act (ARRA) of 2009 included \$200 million for the AmeriCorps State & National and AmeriCorps VISTA programs administered by the Corporation. The Corporation provides data to Recovery.gov on a weekly basis, while grantees and contractors report quarterly. To learn more about ARRA implementation at the Corporation, visit <http://www.nationalservice.gov/about/recovery>.

### ***USASpending.gov***

The Corporation provides information on its contracts, grants and cooperative agreements on <http://www.USASpending.gov>. USASpending.gov, a re-launch of [www.fedspending.org](http://www.fedspending.org), makes this information available to the public. The data is largely from the Federal Procurement Data System, which contains information about federal contracts, and the Federal Assistance Award Data System, which contains information about federal financial assistance such as grants, loans, insurance and direct subsidies such as Social Security.

### ***Data.gov***

The Corporation is developing a process to coordinate the collection and submission of data to <http://www.Data.gov> on a regular basis. This is an important aspect of Corporation's Open

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Government Plan which is necessary to address what the public is most interested in and to keep the Corporation's information current and populated with the most accurate and desirable data available. The Corporation data sets currently available on Data.gov include calendar information for the CEO and American Recovery and Reinvestment Act data for the National Service Trust and VISTA Sponsors (sponsor demographic information and Recovery Act grant dollars received).

## *Records Management*

We have published the policy and schedule for records management and archiving of official records on our Open Government website (<http://www.nationalservice.gov/open> ). We will continue to maintain it there and periodically update it as necessary.

## ***Ongoing Data Publishing***

In January 2010, in response to the Open Government Directive, the Corporation published three high quality datasets on Data.gov in a very short period of time. In order to make this a continuing part of our process, we are establishing the following goals for the next year:

### ***1. Inventory all information created/owned by the Corporation***

We will review the information recorded in our systems and determine how it can best be conceptually divided into publishable data sets. We will include both already published data and data not made public. We will establish a policy for periodic reevaluation of our data for the purpose of updating the inventory and considering new or changed data for publishing. The initial inventory of information available for download, as well as information not yet available, is outlined in Section X of this plan.

### ***2. Prioritize information to publish***

Once we have established an inventory of high value data, we will prioritize the work of publishing it. Among other approaches, we will seek public comment on the relative importance of the datasets and review prior FOIA requests to look for areas of high public interest. We will develop time and cost estimates for gathering and publishing the information and establish the priorities based on all three factors:

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### ***Organize***

As we begin gathering the data, we will organize it for maximum usability. This includes determining fields to include and appropriate formats for publishing. We will review the data to assure that no inappropriate disclosure of privacy information occurs. We will also conduct a final review of the formatted data to assure that it retains the high value intended.

In addition to choosing an appropriate format, we will identify any tools needed to publish or use the data. We will also identify a maintenance plan for the data. That is, an update strategy and a method for correcting any errors found in the data.

### ***Document***

In order to make the data useful, we must document the nature of the dataset, clarify the meaning of the individual fields included, and provide information on the quality and reliability of the data.

An example for making the data more meaningful is to add a narrative of how the data is used by the Corporation and suggest some possible uses by the public. If needed, we will add special instructions to the narrative.

### ***Publish***

We will publish datasets using a “perpetual beta” concept. That is, we will continually update and improve what we have published and improve on it in many small steps.

### ***3. Create a community for continual evaluation and feedback***

In order to assure that our published datasets are meeting the transparency goals we have identified above, we will use a variety of tools to measure our success and continuously direct our efforts. We will seek feedback at our annual conference of grantees as to the usefulness of published data and request ideas for additional data to publish. We will monitor feedback to the website, looking for suggestions on how to improve it and the published data, we will measure actual downloads to see which datasets are being looked at, and we will use social media and outreach to ask for input and feedback on our efforts.

### ***Congressional Requests***

The Corporation will establish a webpage linked to our Open Government webpage to address the policies and procedures for responding to congressional requests.

### ***FOIA Process***

The Freedom of Information Act (FOIA) gives Americans the opportunity to gather information about government activities. The FOIA generally provides access to federal agency records or portions of those records except those which are protected from release by specific exemptions. We receive about 55 requests annually. Approximately 98 percent of our FOIA requests are processed within 20 days. We do not have a backlog of FOIA requests. Guidance on how the public can use our FOIA process can be found at: <http://www.nationalservice.gov/home/foia/guidance.asp>.

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Our FOIA webpage also addresses the staffing, organizational structure, and process for responding to FOIA requests. We are currently revising our FOIA policy and will be publishing it by September 30, 2010.

Under the Open Government Directive we will reinforce an explicit assumption of disclosure and will streamline the FOIA request process as well as increase the transparency of FOIA requests and responses. Additionally, we will publish our records schedules and create a webform for FOIA requests in the next 120 days.

### ***Educational Materials***

Educational Materials free for reuse are located and demarcated on our website located at: <http://www.nationalservicerresources.org/>

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## ***Initial Transparency Projects***

### ***1. Flagship Initiative – AmeriCorps Member Feedback on their Service***

See Section VIII.

### ***2. Flagship Initiative – National Service Activity by State***

See Section VIII.

### ***3. Publish AmeriCorps Members Statistics by State of Origin***

Through the National Service Trust, the Corporation has information on the current and permanent address of AmeriCorps members. We will publish summaries of this data by state, including total members, hours served, and Segal AmeriCorps Education Awards earned. In addition, we will publish other information on NCCC member demographics.

### ***4. Publish Information on AmeriCorps Grantee Performance***

Currently, the Corporation's eGrants system captures grantee progress reports. These reports are available for review only by Corporation staff. Given the increased emphasis on demonstrating performance under the Serve America Act, we will develop a process for sharing performance reporting with the public. This may include exporting grantee progress reports from our eGrants system and making them available for review, download, and analysis by the public. By sharing performance data more widely, we will give the public a better understanding of what our programs are accomplishing and improve the quality and timeliness of performance reporting.



*Vice President Joe Biden visited the McKenna Center at St. Aloysius Church in Washington, DC to serve lunch to the needy during the Center's daily meal ministry on November 13, 2009. Approximately 80 individuals were served a meal.*



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### VI. Participation Plan

The Corporation is constantly seeking input and knowledge from the public. That effort has intensified as we implement the Serve America Act, the most sweeping expansion of national service laws in a generation. Public comment is of course a critical aspect of the development of major policies, such as regulations and our five-year strategic plan. We have recently taken this process a step further by including a public comment phase in other policy efforts, including grant competitions. We also regularly draw on the expertise of grantees and other stakeholders through working groups to accomplish a variety of tasks, from planning conferences and determining training needs to advising on evaluation and organizing service events. Members of the public play a key role in our grants process by serving as peer reviewers who bring their expertise to bear on grant selection. Our grantees regularly share effective practices, strategies, and “how-to” ideas with their peers and the public through our online Resource Center.

Public participation occurs in less formal ways as well. The Corporation’s program officers and state office employees are in constant contact with our grantees and project sponsors, and that interaction is a critical source of insight for improving policies and operations. These frequent check-ins, coupled with more traditional forms of public engagement, help form a continuous feedback loop that strengthens our programs. As the Corporation expands and launches new programs under the Serve America Act, public participation will become even more important, and we will look for innovative tools and practices that create new and easier methods for public engagement.

#### ***Current Practices***

The Corporation actively seeks input and ideas from the public in a variety of ways for all aspects of the Corporation’s operations, from policymaking and grant guidance to training and strategic plans. Following are key ways the public currently is able to participate in policy and decision making:

- **Board of Directors:** The Corporation is governed by a bipartisan Board of Directors appointed by the President and confirmed by the Senate. The Board sets policies and direction for the Corporation, reviews and approves the strategic plan, makes recommendations on programming, evaluation, and other operational issues, advises the President and the Congress concerning developments in national and community service and carries out other duties. The Board holds public meetings three times a year, during which time members of the public have an opportunity to make public comments, and minutes of the meetings are shared on our websites. Board members also hear directly from members of the public in other events they participate in, such as service projects, conferences, and site visits. The AmeriCorps NCCC program has an Advisory Board, which advises the National Director on issues concerning the administration of the NCCC and helps to further the mission of the program. More information can be found at: [http://www.nationalservice.gov/about/role\\_impact/organization\\_board.asp](http://www.nationalservice.gov/about/role_impact/organization_board.asp).
- **Serve America Act Listening Tour:** Shortly after President Obama signed the Serve America Act, the Corporation launched a six-city listening tour to get input on a variety of topics related to the Act. The Corporation’s CEO and senior leaders heard testimony from hundreds of individuals, and the Corporation’s Board of Directors led one input session. Thousands of comments were received from the nationwide tour, conference calls, emails and posts to a special feedback tool we created for this purpose. More information can be found at: <http://www.nationalservice.gov/feedback/serveact>.

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- **New Program Development:** In addition to expanding existing programs, the Serve America Act created a number of new programs to support innovation, strengthen volunteer management, and strengthen the nonprofit sector. For each of these initiatives, the Corporation has aggressively sought input and ideas on program design, drawing on the expertise of the public and leaders in the field. For the **Social Innovation Fund**, we took the unusual step of posting a draft Notice of Funds Availability (NOFA) for comment. More than 200 organizations and individuals provided feedback on the draft NOFA, and the comments were instrumental in generating policy changes that significantly broaden eligibility for the program and clarify expectations about the use of evidence of impact. For the **Nonprofit Capacity Building Program** and **Volunteer Generation Fund**, we convened meetings with stakeholders to inform our program design. Through in-person meetings and calls, we heard from more than 200 leaders to get their ideas on promising capacity building efforts, gaps, and how we can better collaborate to leverage existing assets on behalf of the sector, and these learnings helped shape the design of both programs. More information can be found at: <http://www.nationalservice.gov/about/serveamerica/innovation.asp>.
- **Rulemaking:** The Corporation regularly seeks public input on proposed rules, widely publicizing the existence of proposed rules and offering the public multiple ways to comment including conference calls, in-person sessions, fax, mail, email and online. For a major rule concerning a number of provisions relating to the National Service Trust, AmeriCorps applications and Senior Corps, the Corporation is using Regulations.gov, which allows visitors to both post comments and read what others are saying. More information can be found at: <http://www.regulations.gov/search/Regs/home.html#submitComment?R=0900006480aab964>.
- **Policy Formulation:** A number of working groups consisting of Corporation staff and grantees, project sponsors and other interested stakeholders have been formed to provide guidance and expert advice on the formulation of policies. For example, Senior Corps staff meets on a quarterly basis with the leadership of the four national Senior Corps associations to discuss policies and priorities, and a working group has been meeting to discuss the Serve America Act provision to introduce more competition into Senior Corps' RSVP program. AmeriCorps program staff gathered input from a working group of state commissions and national direct grantees on implementing the single competition established by the Serve America Act and to develop a set of best practices for the new requirement that multi-state projects consult with the state commission in each state in which they propose to operate. A separate working group of state commission and grantee staff was formed to provide input and feedback on draft performance measures for AmeriCorps, a key feature of the Serve America Act.
- **Strategic Plan:** As a federal agency, the Corporation is required to develop a Strategic Plan that defines the mission, goals and means by which the agency will measure progress. By setting priorities, focus areas and targets, the plan helps our thousands of grantees, sponsors, and stakeholders plan for the future while also giving them the flexibility to determine and respond to needs in a local manner. In developing the 2006-2010 Strategic Plan, the Corporation received more than 700 comments from Corporation grantees, project sponsors, staff and participants. The Corporation has begun the process of developing a Strategic Plan for 2011-2015, and will again be seeking public input to help shape the final plan. More information can be found at: [http://www.nationalservice.gov/about/focus\\_areas/index.asp](http://www.nationalservice.gov/about/focus_areas/index.asp).



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- **Peer Review Process:** The Corporation regularly uses external professionals and peers from the field as reviewers to read competitive applications, provide an analysis of the quality of each application, and rate them based on published criteria. The Corporation in turn considers these peer reviewer comments and ratings along with other information, in determining which program applications to fund. Past reviewers have included practitioners in the national service community, educators, administrator, managers, analysts, researchers, evaluators, and volunteers. More information can be found at:  
[http://www.nationalservice.gov/egrants/peer\\_review.asp](http://www.nationalservice.gov/egrants/peer_review.asp).
- **Input on Training and Technical Assistance:** The Corporation has long benefited from a working group consisting of state commission and program staff that provides input and suggestions on training and technical assistance needs for AmeriCorps, and a similar group has been formed for Senior Corps. External working groups have also been formed to shape recommendations and plans on specific training needs, including a community of practice around how to share and leverage capacity building resources. Beyond providing input, the Corporation's grantees and stakeholders also share their expertise directly through submitting hundreds of effective practices, strategies, toolkits, forms, and other resources to the Corporation's online training center, the Resource Center. More information can be found at:  
<http://nationalserviceresources.org>.
- **Website redesign:** In our digital age, more and more of the Corporation's business is being conducted online, and our websites communicate with millions of Americans every month. As part of our ongoing efforts to improve communication and customer service, the Corporation has begun a web redesign process, and we are actively seeking public input. In addition to conducting interviews and usability tests with a wide range of external stakeholders, we launched a feedback tool on our website to get comments from the public. Visitors to the site can submit comments and see what others are saying about a range of topics including content, navigation, and look and feel. More information can be found at:  
[http://www.nationalservice.gov/feedback/2010\\_websites](http://www.nationalservice.gov/feedback/2010_websites).
- **Conference and Grantee Meetings:** The Corporation receives valuable input from grantees and project sponsors through grantee meetings and conferences. The largest is the National Conference on Volunteering and Service, which brings together more than 5,000 leaders in service and volunteering from the nonprofit, corporate and government sectors to learn best practices, network with peers, and help shape policies and initiatives for service. The Corporation also hosts or participates in many smaller regional or state conferences throughout the year, where staff have one-on-one and group dialogues on key policy and program matters. More information can be found at: [www.volunteeringandservice.org](http://www.volunteeringandservice.org).
- **Open Government Directive:** To get public input on our Open Government Plan, the Corporation set up a new Open web page to explain our goals, created a gallery of current practices, and invited the public to submit their thoughts on how we can be open to the Senior Accountable Official. This site will continue to be updated with new data sets and information. More information can be found at: <http://www.nationalservice.gov/home/open/index.asp>.
- **Customer Satisfaction:** The Corporation conducts an annual customer satisfaction survey of grantees in all the Corporation programs covering a wide range of topics. This feedback is used to develop new practices and strategies for improving customer service.

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### *Innovations*

While the Corporation already has deeply embedded practices for public engagement and input, we are looking to do more. Some upcoming initiatives and strategies to increase the voice of the public in our work include.

- **2011-2015 Strategic Plan:** As the Corporation moves towards a new five-year Strategic Plan, we will be actively seeking public input this summer.
- **Virtual Participation in Board Meetings:** While all Corporation Board meetings are open to the public, participating currently requires in person attendance. The Corporation is exploring avenues for increasing participation in Board meetings through technology.
- **Virtual National Conference:** The 2010 National Conference on Volunteering and Service, taking place June 28-30 in New York City, will for the first time include a robust “virtual conference” to allow interested individuals across the nation and globe to participate in the learning opportunities offered by the conference.
- **Social Media and Online Participation Tools:** To make it easier for stakeholders to share ideas and input on policies and initiatives, we are expanding our use of interactive social media platform such as Twitter and Facebook. For the 2010 MLK Day of Service, the Corporation teamed up with Twitter to promote volunteering; Twitter featured MLK Day on its home page under the “definitions sidebar” and co-founder Biz Stone wrote a blog post encouraging individuals to get involved. We hope to replicate this type of partnership across other social media platforms. For example, the Corporation is currently looking to partner with location-based social networks to help encourage people to volunteer.
- **Building a Learning Enterprise:** In order to increase the effectiveness of the Corporation, its grantees, organizations, communities, and individuals in tackling social problems, we need to strengthen our ability to gather and share knowledge, tools, and effective practices. This includes rethinking how to share information online and making it easier for the public to find and use tools that they need. The Social Innovation Fund provides an excellent opportunity to begin modeling more effective ways to share innovative practices.
- **Strengthening the Culture of Participation:** While the Corporation often turns to the public for input, we need to strengthen internal coordination so that public input processes are better aligned and communicated to new audiences. The Corporation also recognizes that without a change management process, systemic change will not happen. Although the Corporation has a strong culture of openness, infusing the use of new technologies into the agency’s existing public outreach and engagement activities will nevertheless require a concerted focus on change management. Examples of change management activities include:
  - The creation of an *Implementation Team*, which is responsible for ensuring that organizational change decisions made to fulfill the vision of the Serve America Act are executed in the best possible way. The team considers the implications of changes on internal and external stakeholders and provides planning, implementation and internal communications support;
  - Implementing communications plans to inform and engage the staff and the public about the new approaches and the benefits they can bring;
  - Identifying useful Web-based tools to enhance existing practices for achieving transparency, participation, and collaboration; and
  - Institutionalizing new policies and practices, where necessary.

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## VII. Collaboration Plan

National service is a public-private partnership that recognizes that no one sector can meet our challenges alone, and that we make progress best by working together. Nearly everything the Corporation does is accomplished by working with and through others – including government at all levels, nonprofit and faith-based organizations, schools and higher education institutions, businesses – and ultimately individual citizens. The philosophy and practice of collaboration underlies all our programs and initiatives, and that focus will intensify as national service expands under the Serve America Act.



*More than 6,000 volunteers, led by Western New York AmeriCorps members, participated in the largest Extreme Makeover: Home Edition episode in history when they made repairs to dozens of homes in Buffalo, New York, in the fall of 2009. Over 164 unique households were served, 30 properties were landscaped, 388 units of blood collected and more. Read more about this Story of Service at [http://serve.gov/stories\\_detail.asp?tbl\\_servestories\\_id=335](http://serve.gov/stories_detail.asp?tbl_servestories_id=335).*

As the nation's largest grantmaker for service and volunteering, the Corporation works with an extraordinary range of organizations to help them expand their reach and impact in addressing pressing social problems. Last year, the Corporation engaged more than five million Americans in service through Senior Corps, AmeriCorps, Learn and Serve America, and our other initiatives. These participants served through more than 70,000 organizations across the country, including nonprofits, public agencies, K-12 schools, colleges and universities, state service commissions, and Native American tribes. The competitive grants we make each year to organizations support collaboration in two key ways: first, by putting resources in local organizations that know their problems and how to solve them; and second, by engaging citizens to work with those organizations to address community challenges.

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### ***Current Practices***

While grantmaking is the primary way we engage Americans in the work of our agency, there are many other ways we practice collaboration:

- **Other Federal Agencies:** The Corporation works with numerous federal agencies to coordinate efforts, share expertise, and carry our joint programming to meet community needs.
  - We work closely with [FEMA](#) on disaster preparedness and response, and are designated in the National Response Framework to support volunteer and donation management, mass care, emergency assistance, and long-term recovery.
  - The Corporation works with the [Department of Education](#) to promote the President's Higher Education Community Service Honor Roll, which recognizes colleges and universities that have a strong commitment to service.
  - Each year, the Corporation works with the [U.S. Census Bureau](#) and the [Bureau of Labor Statistics](#) to conduct the Volunteering in America survey, a comprehensive analysis of volunteering trends and demographics that is used by researchers, nonprofits, public agencies, and others to better understand the state of volunteering in their communities and develop strategies to expand service.
  - To help combat hunger, the Corporation teamed up with the [Department of Agriculture](#) on the Feed A Neighbor initiative, providing an anti-hunger volunteer toolkit and highlighting anti-hunger service opportunities on [Serve.gov](#).
  - The Corporation participates in many **cross-government working groups** such as the Grant Executive Board and the Grant Policy Committee. These two groups seek to improve and unify the way the government administers grants and streamline grant making and administration processes so that grantees can spend more time on their mission and less on paperwork.
  - The Corporation established a partnership with the [Department of Justice](#) to provide AmeriCorps VISTAs to support prisoner reentry efforts of the Department's Weed and Seed Program.
- **Governors and Mayors:** The law creating the Corporation and AmeriCorps created a key role for Governors through the establishment of Governor-appointed state service commissions that select and monitor AmeriCorps programs in their states. Many commissions have expanded their role beyond administering AmeriCorps to include a broader mission of expanding service and volunteering in their states. On the municipal level, the Corporation is providing training and resources to Cities of Service, a new coalition of Mayors who are embracing service as a strategy to address critical problems.
- **Technology to Engage Volunteers.** To make it easy for Americans to answer the President's call to service and find local volunteer opportunities, the Corporation collaborated with technology and nonprofit leaders to deploy the All for Good search engine on the [Serve.gov](#) website. All for Good is a free, open source web-based platform with approximately 250,000 service opportunities, the largest collection of such content ever assembled. It was created by volunteering enthusiasts from places like Google, Craigslist Foundation, UCLA, YouTube, and FanFeedr. Through this collaboration, the Corporation was able to deploy a comprehensive, cutting-edge technology solution that is involving Americans in service at no cost to the federal government. The Corporation also operates

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online recruitment systems for its AmeriCorps and Senior Corps program, allowing grantees to post volunteer opportunities and recruit volunteers ([www.serve.gov](http://www.serve.gov) or [www.allforgood.org](http://www.allforgood.org)).

- **United We Serve:** President Obama launched United We Serve to challenge Americans to engage in service to meet growing social needs resulting from the economic downturn, and Americans have responded enthusiastically to the call. One of the key strategies of United We Serve is to develop lasting partnerships with organizations from different sectors to advance service. Since last June, we have engaged nearly 400 national partners and thousands of local nonprofit and faith-based groups. We launched Serve.gov and Servir.gov as the online home of United We Serve, featuring hundreds of service stories submitted by everyday Americans service and do-it-yourself toolkits with ideas on how to serve in your communities ([www.Serve.gov](http://www.Serve.gov)).
- **Spreading the Call to Service:** To carry the President's call to service to new audiences, the Corporation has developed partnerships with top entertainers, athletes, and media entities to support public service announcements (PSAs), videos, and volunteer events. In March 2010, the Corporation released a television PSA featuring Jon Bon Jovi calling on Americans to get involved in service, accompanied by a concert video that will play at each venue on the US-leg of his current concert tour. We have also worked with Country Music Television, Major League Baseball, Major League Soccer, the Entertainment Industry Foundation, MTV, Music Matters, NASCAR, the National Hockey League, the National Football League Players Association, the National Basketball Association, the Professional Golfers' Association, and the Women's National Basketball Association.
- **Engaging the Private Sector:** Understanding the value that corporations and businesses can bring to service, the Corporation works with the private sector in a number of creative ways. In 2008, we launched Billion + Change, a three-year campaign aimed at generating \$1 billion worth of pro bono work by skilled volunteers to help nonprofits become more effective in meeting social and community needs. This initiative has already generated more than \$400 million in pro bono commitments in marketing, finance, technology, and management consulting, and other areas. In addition, some companies have made direct contributions of goods and services to the Corporation, while many others have provided matching funds or in-kind contributions to organizations receiving Corporation grants (<http://www.nationalservice.gov/about/initiatives/probono.asp>).
- **Board Outreach:** the Corporation's Board of Directors has established an External Relations Committee whose purpose is "to improve overall support for service, build the partnerships needed (public, private, and independent sectors) to accomplish the Corporation's mission, tell the story of our program's impact, and develop the resources necessary to carry out the mission."<sup>2</sup> Through this committee and other efforts, the Board has produced key collaborations that have helped advance the Corporation's mission and goals.
- **Disaster Response:** The extraordinary national service response to Hurricane Katrina, in which more than 100,000 participants contributed more than 7 million hours and managed a half million volunteers, reinforced the key role that national service plays in responding to natural disasters. The Corporation has created partnerships at multiple levels to improve our coordination on disaster response, including with FEMA, state service commissions and emergency management agencies, National Voluntary Organizations Active in Disasters (NVOAD), and our grantees through the signing

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<sup>2</sup> External Relations Committee Charter.



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of cooperative agreements that allow national service programs to be reimbursed for expenses covered by FEMA mission assignments. More information can be found at:

<http://www.nationalservice.gov/about/newsroom/katrina.asp>.

- **Sharing Effective Practices:** To help the service and volunteer movement increase its effectiveness, the Corporation collaborates with hundreds of organizations to share their effective practices and tips for success through our free online Resource Center. More information can be found at: <http://nationalserviceresources.org>.
- **President's Volunteer Service Awards:** Recognizing and honoring volunteers encourages a sustained commitment to civic participation and inspires others to make service a central part of their lives. The Corporation created the President's Volunteer Service Award in 2003 to recognize individuals, families, and groups that have achieved certain hours of service. To date, we have partnered with more than 80 Leadership Organizations and more than 28,000 Certifying Organizations to bestow more than 1.6 million awards to the nation's deserving volunteers. More information can be found at: <http://www.presidentialserviceawards.gov>.
- **National Days of Service:** Every year the Corporation leads two national days of service: Martin Luther King Jr. National Day of Service and the 9/11 National Day of Service and Remembrance. These involve intense collaboration with national and local partners, corporations, government agencies, and citizens. Last year, there were more than 10,000 MLK Day projects, and the first-ever 9/11 Day of Service and Remembrance had projects in all 50 states. More information can be found at: [www.mlkday.gov](http://www.mlkday.gov) and [www.serve.gov](http://www.serve.gov).



*President Obama and First Lady Michelle Obama joined AmeriCorps members and volunteers in painting a Habitat for Humanity home in Washington DC, joining Americans across the country who marked the eighth anniversary of the 9/11 attacks by participating in more than 250,000 service and remembrance activities across the country. Read more at [http://www.nationalservice.gov/about/newsroom/releases\\_detail.asp?tbl\\_pr\\_id=1511](http://www.nationalservice.gov/about/newsroom/releases_detail.asp?tbl_pr_id=1511).*

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- **AmeriCorps Video and Photo Contest:** For the past three years, the Corporation has administered a highly successful video contest as part of AmeriCorps Week. The contest has generated more than 100 videos from AmeriCorps members and alumni, and a photo contest was added in 2009. In addition to raising awareness and building esprit de corps, the contest has produced low-cost, high-yield AmeriCorps recruitment PSAs. The winning videos of the first year's contest were distributed to 1,200 television stations and have aired more than 38,000 times reaching 589 million viewers worth an equivalent of \$5.1 million. More information can be found at: [www.americorpscontest.org](http://www.americorpscontest.org).
- **Supporting Higher Education and Service:** The Corporation is working to build a culture of service on college campuses, investing more than \$150 million each year in expanding service-learning and campus volunteering through grants; AmeriCorps Education Awards; and research, recognition, and other initiatives. The Corporation sponsors the President's Higher Education Community Service Honor Roll to recognize campuses for their service commitment, encourages campuses to use more of their Federal Work Study positions for community service, and highlights the growing number of colleges and universities that are matching the AmeriCorps Education Award to attract AmeriCorps alumni to their campuses.

### *Innovations*

The Corporation is committed to enhancing our commitment to collaborating with other federal agencies and the private sector as a core part of our mission and a core strategy for accomplishing our mission.

- **Ambassadors of Service:** We will continue to spread the call to service message through creative partnerships with well-known entertainers, athletes, and other national leaders. Building on the Bon Jovi model, we will create additional PSAs for the United We Serve initiative that drive Americans to visit [Serve.gov](http://Serve.gov) to find volunteer opportunities. High-profile leaders will also be asked to participate in the national days of service and other opportunities to highlight the importance of getting involved.
- **Improving Data Sharing to Enhance Collaboration:** By improving transparency, we can also stimulate collaboration. National service happens on the local level, and programs will be more effective at solving problems if they can work together. A precursor to local collaboration is knowing what other programs are nearby. For example, if an AmeriCorps program wants to plan a service day with other national service programs in its hometown, it needs to be able to find contact information. While the National Service State Profiles on the Corporation's website currently list programs by city, they don't have contact information or program descriptions. The Corporation will work to improve its display of grantee information on its website to make it easier to learn about what programs are operating in states and cities and how to get in touch with them. In addition, through the first-ever Civic Health Assessment to be released in the fall of 2010, we will be providing extensive data about a variety of indicators about forms of civic engagement beyond volunteering.
- **Strengthening Social Media and Websites:** Over the past few years, the Corporation has expanded its use of social media platforms including Facebook, Twitter, and YouTube. Given the popularity of these networks, the Corporation will intensify our social media presence to connect more Americans

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to service opportunities, raise awareness, support national days of service, and tell the story of how volunteers are making a difference. Through a website redesign process now underway, we will improve navigation and functionality and strengthen online services to better meet our agency goals and improve customer service. We will also be working with All for Good and our providers of online recruitment systems to continually improve these services to make it easy for Americans to find service opportunities.

- **New Programs to Enhance Collaboration:** The Corporation is launching several new programs authorized by the Edward M. Kennedy Serve America Act that will enhance our collaboration with the nonprofit and private sector.
  - The **Social Innovation Fund** is a new public-private investment vehicle designed to
    - fund effective and potentially transformative portfolios of nonprofit community organizations to help them strengthen their evidence base, and replicate and expand to serve more low-income communities;
    - identify more effective approaches to addressing critical social challenges and broadly share this knowledge; and
    - develop the grant-making infrastructure necessary to support the work of social innovation in communities across the country.

In fiscal 2010, the Corporation expects to award an estimated \$50 million to five to seven intermediary organizations. Annual awards, which will run for five years, are expected to be in the range of \$5 million to \$10 million. Intermediary organizations – grantmaking institutions – will apply for funding and then make sub-grants to a portfolio of promising nonprofit organizations. The network of grantees and sub-grantees will leverage Federal investments through partnerships with the public, private and philanthropic sectors to ensure greater impact. The funding mechanism calls for every \$1 in Federal funding to be leveraged by \$3 in private funding, for a total public-private investment of \$200 million.

- The **Volunteer Generation Fund** is a new Corporation grant program designed to strengthen the capacity of states and volunteer connector organizations to recruit, manage, support and retain volunteers. Congress provided \$4 million for the Volunteer Generation Fund for fiscal 2010, and eligible applicants will be State Service Commissions.
- The **Nonprofit Capacity Building Program** will support grants to nonprofit intermediary organizations for the purpose of delivering organizational development assistance to small and midsize nonprofits, especially in areas where nonprofit organizations face significant resource hardship challenges. The grants fund nonprofit intermediary organizations to provide organization development assistance to small and midsize organizations including the development and implementation of organizational performance management systems.



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### VIII. Flagship Initiatives

#### *AmeriCorps Member Feedback on Their Service*

The primary purpose of this data collection is to provide reliable data on members' AmeriCorps experience, including their levels of satisfaction with supervision, training and support received while serving in AmeriCorps State and National, VISTA and NCCC. This effort is the next phase of a pilot member data collection that started in 2004 with a sample of members serving in national and community service programs. The information from the pilot has been used for agency and program reporting, to inform the budget and program processes, responding to Congressional and White House inquiries, and to assess program outcomes.

Beginning in July 2009, all AmeriCorps members have been invited to respond to an online version of the survey as part of the Close of Service process in the My AmeriCorps Portal. Because we are offering the survey to a census of members, the data should more effectively help gauge what aspects of members' experiences they rate high, give programs constructive feedback, and provide a measure of program and grantee accountability (identifying where a program is doing well in providing a service experience for our members and where there is room for improvement). Low scores are intended to trigger training and technical assistance for programs. The Corporation plans to provide national, state and grantee level data. We also plan to develop a report card for programs, projects, and NCCC campuses on their performance (depending on sample sizes and response rates for each program and project).

Most importantly, as part of the open government effort, we will make the results publicly available to allow prospective members to see the results of programs where they may serve to make more informed decisions about potential programs and service opportunities. In the same way Amazon.com provides users with feedback and comments on products submitted by other users we hope to provide information to the public on the AmeriCorps programs that provide the best experiences, supervision, training and support to their members. We believe the data will not only help the public make more informed decisions regarding their choice of programs, but will also assist programs to identify and focus on areas of need to provide a better service experience for members. In order to encourage members to take the survey, we will make the results available publicly on our website as part of our open government effort and AmeriCorps will dedicate resources to ensuring members are fully aware of the opportunity to participate in providing valuable information on their program experiences. Our goal is to have preliminary data for major programs available for the website by the end of calendar year 2010, with more information for all programs starting in 2011.

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We will invite members to comment on how the feedback mechanism can be improved to provide better information. We will measure the success of this effort by the level of participation achieved. Low participation will trigger a review to determine how we can further improve the exit process.

Publishing the results of member surveys is a part of continually improving the survey process. We will partner with our members, alumni members, and the non-profits who are grantees and member sponsors, to assure that the feedback from these surveys is used to improve programs across the agency.

We will make this initiative sustainable by incorporating the quarterly updating of the published statistics into our procedures and incorporating a review of the feedback into our grantee and sponsor review processes.

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## *National Service Activity by State*

Currently, the Corporation publishes annual reports by state on our website so that the public can see where our activities are taking place. These reports, called National Service State Profiles, show the total number of participants, program sites, and funding by state, along with a list of all programs broken down by city and state. Over the coming year, we plan to improve both the quality and accessibility of these reports through the following changes.

First, we will make the information available as a downloadable data set. By doing so, we hope to encourage better and more extensive uses of the data, to find new ideas for formatting the data, and to bring to light gaps in the data that we can fill.

In addition to making the data available on our website, we will submit it to Data.gov to further publicize its availability. We will also maintain the prior years so that a historical record becomes available.

Second, we will expand the amount and quality of information that we provide on a geographical basis. The makeup of these expanded reports will be determined by the Open Government Council, but they are likely to build on the existing reports by including short program descriptions and contact information so that potential volunteers or collaborators can easily find out what is happening in their area and contact local programs. A longer term goal is to include performance information for grantees. We will also explore new technology approaches, such as interactive maps and mobile applications, to share this information in a more user-friendly way.

We will invite the public to comment on how we can improve these datasets and what other information would be desirable to include. We will measure the success of the program by the number of downloads made by the public. Low participation will trigger a review to determine how we can better publicize the availability of this information and what additional information to include in making the datasets more valuable.

It is our intention that making this data easily accessible and analyzable will lead the public and our non-profit partners to identify unfilled needs and opportunities and provide an opportunity for us to work with those partners to target new needs across the country.

We will make this initiative sustainable, by incorporating the annual updating of this data into our programs standard operating procedures and providing opportunities for feedback based on this data in annual meetings with our grantees and sponsors.

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## IX. Timetables

Task	Planned Start	Planned Completion
<b>Governance Structure and Performance Measures</b>		
Establish Open Government Council	1/22/2010	4/7/2010
Establish targets for publishing high-value data	4/7/2010	9/30/2010
Establish annual performance measures for transparency	4/7/2010	9/30/2010
Establish annual performance measures for collaboration	4/7/2010	9/30/2010
Establish annual performance measures for participation	4/7/2010	9/30/2010
Prepare and publish a periodic implementation status Report	9/30/2010	Quarterly
<b>Transparency Plan</b>		
Revise Open Government Webpage	4/7/2010	6/30/2010
Issue Comprehensive Data Publishing Policy		
1. Inventory information created/owned by the Corporation	3/31/2010	6/30/2010
2. Prioritize information to publish	6/30/2010	10/29/2010
3. Organize, Document, and Publish the information	10/29/2010	Ongoing
4. Create a community for continual evaluation and feedback	4/7/2010	Ongoing
Reevaluate and Revise the FOIA process.	4/7/2010	6/30/2010
Initial Transparency Projects:		
1. Flagship Initiative – AmeriCorps Member Feedback on Service	6/1/2010	1/4/2011
2. Flagship Initiative – National Service Activity by State	5/3/2010	4/28/2011
3. Publish AmeriCorps Member Statistics by State of Origin	7/1/2010	3/17/2011
4. Publish Information on AmeriCorps Grantee Performance	4/1/2010	12/2/2010
<b>Participation Plan</b>		
Public Input on 2011-2015 Strategic Plan	6/01/2010	8/31/2010
Virtual Participation in Board Meetings	6/30/2010	2/10/2011
Virtual National Conference on Volunteering and Service	5/1/2010	6/30/2010
Social Media and Online Participation Tools	5/1/2010	7/1/2010
Building a Learning Enterprise	4/01/2010	Ongoing
Strengthen Corporation Culture of Participation	3/19/2010	Ongoing
<b>Collaboration Plan</b>		
Ambassadors of Service	4/1/2010	12/31/2010
Improving Data Sharing to Enhance Collaboration	5/3/2010	4/28/2011
Strengthening Social Media and Websites	4/1/2010	12/31/2010
Social Innovation Fund Initial Awards	2/16/2010	7/16/2010
Volunteer Generation Fund Initial Awards	3/25/2010	8/30/2010
Nonprofit Capacity Building Initial Awards	3/25/2010	8/30/2010

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## X.Inventory of Transparency Data

Data Description	Link
<b>Available for Download</b>	
Calendar of public meetings involving CNCS CEO	<a href="http://www.data.gov">www.data.gov</a>
List Recovery Act VISTA Sponsors and grant awards received	<a href="http://www.data.gov">www.data.gov</a>
American Recovery Act National Service Trust Payments	<a href="http://www.data.gov">www.data.gov</a>
Annual Financial Reports	<a href="http://www.nationalservice.gov/about/role_impact/performance.asp">http://www.nationalservice.gov/about/role_impact/performance.asp</a>
National Service by State	<a href="http://www.nationalservice.gov/about/role_impact/state_profiles.asp">http://www.nationalservice.gov/about/role_impact/state_profiles.asp</a>
Research Reports	<a href="http://www.nationalservice.gov/about/role_impact/performance_research.asp">http://www.nationalservice.gov/about/role_impact/performance_research.asp</a>
RSS/XML Feeds	<a href="http://www.nationalservice.gov/about/newsroom/rss.asp">http://www.nationalservice.gov/about/newsroom/rss.asp</a>
Photo-Gallery	<a href="http://photos.nationalservice.gov/Newsroom">http://photos.nationalservice.gov/Newsroom</a>
Widgets and Social Networking Tools	<a href="http://www.nationalservice.gov/about/newsroom/widgets.asp">http://www.nationalservice.gov/about/newsroom/widgets.asp</a>
FOIA Reports	<a href="http://www.nationalservice.gov/home/foia/index.asp">http://www.nationalservice.gov/home/foia/index.asp</a>
All For Good API	<a href="http://www.allforgood.org/docs/api.html">http://www.allforgood.org/docs/api.html</a>
Learn and Serve Grant Competition Feedback	<a href="http://www.nationalservice.gov/feedback/lisa_highered/index.asp">http://www.nationalservice.gov/feedback/lisa_highered/index.asp</a>
Serve America Act Listening Tour	<a href="http://www.nationalservice.gov/about/newsroom/statements_detail.asp?tbl_pr_id=1321">http://www.nationalservice.gov/about/newsroom/statements_detail.asp?tbl_pr_id=1321</a>
All For Good Collaboration	<a href="http://www.allforgood.org">http://www.allforgood.org</a>
MLK Day Technology Challenge Collaboration	<a href="http://www.serve.gov/mlkday_tech.asp">http://www.serve.gov/mlkday_tech.asp</a>

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## Data Description

### **Currently Not Available for Download**

AmeriCorps Member Feedback on Service

National Service Activity by State

AmeriCorps Member Statistics by State of Origin

AmeriCorps Grantee Performance

AmeriCorps Member Demographics

Grant Financial Data

Disaster Response Accomplishments