

Congressional Budget Justification

Fiscal Year 2012



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Message from the CEO



I am pleased to present the Corporation for National and Community Service (CNCS) FY 2012 budget request. The budget will strengthen our nation's civic infrastructure, foster innovation and civic engagement, and engage millions of Americans in solving critical problems through national service.

At a time of great need, national service is a critical, cost-effective investment. Many of the best solutions to community challenges come from outside Washington, D.C. CNCS invests in these community solutions, tapping the energy and ingenuity of the American people to solve problems.

Based on principles of local control, competition, accountability, and public-private partnership, CNCS empowers and supports Americans to tackle our most pressing challenges. The service participants supported by this budget will improve the lives of millions of our most vulnerable citizens by strengthening education, expanding economic opportunity, increasing energy efficiency, providing health services, supporting veterans and military families, and responding to disasters.

For more than 45 years, successive Administrations of both parties have invested in national service to engage citizens in solving problems and build the capacity of America's voluntary sector. Building on this foundation, Congress enacted the bipartisan Edward

M. Kennedy Serve America Act in 2009, a landmark piece of legislation that authorized CNCS to focus on key issues, expand opportunities to serve, build the capacity of individuals, nonprofits, and communities, and encourage innovation.

Guided by this law, and shaped by an extensive dialogue with stakeholders and the public, CNCS has adopted a new five-year strategic plan. The plan will leverage our network of programs and participants to target critical national issues. We will invest in effective local initiatives, engage more Americans in service, support evidence-based programs, and leverage public-private partnerships.

Engaging Americans in Tackling Tough Problems

Under this budget, CNCS will expand AmeriCorps to 90,000 members; harness the skills of more than 450,000 older Americans through Senior Corps; strengthen the academic engagement and civic skills of one million students through Learn and Serve America, and support recruitment of an estimated three million community volunteers. The budget will support our strategic plan goal of increasing our impact on key issues by targeting national service resources on six focus areas, setting national performance measures, and demonstrating progress.

Strengthening Nonprofits and Communities

CNCS brings vital leadership, resources, coordination, focus, and scale to America's voluntary sector. At a time when many nonprofits are facing increasing demands with fewer resources, CNCS provides grants, volunteers, training, and other support to tens of thousands of nonprofit and faith-based organizations, helping them expand their reach and impact. National service invests in community solutions—pushing decision making to the state and local level, encouraging innovation and collaboration, and making communities more resilient and connected.

The FY 2012 budget will strengthen nonprofits and communities by supporting and replicating evidence-based programs through an expansion of the Social Innovation Fund; strengthening the nation's volunteer infrastructure through the Volunteer Generation Fund; supporting the vital work of State Service Commissions; and providing training and technical assistance to help grantees measure performance, build capacity, administer grants, and transfer knowledge about what works.

Leveraging the Federal Investment

CNCS was built to be a public-private partnership, and our programs leverage substantial outside investment—nearly \$800 million in non-CNCS funds in FY 2010 alone from businesses, foundations, and other sources. National service is also a powerful catalyst and force-multiplier for volunteering. Last year, CNCS participants mobilized more than three million volunteers for the organizations they serve. Through this proven power of leveraging, the FY 2012 request will significantly multiply the value of the federal investment.

Increasing Efficiency, Effectiveness, and Performance

Management excellence continues to be a top priority. In line with our strategic plan goal to fortify management operations and create a more responsive and accountable organization, the FY 2012 request will support upgrades to our information technology systems; implementation of standardized performance metrics; and a range of other enhancements to financial, grants, and human resources management to increase efficiency and accountability.

CNCS plays a critical role in building the capacity of America's nonprofit sector and expanding the reach and impact of volunteers in addressing pressing social problems. CNCS provides a triple "bottom line" return on investment: benefiting the recipients of service, the people who serve, and the larger community and nation. The needs are significant, Americans are eager to serve, and enactment of this budget will enable CNCS to harness the energy and ingenuity of citizens to meet critical needs in our communities and nation.



Patrick A. Corvington

Chief Executive Officer

Overview | PART I

Guided by the bipartisan Edward M. Kennedy Serve America Act of 2009 (Serve America Act) and a new 2011-2015 Strategic Plan, CNCS is increasing its investment in community solutions, focusing on critical issues, supporting evidence-based programs, driving innovation and impact, and engaging more Americans more effectively in tackling community problems.

For FY 2012, CNCS requests \$1.26 billion, an increase of \$109 million over the FY 2011 Continuing Resolution level.¹ This request supports a cost-effective strategy that fosters innovation and taps the skills of nearly 5 million Americans of all backgrounds—supported and recruited by CNCS programs—to improve local communities through service.

Specifically, CNCS proposes to:

- **Expand AmeriCorps.** The President's Budget expands AmeriCorps by 5,000 funded slots, supporting roughly 90,000 members who will engage in high-quality, meaningful service opportunities.
- **Support and replicate evidence-based programs.** Through a \$70 million investment in the Social Innovation Fund, CNCS will leverage private funding to support nonprofits using evidence-based solutions to address three issue areas across the country: Economic Opportunity, Healthy Futures and Youth Development.
- **Engage older Americans in new models of service.** The budget includes \$5 million for a demonstration project in Senior Corps designed to test new models and incentives for involving older volunteers in targeted services to children and youth at risk of failing to perform at grade level, as well as veterans in home-based primary care and their caregivers.
- **Make continued and necessary improvements in information technology.** This budget makes a critical investment in IT, aimed at strengthening and improving agency financial and grants management.

Highlights of the FY 2012 Budget Request and Performance Plan

This FY 2012 Budget Request reflects the new strategic goals of the agency, in alignment with the Serve America Act, and funds critical efforts to address the social and economic challenges facing communities across the nation. The budget invests in programming and initiatives aimed at building the capacity of the agency and grantees toward greater accountability and impact.

AmeriCorps State and National: The FY 2012 Budget Request of \$399.790 million is a critical investment in CNCS that will allow a planned 78,800 AmeriCorps members to make an intensive commitment to national service, in projects reflecting all of CNCS' focus areas.

AmeriCorps VISTA: The FY 2012 Budget Request of \$100.0 million will support a planned 8,092 full-time and summer AmeriCorps VISTA members. These AmeriCorps VISTA members will be focused on anti-poverty projects in the areas of economic opportunity (job training and placement, financial stability) and education.

AmeriCorps National Civilian Community Corps: The FY 2012 Budget Request of \$35.0 million will support a relocation of the Atlantic Region campus and 1,200 new NCCC members. Members will provide 1.3 million service hours—45 percent of which will be dedicated to disaster services—in projects across the nation.

State Service Commissions: The FY 2012 Budget Request of \$17.0 million will support the expanded administrative and oversight functions of the State Service Commissions. This includes successfully implementing and administering the growth in CNCS programs; building the capacity necessary to implement a performance-based culture with current grantees and new applicants; and targeting outreach to cultivate high-performing organizations working in the Serve America Act focus areas.

¹ Full-year 2011 appropriations for CNCS were not enacted at the time the budget was prepared; therefore, CNCS is operating under a continuing resolution (P.L. 111-242, as amended). The amounts included for 2011 reflect the annualized level provided by the continuing resolution.

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

Account	FY10 Enacted	FY10 Actual	FY09/10 Recovery Act Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Difference \$	Difference %
<i>Allocations:</i>							
AmeriCorps State and National ⁱⁱⁱ	\$372,547	\$365,489	\$87,262	\$372,547	\$399,790	\$27,243	7.3%
AmeriCorps NCCC	29,000	28,787		29,000	35,000	6,000	20.7%
AmeriCorps VISTA	99,074	99,027	64,234	99,074	100,000	926	0.9%
Learn and Serve America	39,500	39,500		39,500	39,500	0	0.0%
State Commission Admin Grants ⁱ	17,000	16,991		17,000	17,000	0	0.0%
Senior Corps	220,900	220,900		220,900	226,100	5,200	2.4%
RSVP	63,000	63,000		63,000	63,000	0	0.0%
Foster Grandparents Program	110,996	110,996		110,996	111,100	104	0.1%
Senior Companion Program	46,904	46,904		46,904	47,000	96	0.2%
Senior Corps Demonstration					5,000	5,000	
Subtitle H	60,500	60,499		60,500	80,500	20,000	33.1%
Innovation, Demonstration, & Other	5,500	5,500		5,500	5,500	0	0.0%
Social Innovation Fund ⁱⁱ	50,000	49,999		50,000	70,000	20,000	40.0%
Volunteer Generation Fund ⁱⁱ	4,000	4,000		4,000	5,000	1,000	25.0%
Nonprofit Capacity Building Program ⁱⁱ	1,000	1,000		1,000	0	(1,000)	(100%)
Evaluation	6,000	6,000		6,000	6,000	0	0.0%
Training / Technical Assistance	7,500	7,500		7,500	7,500	0	0.0%
Disability Grants	5,000	5,000		5,000	5,000	0	0.0%
Operating Expenses	\$857,021	\$849,693	\$151,496	\$857,021	\$916,390	\$59,369	6.9%
National Service Trustⁱⁱⁱ	197,000	199,659	40,000	197,000	235,326	38,326	19.5%
Salaries and Expenses	88,000	87,822	5,981	88,000	97,694	9,694	11.0%
Office of the Inspector General	7,700	7,349	1,000	7,700	8,450	750	9.7%
Total	\$1,149,721	\$1,144,523	\$198,477	\$1,149,721	\$1,257,860	\$108,139	9.4%

ⁱ Reflects an amount requested that differs from an amount that would be earmarked under the provisions of the Serve America Act.

ⁱⁱ Reflects levels of funding specifically provided for or otherwise mandated by the Serve America Act.

ⁱⁱⁱ In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$2,659,265 to the National Service Trust as authorized under Subtitle D of title I of the National and Community Service Act of 1990. The transfer was comprised of \$1,193,426 in Tribal Funds and \$1,465,839 in EAP funds.

Learn and Serve America: The FY 2012 Budget Request of \$39.5 million will provide continued support for improving education outcomes for one million children, youth, and young adults served by LSA programs and schools of higher education. This includes a more strategic allocation for school-based formula grants, and a special emphasis on improving education outcomes for children and youth in low-performing schools through research- and evidence-based strategies for higher education and innovation grants.

National Service Trust: The FY 2012 Budget Request of \$235.326 million will fund Segal AmeriCorps Education Awards for eligible AmeriCorps members who complete their terms of service. This request also will fund \$500 education awards for eligible Summer of Service program participants. The maximum award for 2012 is \$5,550.

Senior Corps: The FY 2012 Budget Request for the three Senior Corps programs is \$226.1 million and will fund an estimated 444,000 volunteers across all three programs.

RSVP: The FY 2012 Budget Request of \$63.0 million will support approximately 400,475 RSVP volunteers across projects focused on providing independent living services to frail seniors, and serving veterans and vulnerable children and families.

Foster Grandparent Program: The FY 2012 Budget Request of \$111.1 million will support 28,400 FGP volunteers to continue providing critical services to nearly 250,000 children with special or exceptional needs.

Senior Companion Program: The FY 2012 Budget Request of \$47.0 million will support approximately 14,684 SCP volunteers who will take care of the in-home needs of approximately 60,000 frail, older adults and others (such as veterans) with physical or other limitations.

Senior Corps Demonstration Project: The FY 2012 Budget Request of \$5.0 million for a demonstration project targeting low-income volunteers ages 55 and over to provide impactful services to two vulnerable populations: children and youth at risk of failing to perform at grade level; and veterans in home-based primary care and their caregivers.

Innovation, Demonstration, and Assistance: The FY 2012 Budget Request of \$80.5 million will support existing projects and new initiatives enacted in the Serve America Act aimed at increasing the capacity of nonprofits to utilize volunteers effectively, spurring innovation and evidence-based solutions in the public sector, and creating new ways for individuals to serve. Specifically, CNCS requests \$70 million for the Social Innovation Fund, \$5 million for the Volunteer Generation, and \$5.5 million in funding for initiatives such as the 9/11 Day of Service and Remembrance, MLK Day of Service, and the Call to Service Campaign.

Disability Grants: The FY 2012 Budget Request of \$5.0 million will fund grants targeted at increasing the awareness of and access to national service programs among people with disabilities.

Training and Technical Assistance: The FY 2012 Budget Request of \$7.5 million in 2012 aimed at meeting the organizational and training needs of grantees.

Evaluation: The FY 2012 Budget Request of \$6.0 million will support evaluation work key to determining which program models effectively embrace service as a solution and innovation strategies, with documented success for solving identified community needs.

Salaries and Expenses: The FY 2012 Budget Request of \$97.694 million will support targeted IT investments in the agency.

Office of Inspector General: The FY 2012 Budget Request of \$8.450 million will be focused on areas intended to enhance the management and overall performance of CNCS.

Summary of FY 2010 Accomplishments

CNCS aims to demonstrate the impact of its investments in communities and organizations with clear and quantifiable results. Measuring this impact has presented challenges in the past, due in part to the broad nature of the agency's programs in terms of geographic dispersion, range of needs addressed, the number and type of organizations supported, and the varying role of the volunteer. Looking ahead to the FY 2011–2015 Strategic Plan, the agency will retool the framework and systems used to gather the information necessary to assess the impact of agency programming. This new approach will necessarily include new and revised strategic goals and initiatives, performance measures and targets for all programs.

In FY 2010, CNCS received a total appropriation of about \$1.15 billion, an increase of \$260 million or 29 percent above the FY 2009 enacted level. Roughly \$770 million or 67 percent of appropriated funding was awarded to States, tribes, local communities, and nonprofit grantees, either using a statutory formula or through a competitive process aimed at identifying promising and successful initiatives; \$197 million or 17 percent was directed to the National Service Trust, which funds Segal Education Awards for eligible national service participants. Using these dollars, CNCS provided grants, volunteers, training, and resources to help nonprofit and faith-based organizations expand services, build capacity, raise funds, develop new partnerships, and create innovative and sustainable programs.

Each year, a significant amount of non-CNCS dollars and in-kind support are leveraged to advance the agency's mission. In FY 2010, \$800 million were generated by sources beyond the agency

to strengthen CNCS programs that nurture solutions to community challenges, from tutoring young adults to helping veterans access their military benefits.

In fulfilling its mission and strategic plan in FY 2010, CNCS continued to act as a catalyst by providing targeted, critical support through its volunteers and grantees that, in turn, delivered much-needed services to communities throughout the country. The agency:

- Enabled approximately 760,000 children and youth from disadvantaged circumstances to serve their communities through CNCS-sponsored programs;
- Provided mentoring and other support services to nearly 300,000 children of prisoners;
- Delivered independent living services—including direct support and respite for informal caregivers—to nearly 1 million clients; and
- Engaged over 600,000 college students in service.

As indicated in the chart below, CNCS did not meet its target for the number of volunteers supported by CNCS-sponsored programs. The total deviation from the goal was less than 5 percent, but CNCS will continue to analyze underlying factors and use all findings to inform related programming in CNCS' new FY 2011- 2015 Strategic Plan.

CNCS maintained strong results in its effort to achieve ambitious goals it set forth for FY 2010. The agency met or exceeded its targets

on seven of eight performance measures for which data was collected.

Strategic Impact 2006 through 2010

In February 2006, CNCS adopted a Strategic Plan for FY 2006 through FY 2010 (http://www.nationalservice.gov/about/focus_areas/index.asp). The plan identifies five key strategic initiatives that reflect emerging demographic, social, and economic trends—trends that pose both challenges and opportunities for the nation:

- **Mobilize More Volunteers.** Increase the overall number of volunteers and the intensity of volunteering;
- **Ensure a Brighter Future for All of America's Youth.** Provide mentors to disadvantaged youth and engage such youth in service;
- **Engage Students in Communities.** Increase volunteering among all students from kindergarten through college and expand the use of service-learning in schools;
- **Harness Baby Boomers' Experience.** Expand volunteering among Baby Boomers and provide frail elderly people with help to remain living independently; and
- **Support Disaster Preparedness and Response.** Build national, state, and local disaster response capacity by using volunteers.

One of the focuses of the agency's FY's 2006 - 2010 Strategic Plan was to position CNCS as a catalyst of growth for the voluntary sector. To show accomplishment toward this goal, presented below are the agency's critical strategic successes.

Summary of FY 2010 CNCS Performance by Strategic Initiative

FY 2010 CNCS Performance	Met or Exceeded Goal	Did Not Meet Goal	Year-over-Year Trend (FY09-FY10)
Total number of volunteers supported by CNCS-sponsored programs (including CNCS program members, participants, volunteers, and leveraged community volunteers)		●	↓
Number of children and youth from disadvantaged circumstances mentored through CNCS programs	●		↓
Number of children and youth of incarcerated parents mentored through CNCS programs	●		↑
Number of children and youth from disadvantaged circumstances serving their communities through CNCS-sponsored programs	●		↑
Number of college students serving through CNCS-sponsored programs	●		↑
Percent of organizations funded through Learn and Serve America that have adopted at least six of the nine institutional supports that lead to sustainability for service-learning	●		↔
Number of Baby Boomer volunteers generated through CNCS-sponsored programs	●		↑
Number of clients who receive independent living services, including direct support and/or respite for their informal caregivers, through CNCS-sponsored programs	●		↑

Though not mandated by the CFO Act, CNCS measures itself against a set of nine metrics that are similar to U.S. CFO Council Government-wide Financial Management Metrics. From September 2004 through February 2005, CNCS achieved “green” on only one out of nine (11 percent) of these metrics. Over the years, a great deal of effort has been devoted to improving performance on these metrics. For FY 2010, the yearly average of “green” scores was 97 percent. Comparable average scores for FY 2006, FY 2007, FY 2008, and FY 2009 are 48 percent, 62 percent, 63 percent, and 69 percent, respectively.

By focusing efforts on improving those metrics with the lowest performance levels (i.e. payments to vendors) it is expected to further improve its average “green” score in FY 2011.

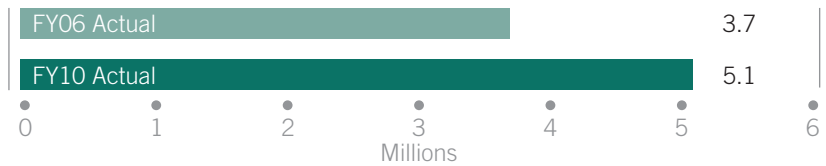
FY 2011-2015 Strategic Plan: Strategic Framework and Core Principles

People—diverse, passionate, and committed—make America strong. Through national service and volunteering, Americans from all walks of life contribute to their communities and the nation. Today’s social

Increased the number of volunteers to nearly 40%.

Measure description

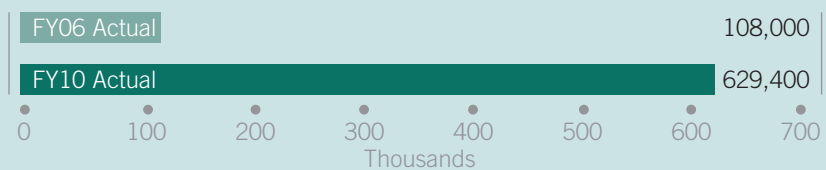
Total number of volunteers supported by CNCS-sponsored programs (including CNCS program members, participants, volunteers, and leveraged community volunteers)



Increased the number of college students serving their communities by nearly 500%.

Measure description

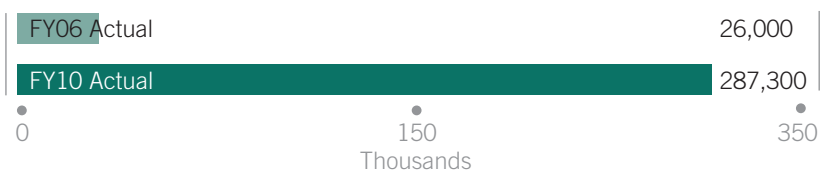
Number of college students serving through CNCS-sponsored program (whole numbers)



Increased the number of children and youth of incarcerated parents mentored through CNCS programs by more than 1000%.

Measure description

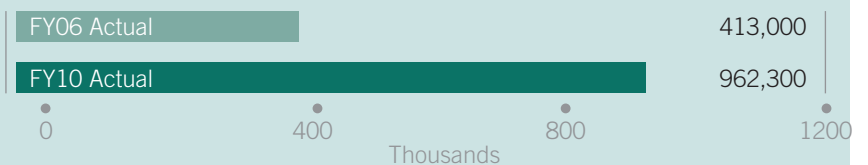
Number of children and youth of incarcerated parents mentored through CNCS programs (whole numbers)



Increased the number of clients who received independent living services by more than 100%.

Measure description

Number of clients who receive independent living services, including direct support and/or respite for their informal caregivers, through CNCS-sponsored programs (whole numbers)



Summary of FY 2010 Management Performance by Strategic Initiative

Performance Objective and Measure	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual
Improve Program and Project Quality								
Percent of CNCS-funded grantees meeting or on track to meet program project performance goals ⁱⁱ	N/A ⁱ	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cultivate a Culture of Performance and Accountability								
Number of material weaknesses (MW), significant deficiencies (SD), or reportable conditions (RC) identified in the annual financial statement audit ⁱⁱⁱ	0 MW	0 MW	0 MW	0 MW	0 MW	0 MW	0 MW	0 MW
		0 SD	0 SD	0 SD	0 SD	0 SD	0 SD	1 SD
Percent of Government-wide financial management metrics where CNCS is rated "green" ^{iv}	48%	62%	100%	63%	100%	69%	100%	97%
Deliver Exemplary Customer Service								
Overall CNCS score on the American Customer Satisfaction Index (100 point scale)	71	73	74	74	77	74	80	Avail 03/11
Overall score for satisfaction with the overall usability and effectiveness of the agency's major technology stems (100 point scale)	62	70	70	67	75	74	80	Avail 06/11
Build a Diverse, Energized and High-Performing Workforce								
Percent of employees who report overall satisfaction with their jobs	72	77	76	68	72	68	75	73

ⁱ N/A—Data not available.

ⁱⁱ This initiative is being reexamined as part of the development of CNCS' next strategic plan.

ⁱⁱⁱ In FY 2007, the reissuance of "Government Auditing Standards" by the Government Accountability Office revised the definitions of material weakness, eliminated the reportable conditions category, and introduced a new category, "significant deficiency." For more information on this change, see OMB Circular A-123 at: www.whitehouse.gov/omb/circular/index.html.

^{iv} Prior to May 2007, all agencies calculated their own results for these metrics using standardized methods on a monthly or quarterly basis, as specified by the CFO Council. In May 2007, the General Services Administration (GSA) began calculating the values for the three metrics related to credit card delinquencies. CNCS has continued to calculate its metric scores monthly using the same calculations specified by the Council for all non-credit card delinquency metrics. Prior to 2007, values shown represent the value for the last month of the fiscal year. For FY 2007 and beyond, the value represents an average over the 12 months of the fiscal year. Also see "Accompanying Information: Government-wide Financial Management Metrics" available at www.nationalservice.gov/about/role_impact/performance.asp.

and economic challenges are complex and require comprehensive, integrated, and innovative approaches to shape solutions that work. Engaged citizens are at the center of these solutions.

Our programs unite the passion, commitment, and talent of participants with the assets of community organizations and the funding from public and private sectors to build enduring community capacity to solve problems. CNCS supports a network of State Service Commissions, intermediary organizations, grantees, and sponsors (the national service network) through which millions of Americans help the most vulnerable citizens improve their neighborhoods and transform their own lives. As a result of the

network, citizen-centered solutions take root, are sustained, and transform communities and the nation.

Sixteen years ago, Congress created CNCS to engage Americans of all ages and backgrounds in service to meet pressing national and community needs, based on smart common-sense principles of local control, competition, accountability, leveraging of non-federal resources, and public-private partnership. Through AmeriCorps, Learn and Serve America, Senior Corps, and our other programs and activities, five million Americans serve with nearly 70,000 organizations in the national service network. These organizations use national service resources to develop innovative solutions across a broad spectrum of issues.

In recognition of this successful foundation, Congress in 2009 passed the Serve America Act to bring national service to higher levels of impact, innovation, and effectiveness. This landmark law, which passed with strong bipartisan support, is an inflection point for CNCS and the foundation for our Strategic Plan. The law directs CNCS to expand opportunities to serve, build the capacity of individuals, nonprofits, and communities, and encourage innovative approaches to addressing community challenges. The law puts a strong emphasis on focusing national service on a core set of priority issue areas and measuring the impact of service, and this directive is a guiding force for our Strategic Plan.

We have an opportunity to leverage the effective programs of the national service network to drive toward a specific set of results on critical national

issues. We will produce these results by investing in effective local initiatives, engaging more Americans in service, supporting evidence-based programs, and leveraging public-private partnerships.

To focus our efforts, CNCS has the following four strategic goals. These goals are the foundation for our Strategic Plan. They also challenge us to lead and operate at the highest level of accountability, integrity, and transparency.

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

CNCS invests in community programs and projects that achieve outcomes in Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and Veterans and Military

Mission Statement

Improve lives, strengthen communities, and foster civic engagement through service and volunteering.

Goal 1

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

Goal 2

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

Serve America Act Focus Areas

Disaster Services
Economic Opportunity
Education
Environmental Stewardship
Healthy Futures
Veterans and Military Families

CNCS Programs

Goal 3

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

Goal 4

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

Families. Going forward, our new investments will focus on achieving a specific set of outcomes in these areas.

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

CNCS supports the national service network in providing experiences that offer a unique combination of professional, educational, and life benefits to service participants. The network also recruits a diversity of Americans, especially those from underrepresented populations. We will collaborate with the national service network to strengthen outreach efforts in underserved communities and to implement best practices that ensure a powerful service experience.

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

To support our focus on a specific set of community outcomes and a powerful service experience, CNCS will develop a relevant and

accessible knowledge base informed by research and rigorous evaluation, and conduct capacity building activities that advance the adoption of best practices.

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

We will work across programs and enhance our operations to support evidence-based decision making and a culture of performance. We will build upon our current infrastructure to strengthen and enhance our information technology systems, workforce, and financial and grants management efforts.

As the blueprint guiding our work, the Strategic Plan includes further details on the specific objectives, strategies, and performance measures which determine how we will evaluate our success over the next five years. The full plan and appendix are posted on our website at: http://www.nationalservice.gov/about/focus_areas/index.asp.

Figure 1. CNCS Field Offices

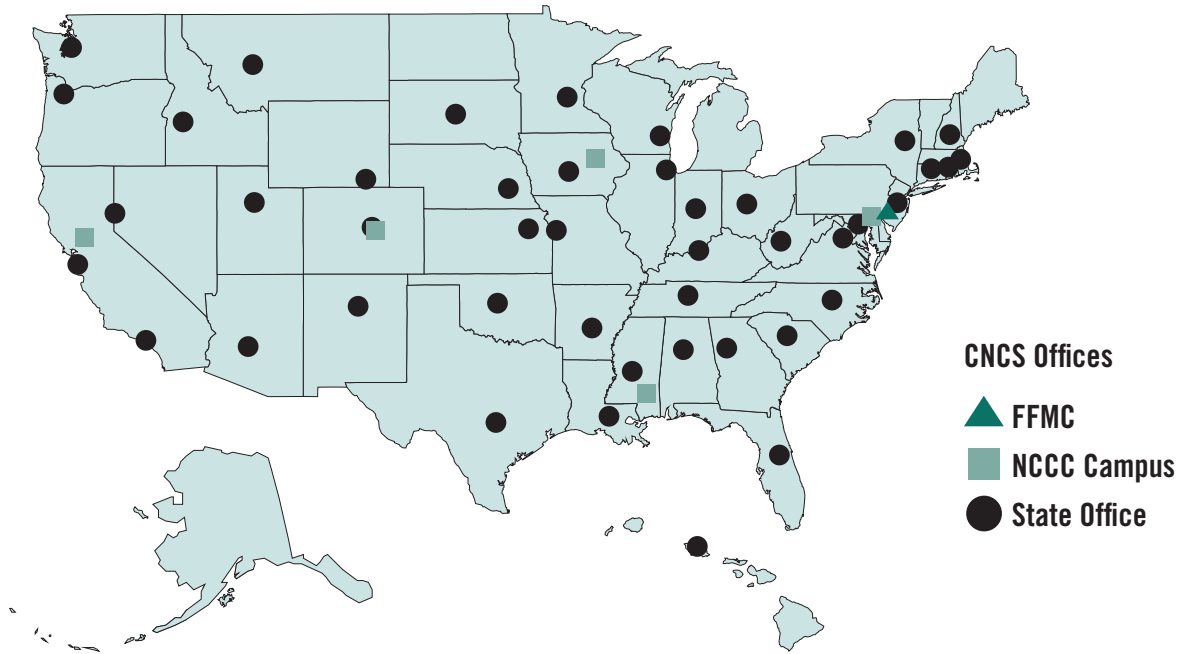
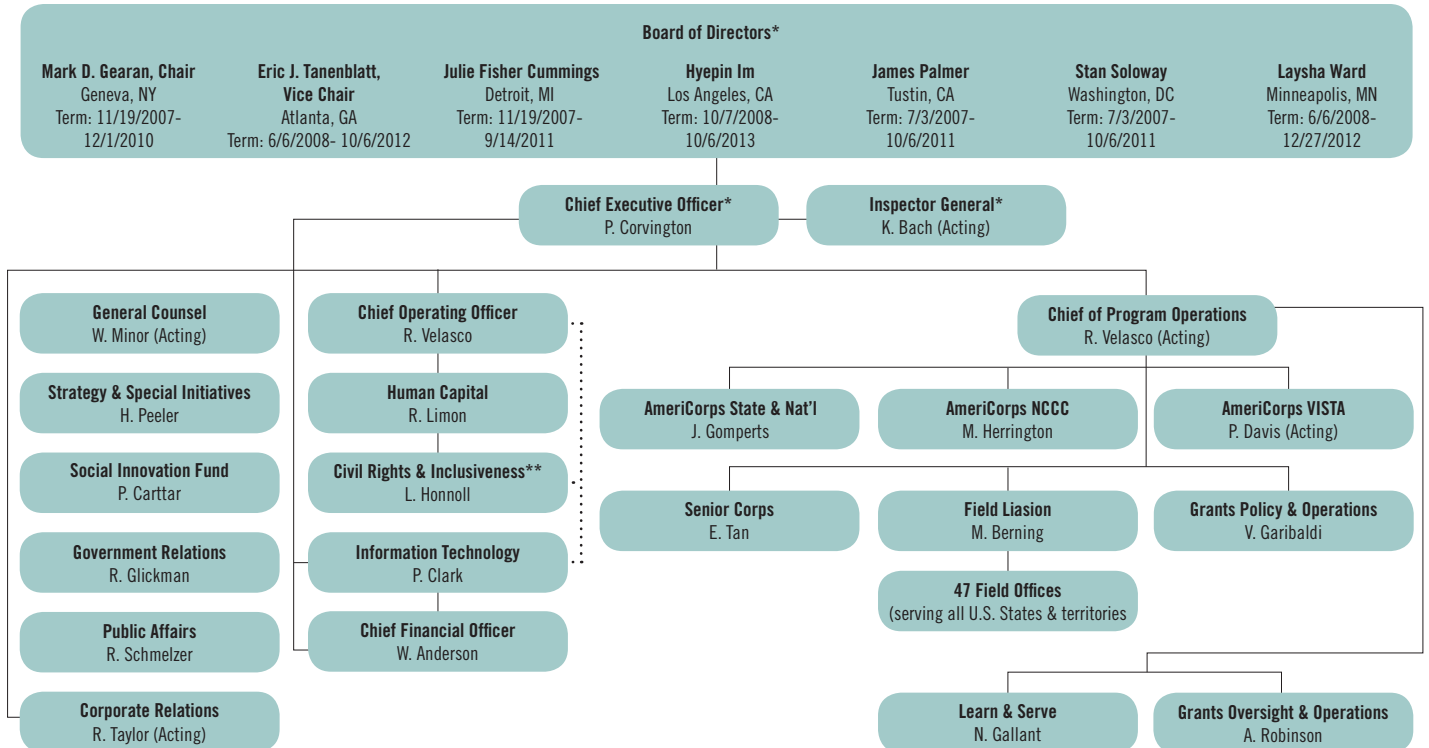


Figure 2. CNCS Organization Chart



* Presidential Appointments with Senate confirmation

** The Director has independent authority to advise the CEO on pre-complaint and complaint issues.

Bill Language & Analysis | PART II

Operating Expenses

(Including Transfer of Funds)

For necessary expenses for the Corporation for National and Community Service (“the Corporation”) to carry out the Domestic Volunteer Service Act of 1973 (“1973 Act”) and the National and Community Service Act of 1990 (“1990 Act”), and notwithstanding sections 198B(b)(3), 198S(g), and 501(a)(4)(C) of the 1990 Act, \$1,151,716,000: 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) \$235,326,000, to remain available until expended, shall be paid to the National Service Trust for expenses authorized under Subtitle D of title I of the 1990 Act; (3) in addition to the amounts provided in the previous clause, the Corporation may transfer funds from the amounts allocated to grants under Subtitle C of title I of the 1990 Act, upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Congress; (4) \$5,000,000 shall be available for expenses authorized under 501(a)(4)(F)(iii) of the 1990 Act, which, notwithstanding any other provision of law, shall be awarded by the Corporation on a competitive basis to State Commissions; (5) \$7,500,000 shall be available for expenses to carry out sections 112(e), 179A, and 1980 and subtitle J of title I of the 1990 Act, notwithstanding section 501(a)(6) of the 1990 Act; (6) \$5,000,000 shall be available for grants to public or private nonprofit institutions to increase the participation of individuals with disabilities in national service and for demonstration activities in furtherance of this purpose, notwithstanding section 129(k)(1) of the 1990 Act; and (7) \$17,000,000 shall be available to provide assistance to State Service Commissions, under section 126(a) of the 1990 Act and notwithstanding section 501(a)(5)(B) of the 1990 Act; Provided, That not to exceed 20 percent of funds made available under section 501(a)(4)(F)(iii) of the 1990 Act may be used for Social Innovation Funds Pilot Program-related performance-based awards for Pay for Success projects: Provided further, That, with respect to the previous proviso, any funds obligated for such projects

shall remain available for disbursement until expended, notwithstanding 31 U.S.C. 1552(a): Provided further, That, with respect to the first proviso, any deobligated funds from such projects shall immediately be available for activities authorized under 198K of such Act.

Salaries and Expenses

For necessary expenses of administration as provided under section 501 (a) (5) of the National and Community Service Act of 1990 and under section 504(a) of the Domestic Volunteer Service Act of 1973, 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, \$97,694,000.

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 three years that they receive AmeriCorps funding, and thereafter shall meet the overall minimum share requirement as provided in section 2521.60 of title 45, Code of Federal Regulations, without regard to the operating costs match requirement in section 121(e) or the member support Federal share limitations in section 140 of the National and Community Service Act of 1990, and subject to partial waiver consistent with section 2521.70 of title 45, Code of Federal Regulations.

SEC. 402. Notwithstanding the provisions of section 501(a)(1)(D) and (E) of the 1990 Act, the Corporation shall fund summer of service program grants and youth engagement zone program grants respectively authorized under section 119(c)(8) and 199(c)(9) of the 1990 Act from funds made available to provide financial assistance under 501(a)(1)(F) (iii) of the 1990 Act.

SEC. 403. In addition to the requirements in Sec. 146(a) of the 1990 Act, use of an educational award for the purpose described in Sec. 148(a)(4) shall be limited to individuals who are veterans as defined under Sec. 101 of the Act.

SEC. 404. Notwithstanding the provisions of section 112A(b) of the 1990 Act, the minimum allotment to each State from the amounts made available under section 501(a)(1)(F)(i) of such Act shall be \$125,000.

Office of Inspector General

For necessary expenses of the Office of Inspector General in carrying out the Inspector General Act of 1978, \$8,450,000.

Note: A full-year 2011 appropriation for the Corporation was not enacted at the time the budget was prepared; therefore the Corporation is operating under a continuing resolution (Public Law 111-242, as amended). The following table describes changes that would be made from operations under Public Law 111-242 as in effect at the time the budget was prepared.

Table 2. Appropriations Language Analysis

Language Provision/Change	Explanation
<p>1. Single Operating Expenses Account Delete: of which \$319,974,000 shall be to carry out the 1973 Act and \$537,047,000 shall be to carry out the 1990 Act</p>	<p>Beginning in Fiscal Year 2008, the Corporation's two separate program operating expense appropriations were consolidated into a single account. This consolidation provides the Corporation some additional flexibility regarding management of its programs. However, the current consolidated account still contains separate limits on amounts that may be obligated for either DVSA or NCSA programs. A lump sum appropriation available for all programmatic activities would reduce administrative burdens and afford the Corporation greater effectiveness in managing its programs, consistent with applicable reprogramming guidelines.</p>
<p>2. Technical Edit Delete: 501(a)(4)(F)</p>	<p>Editorial changes to conform to the changes described below relating to the Volunteer Generation Fund.</p>
<p>3. National Service Trust Add: (2) \$235,326,000, to remain available until expended, shall be paid to the National Service Trust for expenses authorized under Subtitle D of title I of the 1990 Act; (3) in addition to the amounts provided in the previous clause, Corporation may transfer funds from the amounts allocated to grants under Subtitle C of title I of the 1990 Act, upon determination that such transfer is necessary to support the activities of national service participants and after notice is transmitted to the Congress;</p>	<p>For Fiscal Year 2010 (and during the continuing resolution in Fiscal Year 2011), the Corporation received an appropriation directly to the National Service Trust. Appropriating the amount needed to support Trust obligations to the Corporation's Operating Expense account, and providing for transfer more closely follows the Corporation's authorizing legislation. The Fiscal Year 2012 request restores the transfer authority in the Operating Expense appropriation.</p>
<p>4. Social Innovation Fund Delete: \$50,000,000 shall be available for expenses authorized under section 501(a)(4)(E) of the 1990 Act</p>	<p>Section 501(a)(4)(E) of the 1990 Act makes a mandatory allocation of \$70,000,000 of the Corporation's FY 2012 appropriation for the Social Innovation Fund. The Corporation's request for Operating Expenses includes this amount, making a specific allocation in the appropriations language unnecessary.</p>
<p>5. Volunteer Generation Fund Add: \$5,000,000 shall be available for expenses authorized under 501(a)(4)(F)(iii) of the 1990 Act, which, notwithstanding any other provision of law, shall be awarded by the Corporation on a competitive basis to State Commissions</p>	<p>Provides \$5 million for the Volunteer Generation Fund established by Public Law 111-13.</p>

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
<p>6. Pay for Success Project Authority Add: Provided, That not to exceed 20 percent of funds made available under section 501(a)(4)(E)(iii) of the 1990 Act may be used for Social Innovation Funds Pilot Program-related performance-based awards for Pay for Success projects: Provided further, That, with respect to the previous proviso, any funds obligated for such projects shall remain available for disbursement until expended, notwithstanding 31 U.S.C.1552(a): Provided further, That, with respect to the first proviso, any deobligated funds from such projects shall immediately be available for activities authorized under 198K of such Act</p>	<p>This language provides authority for the Corporation to support Pay for Success awards within the Social Innovation Fund Pilot Program. This mechanism would only be used if social investors, the Federal government, and a State or local community collectively determine that a Pay for Success pilot could improve outcomes and successfully test this new approach to financing effective interventions. The Corporation's Social Innovation Fund program is one of several innovation programs to be given this authority to seek out model Pay for Success awards.</p>
<p>National Service Trust</p>	
<p>7. Funding Trust by Transfer of Funds Delete: For necessary expenses for the National Service Trust established under subtitle D of title I of the National and Community Service Act of 1990 (" 1990 Act"), \$197,000,000, to remain available until expended: Provided, That the Corporation for National and Community Service 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).</p>	<p>For Fiscal Year 2010 (and during the continuing resolution in Fiscal Year 2011), the Corporation received an appropriation directly to the National Service Trust. Appropriating the amount needed to support Trust obligations to the Corporation's Operating Expense account, and providing for transfer more closely follows the Corporation's authorizing legislation. The Fiscal Year 2012 request restores the transfer authority in the Operating Expense appropriation.</p>
<p>Administrative Provisions</p>	
<p>8. Administrative Authority Delete: The Corporation for National and Community Service shall make any significant changes to program requirements, service delivery or policy only through public notice and comment rulemaking. For fiscal year 2010, during any grant selection process, an officer or employee of the Corporation 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 the Corporation that is authorized by the Corporation to receive such information.</p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>9. Gift Fund Authority Delete: Donations made to the Corporation for National and Community Service ("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.</p>	<p>This language infringes on the prerogatives of the Executive Branch in carrying out programs consistent with the authorizing statute.</p>
<p>10. Summer of Service and Youth Engagement Zones Add: <i>Notwithstanding the provisions of section 501(a)(1)(D) and (E) of the 1990 Act, the Corporation shall fund summer of service program grants and youth engagement zone program grants respectively authorized under section 119(c)(8) and 199(c)(9) of the 1990 Act from funds made available to provide financial assistance under 501(a)(1)(F)(iii) of the 1990 Act.</i></p>	<p>This language provides for the administration of the summer of service program and the youth engagement zone programs as part of the Learn & Serve Innovative and Community-Based Programs without decreasing the funding provided to states for elementary and secondary school student programs.</p>

Table 2. Appropriations Language Analysis *(continued)*

Language Provision/Change	Explanation
<p>11. Veterans Education Awards Add: In addition to the requirements in Sec. 146(a) of the 1990 Act, use of an educational award for the purpose described in Sec. 148(a)(4) shall be limited to individuals who are veterans as defined under Sec. 101 of the Act.</p>	<p>This language provides tighter controls over the expanded use of national service education awards earned by veterans as provided in Public law 111-13.</p>
<p>12. Learn and Serve Small State Minimum Add: <i>Notwithstanding the provisions of section 112A(b) of the 1990 Act, the minimum allotment to each State from the amounts made available under section 501(a)(1)(F)(i) of such Act shall be \$125,000.</i></p>	<p>Provides the smallest states with sufficient funding to provide for adequate evaluation of Learn and Serve programs.</p>

Budget Request & Performance Report | PART III

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 grants have made it possible for national and community-based nonprofit organizations to recruit and deploy human capital (in the form of AmeriCorps members) to tackle community and national challenges. AmeriCorps State and National programs are wholly designed and managed by community organizations that have demonstrated the knowledge, expertise, and capacity to deploy AmeriCorps members to meet critical needs in a range of areas: education, health, environment, employment training and placement, financial literacy, and disaster

services. Past success has laid a foundation for growth and a more rigorous accounting of community impact.

AmeriCorps State and National administers the following grant programs:

- **State Formula** grants are awarded to State Service Commissions utilizing a population-based formula. The Commissions, in turn, fund programs within their states.
- **Single and Multi-State Competitive** grants are awarded to organizations operating in one or more states that have successfully competed in a nationwide selection process. Some of these grants are awarded on a fixed-amount basis and others are cost-reimbursable grants.
- **State and Multi-State Education Award Program (EAP)** grants are awarded to organizations operating in one or more states that have successfully competed in a nationwide selection process.

Table 3. AmeriCorps State and National Budget Summary (*dollars in thousands*)

Budget Account	FY09/10 Recovery Act Actual	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Formula Grants to States	\$29,305	\$125,143	\$125,782	\$134,071	\$8,289
Competitive grants	56,535	223,045	223,414	238,138	14,724
Education Award Program Grants	-	6,034	7,500	9,990	2,490
Set-asides for U.S. Territories	660	1,040	3,563	3,798	235
Set-asides for Indian Tribes	59	2,330	3,563	3,798	235
Subtotal, Grants Budget Authority	86,559	357,592	363,822	389,795	25,973
Childcare	703	5,000	5,000	5,997	997
Grantmaking Support	-	4,395	3,725	3,998	273
Total Budget Authority	\$87,262	\$366,987	\$372,547	\$399,790	\$27,243
Total AmeriCorps Members	10,316	79,264	72,500	78,818	6,318

In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$2,659,265 to the National Service Trust as authorized under Subtitle D of title I of the National and Community Service Act of 1990. The transfer was comprised of \$1,193,426 in Tribal Funds and \$1,465,839 in EAP funds.

Organizations receive a small fixed administrative grant, however these grantees use their own and other non-CNCS resources to cover most program costs.

- **Indian Tribal** grants total one percent of grant funds and are awarded on a competitive basis.
- **U.S. Territories** grants total one percent of grant funds and are awarded to individual organizations or State Service Commissions operating in the U.S. Territories, based on population size.

Operating in every state, with over 637,000 alumni, AmeriCorps is now firmly established as America’s flagship national service program. Similar to other service programs, such as the Peace Corps and the military, AmeriCorps service builds leadership and employment skills and serves as a training ground for our nation’s future civic leaders.

FY 2010 Accomplishments and Program Impact

In FY 2010, the last year of CNCS’ FY 2006–FY 2010 Strategic Plan, AmeriCorps State and National showed strong performance by meeting or exceeding seven of eight performance targets (88 percent). Some performance highlights include:

- 74,861 AmeriCorps State and National members serving in programs across the nation in critical community projects such as mentoring children and assisting the elderly.
- 1.4 million volunteers leveraged to help communities solve pressing needs such as tutoring young people.
- 194,262 college students serving through AmeriCorps State and National Programs to meet local community needs.

Also in 2010, CNCS conducted the first grants competition for the AmeriCorps State and National program since enactment of the Serve America Act, which focuses the program’s grant making in six priority areas: Education, Economic Opportunity, Veterans (and Military Families), Healthy Futures, Disaster Services, and Environmental Stewardship. Roughly 337 organizations from across the country received a total of \$233 million in competitive grants (across funding streams) to support more than 57,000 new AmeriCorps members who will serve in FY 2010/2011 through national and local nonprofit organizations, community and faith-based groups, educational institutions, and Indian Tribes. The remaining 15,000 member slots were awarded to organizations in a second or third year of their funding cycle.

Table 4. AmeriCorps State and National Performance, FY 2006-2010 CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Engage Students in Communities						
College students serving	17,558	71,561	129,400	170,679	194,262	100,000
Ensure a Brighter Future For All of America’s Youth						
Disadvantaged children and youth serving communities	8,345	113,092	123,147	154,540	190,527	125,000
Number of incarcerated parents’ children mentored through CNCS programs	N/A	26,279	26,733	23,071	39,255	26,000
Number of disadvantaged youth mentored through CNCS	N/A	249,294	472,842	476,971	451,384	250,000
Harness Baby Boomers’ Experience						
Number of AmeriCorp-SN clients receiving independent living services	N/A	53,901	90,303	108,166	77,120	75,000
Number of AmeriCorp SN-sponsored Baby Boomer volunteers	N/A	63,165	127,262	132,699	167,893	140,000
Mobilize More Volunteers						
Number of AmeriCorp SN volunteers recruited and/or managed	858,781	987,002	1,061,609	1,175,664	1,437,703	1,750,000
Number of AmeriCorp SN volunteers serving as stipended CNCS members and participants	N/A	66,616	66,978	65,353	74,861	74,861

Table 5. AmeriCorps State and National Program Vital Statistics

Budget Account	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Target	FY12 Target
Appropriation (in thousands)	\$256,805	\$259,262	\$372,547	\$372,547	\$399,790
Number of member slots approved (or estimated)	66,145	65,353	79,266	73,700	78,800
Cost per MSY ¹	\$8,826	\$8,880	\$7,950	\$7,465	\$7,481
Percent of total costs contributed from CNCS sources	51.80%	53.50%	57.1%	N/A	N/A

¹ A Member Service Year (MSY) represents an estimated cost of supporting an individual for an entire fiscal year. The cost includes direct expenses (living allowances) and indirect expenses (recruitment and outreach). The cost per MSY is the appropriation divided by the number of MSYs.

CNCS piloted a series of uniform, outcome-based performance measures, which 74 percent of all grantees adopted as part of the FY 2010 grant competition. The adoption of standardized measures allowed CNCS to focus funding on evidence-based solutions to community problems through the AmeriCorps portfolio and eventually will improve agency efforts to demonstrate the aggregate impact that AmeriCorps members have when focused on key national and community challenges. Similar to the information provided below on the American Recovery and Reinvestment Act (Recovery Act) reporting, CNCS will be able to report—in the aggregate—on the targets set by grantees for each performance measure. CNCS will be able to report on actual program performance following the end of the grant year, in FY 2011.

In accordance with formula established in statute, two percent of AmeriCorps State and National grant funding is allocated for grants to Indian Tribes and U.S. Territories. These grants are awarded on a competitive basis. In FY 2010, this amount totaled \$7.126 million or \$3.563 million each for grants to Tribes and U.S. Territories. In any given year, if CNCS is unable to award the full appropriation for AmeriCorps State and National grants, the balance can be transferred to the National Service Trust, following OMB and Congressional approval.

In FY 2010, CNCS received an insufficient number of quality grant applications to fully award all \$7.126 million. As a result, \$2.9 million of U.S. Territories and Tribal funds were lapsed in FY 2010 and another \$2.7 million was transferred to the National Service Trust.

The need for funding to support AmeriCorps members in these communities is great. Unfortunately, a number of challenges exist that have resulted in these unused grant funds, including applicants having insufficient understanding of AmeriCorps and national service and how to engage AmeriCorps members in allowable activities; few applicants Tribes with the necessary capacity (financial and organizational) to successfully secure and support AmeriCorps members; and the high cost

of running programs on reservations and in territories (typically higher than the Serve America Act-authorized ceiling).

In response, CNCS initiated a number of improvements in FY 2010 to address this problem, including expanded/targeted outreach and technical assistance for both planning and operational grants, creating strong partnerships with stakeholders (Congressional Committees on Indian Affairs, White House, other federal agencies, and umbrella organizations), and a change to allow for a higher costs per member.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$399.790 million for AmeriCorps State and National, an increase of \$27 million over the FY 2011 CR level. This funding level will support approximately 78,800 AmeriCorps members. Members will be targeted toward the six focus areas: Education, Economic Opportunity, Veterans (and Military Families), Healthy Futures, Disaster Services, and Environmental Stewardship. CNCS anticipates that upwards of 80 percent of the grantees funded in these focus areas will participate in the performance measure pilot, further expanding the agency's focus on and ability to demonstrate results.

Nationwide, applications for AmeriCorps funding increased significantly in FY 2010, which dramatically increased the competition for funding. Approximately 60 percent more grant funding was requested in 2010 than in 2009 and organizations requested about twice the number of grant dollars and AmeriCorps positions than could be funded.

Though CNCS receives few applications from rural areas (just 42 self-identified as having rural programming in the FY 2010 competition), these applicants tend to be successful in securing CNCS funding. Of the pool of eligible rural applicants, 84 percent—28 of 33 applicants—received funding in FY 2010. To further expand the presence of AmeriCorps in rural America, CNCS plans to work closely with State Commissions in FY 2011 to increase their ability to conduct outreach to potential applicants in rural areas.

AMERICORPS STATE AND NATIONAL:

The Recovery Act of 2009

AmeriCorps State and National Recovery Act Plan

CNCS obligated \$87.262 million in funding from the Recovery Act to fund roughly 10,316 AmeriCorps members in the AmeriCorps State and National program. In FY 2009, 129 grants were awarded to current national, regional, and local AmeriCorps grantees with proven track records of accomplishments that demonstrated the capacity to efficiently and effectively use Recovery Act funds to

assist communities in need. AmeriCorps members funded through the Recovery Act have engaged in a range of activities in service to individuals and communities affected by the economic crisis. Activities include, but are not limited to:

- Employment and skill training programs;
- Tutoring and literacy;
- Financial literacy;
- Home foreclosures and housing assistance;
- Housing rehabilitation and access;
- Health care access;
- Nonprofit capacity building; and
- Volunteer generation and management.

Table 6. Summary of AmeriCorps State and National Recovery Performance Data

Employment and Skills Training Programs	
Number of clients receiving employment and skills training and counseling	46,664
Number of clients placed in jobs as a result of training/counseling	2,862
Tutoring and Literacy	
Number of hours of tutoring and literacy services provided to clients	705,633
Number of clients receiving tutoring and literacy services	121,896
Financial Literacy	
Number of clients receiving services related to financial literacy	34,203
Home Foreclosures and Housing Assistance	
Number of clients receiving services related to home foreclosures and housing assistance programs	27,077
Number of clients who are able to remain in their housing	2,600
Housing Rehabilitation and Access	
Number of clients receiving housing rehabilitation, weatherization, and efficient-energy services	36,309
Number of existing homes and structures rehabilitated, weatherized, or made more energy-efficient	13,518
Number of homes and structures made accessible for disabled persons	45
Number of homeless individuals transitioned into affordable housing	492
Health care Access	
Number of clients receiving information on health insurance, health care access, and health benefits programs	172,147
Number of clients enrolled in health insurance and health benefits programs	15,966
Volunteer Generation and Management	
Number of community volunteers recruited to address needs in their communities	238,445
Number of clients served by community volunteers	3,417,582

The service of these AmeriCorps members is bolstering the capacity of community organizations that are faced with an increased need for their service.

AmeriCorps State and National Recovery Act Performance Data

Grantees receiving Recovery Act funds and AmeriCorps member positions report their progress toward meeting their performance goals on a quarterly basis. In their applications, these grantees selected from CNCS-designed standardized performance measures and/or created their own. (Grantees who only received funds to replace lost funding sources do not have programmatic performance goals.)

The data in table 6 aggregates the performance of the AmeriCorps State and National grantees through September 30, 2010, based on the standardized performance measures. While these measures do not represent all of the activities in which Recovery Act-funded AmeriCorps members are engaged, they highlight key accomplishments in the area of economic recovery.

BUDGET ACTIVITY 2:

AmeriCorps VISTA

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

Program Summary

AmeriCorps VISTA is the national service program designed to fight poverty and build economic opportunity. Authorized in 1964 as Volunteers in Service to America (VISTA), the program was incorporated into the AmeriCorps network of programs in 1993. AmeriCorps VISTA supports efforts to alleviate poverty nationwide—in urban and rural areas—by engaging individuals 18 years and older in one year of full-time service. AmeriCorps VISTA members are assigned to nonprofit community organizations and public agencies through an application process managed by CNCS' state offices, with the goal of building the organizational, administrative, and financial capacity of programs that provide low-income Americans with the skills and resources needed to break the cycle of poverty. Upon completion of their term of service,

Table 7. AmeriCorps VISTA Budget Summary (*dollars in thousands*)

	FY09 Recovery Act Actual	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/(Decrease) (2011-2012)
Subsistence allowance	\$38,241	\$49,778	\$52,559	\$53,310	\$751
Post-service stipend	1,176	2,468	2,615	2,756	141
Health care	8,338	14,900	12,854	14,887	2,033
Child care	559	1,315	1,394	1,395	1
Workers compensation	-	811	800	800	-
Travel, relocation, and settling in	6,004	3,821	4,250	4,386	136
Supervision and transportation	2,632	8,469	6,965	6,659	(306)
Grantmaking support	-	800	980	1,000	20
Training	6,459	15,114	14,111	13,207	(904)
Evaluation, administration, etc.	-	64	1,060	100	(960)
Recruitment and outreach	825	1,487	1,486	1,500	14
Total Budget Authority	\$64,234	\$99,027	\$99,074	\$100,000	\$926
Total AmeriCorps VISTA Members	4,430	7,776	8,092	8,092	

members select between two end-of-service benefits: a cash stipend paid from the AmeriCorps VISTA appropriation or the Segal AmeriCorps Education Award paid from the National Service Trust.

The AmeriCorps VISTA program is guided by the core principles of sustainability, capacity building, and community empowerment. Through activities such as fund raising, establishment of volunteer recruitment and management systems, community outreach, and partnership development, members strengthen and improve the ability of local organizations to carry out their programs. Sponsoring organizations must ensure that their project engages residents of the targeted low-income community in the planning, development, and implementation of the project to which members are assigned. In doing so, the program promotes service and community engagement at the local level.

AmeriCorps VISTA members receive a small living allowance, training, health care coverage, child care, and travel and relocation costs. The organizations that sponsor members absorb most of the costs related to project supervision and logistical support. Sponsoring organizations may participate in a cost-share agreement with CNCS and pay the living allowance for one or more AmeriCorps VISTA members—a practice that allows CNCS to support additional members and prepares

the sponsoring organization to support member activities after the completion of the program.

FY 2010 Accomplishments and Program Impact

CNCS supported 7,776 AmeriCorps VISTA members serving in nearly 1,000 anti-poverty programs across the nation in FY 2010. These members were targeted to programs in education, employment, housing, and financial development, and building the organizational capacity of their sponsor organizations to serve their communities. Final performance data shows that members met the FY 2010 target of raising \$186 million in cash and in-kind support and recruited more than 1.1 million community volunteers in support of anti-poverty programs.

In addition to the success noted above, VISTA finished FY 2010, the last year of CNCS' FY 2006 – FY 2010 Strategic Plan, with strong service impact. Highlights include:

- 224,831 children of incarcerated parents mentored, an increase of more than 200% over FY 2009.
- 140,372 clients who received independent living support, an increase of nearly 100,000 service beneficiaries compared with FY 2009.

Table 8. AmeriCorps VISTA Performance, FY 2006-2010, CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Engage Students in Communities						
College students serving	N/A	N/A	344,524	313,770	343,392	350,000
Ensure a Brighter Future For All of America's Youth						
Disadvantaged youth serving communities	N/A	N/A	62,400	70,467	67,618	72,000
Number of incarcerated parents' children mentored through VISTA	6,206	7,136	49,961	65,696	224,831	70,000
Total number of disadvantaged youth mentored through VISTA programs	N/A	N/A	552,576	462,098	442,454	557,700
Harness Baby Boomers' Experience						
Number of VISTA Baby Boomers volunteers	N/A	107,058	138,012	170,815	202,928	170,000
Number of VISTA clients receiving independent living services	N/A	N/A	144,199	45,052	140,372	50,000
Mobilize More Volunteers						
Number of AmeriCorps volunteers leveraged	517,000	610,785	1,067,955	1,257,886	1,125,772	1,300,000
Number of new VISTA members enrolled annually	6,854	6,852	7,404	7,289	7,776	7,670

Note: The initiatives and related performance measures above are from CNCS' FY 2006 – FY 2010 Strategic Plan.

In FY 2010, CNCS received the final report of the AmeriCorps VISTA Sustainability Assessment. Conducted by Westat Inc., the study was designed to assess how well AmeriCorps VISTA was achieving its mission of building sustainable anti-poverty programs. Focusing on projects that had been closed for two to five years, the findings indicated that 84 percent of projects that have been closed for two years or longer remain sustainable. The study also reaffirmed AmeriCorps VISTA's core principle of the importance of community involvement in planning, development, and execution of project programming, as well as in ensuring a well qualified cadre of members.

IT Enhancements

Automation improvements in FY 2010 include implementation of an interface between the MyAmeriCorps Portal and Momentum accounting system and the deployment of a web-based system for planning and tracking member service years. The Portal/Momentum interface will permit reimbursement of travel for VISTA Members and Supervisors through electronic funds transfer, resulting in a reduction in response time, cost (postage and supplies), and workload for the staff at the FFMC and VMSU.

The tracking and forecasting of member service years is critical to execution of the program within budget. To date, the tracking process has been conducted through the manual entry of data and the reconciliation of a complex set of spreadsheets by staff in all 50 state offices and in headquarters. The integrated, web-based system will use real-time data from the MyAmeriCorps Portal, improve program coordination, and reduce the likelihood of errors.

Training

Training is a critical component of member development and successful completion of the service terms; it also represents the program's highest variable costs. A comprehensive review of training has been underway and two significant steps were undertaken in FY 2010:

- Development of a robust blended curriculum (computer-based, webinar, and face-to-face training), including:
 - In-Service Training (IST) that provides members with unlimited access to high-quality training materials to further their skill development during their service term;
 - Orientation for supervisors that provides sponsors and supervisors with materials to coach and develop the VISTA members assigned to their organizations; and
 - VISTA Leaders Training that includes field work.
- Migration of certain components of the Pre-Service Orientation (PSO) and Supervisors Orientation (SO) curriculums to the online VISTA Campus, which will allow more time at the in-person PSO for sessions focused on hard skills development, such as resource mobilization and volunteer generation.

Additional work will be undertaken in FY 2011 as part of this ongoing review of the training model, including an independent assessment of member training. This assessment will review the skills and competencies that members need in preparation for their service and the extent to which the current model succeeds in addressing these needs. AmeriCorps VISTA also plans to conduct a pilot training program in two or three small states, whereby the in-person PSO model will be replaced by a distance learning model that leverages video conferencing technology. The pilot will assess the cost implications and efficacy of the pilot model in preparing AmeriCorps VISTA members for service.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$100 million for the AmeriCorps VISTA program, an increase of \$1 million above the FY 2011 CR level. The funding will support 5,642 member service years, placing a total of 8,092 members (6,592 full-time and 1,500 Summer Associates)

Table 9. AmeriCorps VISTA Vital Statistics

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Target	FY12 Target
Appropriation (in thousands)	\$93,800	\$96,050	\$99,074	\$99,074	\$100,000
Number of new members enrolled	7,404	7,289	7,776	8,092	8,092
Number of Member Service Years (MSYs) ¹	5,447	5,418	5,387	5,710	5,624
Cost per MSY ¹	\$17,220	\$17,728	\$18,391	\$17,351	\$17,781
Average health care cost per member	\$2,754	\$2,970	\$2,766	\$2,251	\$2,647

¹ A Member Service Year (MSY) represents an estimate of the cost of supporting an individual VISTA member for an entire fiscal year. The cost includes direct expenses (living allowances) and indirect expenses (recruitment and outreach). The cost per MSY is the appropriation divided by the number of MSYs.

in service. This represents a decrease of 105 members below the projected FY 2011 level.

The FY 2012 request will allow VISTA to continue current services between fiscal years 2011 and 2012. Base level adjustments include a three percent cost-of-living increase in the member subsistence allowance and downward adjustments in training, supervision, and transportation. In addition, 20 percent of the program's portfolio will continue to be supported through cost-sharing agreements with sponsoring organizations—a fiscally responsible strategy that will enable the program to engage a greater number of Americans in service.

Programmatic Strategy

AmeriCorps VISTA can be an effective national service intervention for building a community's capacity to address and eliminate poverty. With 30 percent of projects turning over each year, AmeriCorps VISTA will take advantage of program development opportunities in FY 2011 and FY 2012 to direct resources to projects that can most successfully demonstrate impact within the new Serve America Act priority areas. While AmeriCorps VISTA can be used to support a broad range of programming, CNCS will deploy the majority of VISTA members to programs that align with CNCS' strategic focus areas related to education, veterans, and improving/expanding economic opportunity.

Within the Economic Opportunity focus area, AmeriCorps VISTA resources will be targeted towards projects that:

- Increase employment for economically vulnerable individuals (including veterans and spouses of enlisted military personnel), through job training, counseling, outreach, and job placement;
- Increase financial stability for economically vulnerable communities through financial education and asset-development; and
- Decrease homelessness through transitioning individuals and families into stable long-term housing. VISTA will specifically emphasize programs that support the goals of the U.S. Interagency Council on Homelessness strategic plan.

In the area of Education, AmeriCorps VISTA members will build the organizational capacity of programs focused on four outcomes that support CNCS' education strategy:

- Improving school readiness for young children;
- Improving grade-level success in elementary, middle, and high school;
- Improving high school graduation rates; and
- Improving preparation for and success in college and university settings.

AmeriCorps VISTA has a strong reputation as a critical link between communities and institutions in high poverty neighborhoods. There is a clear and compelling need for these members in support of this effort.

AMERICORPS VISTA:

The Recovery Act of 2009

Summary of Accomplishments as of September 2010

AmeriCorps VISTA obligated \$64,234 in funding from the Recovery Act. By April 2009, CNCS had sworn in its first cohort of 200 members; and by September 2009, 4,430 AmeriCorps VISTA members funded by the Recovery Act had been placed in 572 anti-poverty projects throughout the country. These VISTA members supported their projects in a range of areas including the following:

- Employment and skills training;
- Financial fitness;
- Home foreclosure prevention and housing assistance;
- Nonprofit capacity building;
- Volunteer generation and management; and
- Other activities that support economic development in communities.

CNCS spent \$1 million less for health care claims for Recovery Act-funded members than originally budgeted. These savings were identified in time to allow CNCS to redirect the funds to support a Summer Associates program. In total, 861 Summer Associates were placed in 2010 in support of activities under the Recovery Act.

AmeriCorps VISTA Recovery Act Performance Data

Prior to awarding any members, CNCS outlined a set of performance measures for projects that would show the impact of Recovery Act-funding activities. While these measures do not represent all of the activities that members may be performing, they highlight key accomplishments in the area of economic recovery. The data reflects accomplishments across 572 projects through September 30, 2010.

Table 10. Summary of AmeriCorps VISTA Performance Data Recovery Act

VISTA Recovery Act Results	Apr-June 2009	July-Sept 2009	Oct-Dec 2009	Jan-March 2010	Apr-June 2010	July-Sept 2010	Total to Date
Employment & Skills Training Programs							
Clients receiving employment & skills training and counseling	1,551	25,201	32,940	31,503	32,010	11,952	135,157
Clients placed in jobs as a result of training/counseling	112	5,231	2,039	2,929	600	1,465	12,376
Financial Planning							
Clients receiving services related to financial planning/literacy	1,063	23,013	36,193	51,526	54,557	18,954	185,306
Home Foreclosures & Housing Assistance							
Clients receiving services related to foreclosures & housing assistance	2,008	16,393	12,393	29,712	21,000	4,958	86,464
Clients who were able to remain in their housing	1,878	9,259	8,159	6,472	4,753	2,794	33,315
Volunteer Generation & Management							
Community volunteers who served in your program	4,106	111,464	181,118	249,150	240,409	66,703	852,950
Hours served by community volunteers	82,576	1,623,500	1,395,209	1,949,321	1,809,994	670,763	7,531,363
Clients served by community volunteers	25,502	967,017	1,142,310	1,236,939	1,742,942	217,978	5,332,688
NonProfit Capacity Building							
Dollar value of cash resources secured by VISTA members	\$916,217	\$10,067,767	\$11,870,588	\$22,070,690	\$19,423,925	\$7,348,216	\$71,697,403
Dollar value of non-cash resources secured by VISTA members	\$651,771	\$6,678,145	\$9,837,878	\$20,127,518	\$10,480,577	\$5,011,457	\$52,787,347
New clients served	8,525	163,498	357,560	275,689	356,129	88,702	1,250,103

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 leadership and service 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. Since 2000, NCCC members from across the country have served more than 4.1 million hours on over 1,650 disaster service projects.

The program provides rigorous training in various skills—first aid, CPR, firefighting, case management, and asset mapping—that prepares its members to serve as disaster responders and as force multipliers who can effectively coordinate and manage episodic volunteers. In addition to disaster mitigation, preparedness, 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 11. AmeriCorps National Civilian Community Corps Budget Summary (*dollars in thousands*)

Budget Item(s)	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Program support	\$13,527	\$13,328	\$13,696	\$368
Program operations	15,260	15,672	21,304	5,632
Total	\$28,787	\$29,000	\$35,000	\$6,000
Total annualized members	964	1,059	1,025	(34)

AmeriCorps NCCC’s structure of a national office with five regional campuses allows for rapid deployment of teams to meet both local and national needs, making it the cornerstone of CNCS’ disaster services strategy. AmeriCorps NCCC’s flexible structure enables the program to partner with resource poor communities that lack the financial, human capital, and/or organizational capacity to manage grant programs. The structure also enables it to strategically partner with other national service programs to magnify the impact on the communities in which they serve.

FY 2010 Accomplishments and Program Impact

CNCS is committed to managing the AmeriCorps NCCC program in a cost-effective manner through sound financial planning and strategic operations. Over the past several years, a number of measures aimed at improving efficiency have been implemented across the campuses, e.g., increasing the member to full-time staff ratio, having members prepare their own meals, and reducing training costs by employing existing staff as trainers and soliciting pro bono services. In May 2010, CNCS consolidated its Office of Emergency Management into AmeriCorps NCCC to provide greater coordination of agency-wide disaster preparation, mitigation and response, and recovery activities.

In FY 2010, 45 percent of AmeriCorps NCCC resources were devoted to disaster services nationwide, providing support to displaced and needy individuals, families, and communities. The average AmeriCorps NCCC member completed 1,854 hours of service (including training) during their 10-month service term in FY 2010.

AmeriCorps NCCC members built 334 new homes, completed 4,984 tax returns for low-income families, and supported 11,461 children in out-of-school programming. Members also conducted prescribed burns and fire mitigation on more than 9,800 acres of land, supported more than 150 community gardens and recruited or managed more than 73,000 community volunteers. In addition to disaster relief, members completed 323 additional projects in the areas of education, the environment, and human services, for a total over 1.3 million hours of service.

Some of the program’s major deployments in FY 2010 include Kentucky, Tennessee, Georgia (floods), Mississippi (tornadoes), American Samoa (tsunami), and the Gulf Coast following the Deepwater Horizon oil spill. The program supported disaster response efforts in partnership with the Federal Emergency Management Agency (FEMA), the American Red Cross, State Commissions, and local municipalities throughout the U.S. and its territories. AmeriCorps NCCC members assisted more

Table 12. AmeriCorps National Civilian Community Corps Service Hours

Issue Area	Number of Projects	Team Service Hours Completed ¹	Percentage of Total Team Service Hours
Disaster/Public Safety	215	600,347	45%
Education	56	136,808	10%
Environment	126	300,217	22%
Unmet Human Needs	141	310,924	23%
Total	538	1,348,296	100%

¹These 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.

than 158,000 people affected by disasters. Additionally, since 2005, members from all campuses have served over 3 million hours in the Gulf Coast region on over 1,100 relief and recovery projects.

CNCS management is exploring additional opportunities for employing AmeriCorps NCCC resources in support of agency-wide disaster planning. For example, under the agency’s Continuity of Operations Plan (COOP), CNCS is considering NCCC campuses as potential work sites for critical staff following a catastrophic event affecting its Washington, D.C., headquarters. AmeriCorps NCCC campuses also can be used to train and house other CNCS national service members and volunteers during times of disaster.

Targeted Cities Campaign

Since 2008, AmeriCorps NCCC has partnered with 11 cities across the country through its Targeted Cities campaign. Targeted Cities is an innovative, place-based initiative targeting specific areas to expand project presence, enhance recruitment and alumni outreach, and build increased awareness of national service by committing AmeriCorps NCCC teams to these communities over a five-year period. The 11 Targeted Cities are: Baltimore, Md.; Cedar Rapids, Iowa; Sacramento, Calif.; New Orleans, La.; Denver, Colo.; Camden, N.J.; Flint, Mich.; Los Angeles, Calif.; Memphis, Tenn.; Houston, Texas, and Washington, D.C. Of these 11 cities, seven are Cities of Service—a bi-partisan coalition of the mayors of large and small cities across the nation working to engage citizens and help solve pressing local challenges.

Since its inception, AmeriCorps NCCC members have completed more than 925,000 hours in the Targeted Cities, which accounts for roughly 25 percent of the total number of hours completed by all AmeriCorps NCCC members during this timeframe. By developing a sustained relationship with these cities, AmeriCorps NCCC is looking to provide additional capacity to these communities to address critical issues and challenges. The program is currently developing performance measures to determine the impact the concentrated service has and will have in the targeted cities.

As shown in table 13, AmeriCorps NCCC met or exceeded four of five performance targets (80%) for FY 2010. Below are selected highlights of this impact.

- Nearly 24,000 disadvantaged youth and children mentored
- Nearly 7,000 college students engaged in providing needed community services such as weatherizing homes and providing disaster recovery assistance

FY 2012 Budget Request and Performance Plan

In FY 2012, CNCS requests \$35 million for AmeriCorps NCCC, an increase of \$6 million from the FY 2011 CR Level. The request primarily focuses on the relocation of the Atlantic Region campus and addresses inflationary programmatic costs.

The proposed level of funding will support an annualized enrollment of 1,025 members—these members will complete nearly 1.5 million service hours, 50 percent of which will be dedicated to disaster services.

Table 13. AmeriCorps NCCC Performance, FY 2006-2010 CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Engage Students in Communities						
College students engaged	N/A	52,530	3,792	4,200	6,700	4,000
Ensure a Brighter Future For All of America's Youth						
Disadvantaged children and youth serving communities	N/A	297	393	445	32	300
Disadvantaged children and youth mentored	20,277	19,994	18,839	17,527	23,500	18,000
Mobilize More Volunteers						
Number of NCCC volunteers recruited and/or managed	76,000	138,000	65,000	46,731	72,609	48,400
Number of stipended members (Member Service Years)	1,127	1,063	1,106	1,120	1,200	1,200

Table 14. AmeriCorps NCCC Campus Capacity *(reflects number of members)*

Regional Campus	Full Facility Utilization	Single Class Facility Utilization	FY10 Facility Utilization	FY11 Facility Utilization	Proposed FY12 Utilization
Atlantic	640	320	240	240	160
North Central	480	240	240	240	240
Pacific	640	320	320	320	320
Southern	480	240	160	80 ¹	160
Southwest	640	320	240	320	320
Total	2,880	1,440	1,200	1,200	1,200
% Capacity	100%	50%	42%	42%	42%

¹ Vicksburg will enroll a smaller class in FY 2011 in order to switch campus enrollment from fall to winter. This change will better position the campus to respond to hurricanes.

Table 15. AmeriCorps National Civilian Community Corps Vital Statistics

	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Target
Budget (dollars in thousands)	\$23,782	\$27,500	\$29,000	\$29,000	\$35,000 ¹
Number of Member Service Years (MSYs)	1,106	1,120	1,200	1,200	1,200
Annualized Enrollment ²	N/A	816	964	1,059	1025
Cost per MSY	-	\$33,700	\$30,051	\$27,384	\$29,268
Cost per MSY in constant 2009 dollars	-	\$33,700	\$29,931	\$26,850	\$28,580

¹ Includes \$5 million in capital costs associated with the relocation of the Atlantic Region campus.

² Annualized member enrollment reflects the average numbers of members serving each month across the entire fiscal year.

The FY 2012 request reflects a base budget of \$30 million to support program operations at the FY 2011 level and roughly \$5 million for the relocation of the Atlantic Region campus.

Current under-enrollment at the NCCC campuses sacrifices potential benefits to program impact and cost efficiency that could be realized through full utilization of regional facilities. In FY 2010, CNCS developed an NCCC optimization plan to demonstrate enhanced impact and efficiency by enrolling two overlapping classes at each of the campuses. A plan for a pilot at one of the NCCC campuses to test the efficacy of optimization has been prepared.

Relocation of Atlantic Region Campus

The FY 2012 request also includes \$5 million to relocate the Atlantic Region campus from the Veteran’s Service Administration (VA) facility in Perry Point, Md. The VA plans to repurpose facilities currently occupied by

NCCC staff and members. As such, a search began in FY 2010 to locate a more cost-effective facility that will serve states in the Atlantic Region comprising Conn., D.C., Del., Mass., Md., Maine, N.H., N.J., N.Y., Pa., P.R., R.I., and Vt. Initial estimates to build a new facility for AmeriCorps NCCC members at the site far exceeded the projected cost of relocation.

Other Planned Initiatives

In FY 2012, AmeriCorps NCCC will fully implement a new Service Leadership program for its members. This training design will ensure that all members and team leaders have the support and opportunity to develop the knowledge, skills, and abilities that best support the program’s mission of building leaders through service in communities. Additionally, the Service Leadership program will support the needs of the increasing numbers of youth from disadvantaged circumstances enrolled in NCCC, and ensure that members graduating from NCCC return to their communities with a toolkit to

continue their capacity building work after their service.

Starting in FY 2012, NCCC will begin reporting on the issue areas identified in the Serve America Act: Natural and other Disasters, Infrastructure Improvement, Environmental Stewardship and Conservation, Urban and Rural Development, and Energy Conservation. The program is testing approaches to performance measurement in FY 2011 that will lead to the adoption of a limited set of generally recognized, valid measures that clearly reflect the community and member outcomes of the program.

Performance measures related to member development will be established through the implementation of the Service Leadership Program and will include defined outcomes for members around leadership and civic engagement. This effort aligns with the agency's second strategic goal, strengthening national service so that participants engaged in CNCS-supported programs consistently find satisfaction, meaning, and opportunity. Several approaches are being developed to determine the impact of the program on communities, in order to better align with goal 1 (community impact). These include:

- Experimenting with rotating successive NCCC teams to strategically identified communities in which a longer-term service commitment is needed to have real impact (e.g., low performing schools);
- Developing a performance measure that includes criteria for determining a successful NCCC service intervention so that the program's impact across short-term, varied projects can be evaluated; and
- Researching potential measures currently utilized by NCCC partners (e.g., FEMA) to determine whether those measures may be suitably adopted by the program.

Finally, the following management and operations performance metrics have been adopted to determine the efficiency of the program in FY 2011:

- Budget Forecasting (i.e. degree of synchronicity between budget formulation and execution);
- Audit or IG findings—external, independent review showing no (or minor) deficiencies; and
- All campuses meet overall standards reflected in the internal In-progress Review (IPR) assessment and assessment by CNCS' internal controls unit.

CNCS, the NCCC Advisory Board, and AmeriCorps NCCC staff will continue to foster and expand strategic partnerships with other federal agencies (Department of Education, FEMA, and U.S. Coast Guard) and private entities (American Red Cross, National Organizations Active in Disaster). The program will continue to pursue partnerships to create pipelines for recruitment of youth from disadvantaged circumstances, toward the goal of enrolling 50 percent of all members from disadvantaged circumstances, as directed in the Serve America Act. Some existing partners in the area include: the National Guard Youth Challenge, the National Job Corps Association, YouthBuild USA, Casey Family Programs, and Covenant House. The pipeline initiative also furthers the agency's strategic objective to expand opportunities to serve, particularly for populations that the program has not traditionally engaged in a numerically significant way. NCCC graduated a pilot cohort of pipeline youth in the Fall of 2011 from its Atlantic Region campus.

BUDGET ACTIVITY 4:

State Service Commission Administration Grants

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

Program Summary

Fifty-three governor-appointed State Service Commissions currently administer approximately two-thirds of CNCS' AmeriCorps State and National grant funds. State Service Commissions perform outreach to prospective AmeriCorps grantees, conduct grant competitions, oversee and monitor grants and AmeriCorps programs, and provide the training and technical assistance necessary to build the capacity of faith and other community-based organizations that seek to operate AmeriCorps programs.

In addition, State Service Commissions are responsible for encouraging national service and volunteer action by establishing state-wide goals and actively pursuing them in collaboration with other CNCS programs,

Table 16. State Commission Administration Grants, Budget Summary (*dollars in thousands*)

Budget Account	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
State Service Commission Administration Grants	\$16,991	\$17,000	\$17,000	-
Total Budget Authority	\$16,991	\$17,000	\$17,000	-

Table 17. Projected FY 2012 State Commission Administrative Grant Allocation

State	Population ¹	Percent of Total Population	Total 2012 Allocation
Alabama	4,708,708	1.5%	\$321,325
Alaska	698,473	0.2%	\$250,000
American Samoa	64,827	0.0%	\$250,000
Arizona	6,595,778	2.1%	\$349,909
Arkansas	2,889,450	0.9%	\$250,000
California	36,961,664	11.9%	\$809,876
Colorado	5,024,748	1.6%	\$326,112
Connecticut	3,518,288	1.1%	\$250,000
Delaware	885,122	0.3%	\$250,000
District of Columbia	599,657	0.2%	\$250,000
Florida	18,537,969	6.0%	\$530,804
Georgia	9,829,211	3.2%	\$398,888
Guam	175,991	0.1%	\$250,000
Hawaii	1,295,178	0.4%	\$250,000
Idaho	1,545,801	0.5%	\$250,000
Illinois	12,910,409	4.2%	\$445,560
Indiana	6,423,113	2.1%	\$347,294
Iowa	3,007,856	1.0%	\$250,000
Kansas	2,818,747	0.9%	\$250,000
Kentucky	4,314,113	1.4%	\$250,000
Louisiana	4,492,076	1.4%	\$250,000
Maine	1,318,301	0.4%	\$250,000
Maryland	5,699,478	1.8%	\$336,333
Massachusetts	6,593,587	2.1%	\$349,876
Michigan	9,969,727	3.2%	\$401,016
Minnesota	5,266,214	1.7%	\$329,770
Mississippi	2,951,996	1.0%	\$250,000
Missouri	5,987,580	1.9%	\$340,697
Montana	974,989	0.3%	\$250,000
Nebraska	1,796,619	0.6%	\$250,000
Nevada	2,643,085	0.9%	\$250,000
New Hampshire	1,324,575	0.4%	\$250,000
New Jersey	8,707,739	2.8%	\$381,900

Table 17. Projected FY 2012 State Commission Administrative Grant Allocation (*continued*)

State	Population ¹	Percent of Total Population	Total 2012 Allocation
New Mexico	2,009,671	0.6%	\$250,000
New York	19,541,453	6.3%	\$546,004
North Carolina	9,380,884	3.0%	\$392,097
North Dakota	646,844	0.2%	\$250,000
Ohio	11,542,645	3.7%	\$424,842
Oklahoma	3,687,050	1.2%	\$250,000
Oregon	3,825,657	1.2%	\$250,000
Pennsylvania	12,604,767	4.1%	\$440,931
Puerto Rico	3,967,288	1.3%	\$250,000
Rhode Island	1,053,209	0.3%	\$250,000
South Carolina	4,561,242	1.5%	\$250,000
Tennessee	6,296,254	2.0%	\$345,372
Texas	24,782,302	8.0%	\$625,390
Utah	2,784,572	0.9%	\$250,000
Vermont	621,760	0.2%	\$250,000
Virginia	7,882,590	2.5%	\$369,401
Washington	6,664,195	2.1%	\$350,946
West Virginia	1,819,777	0.6%	\$250,000
Wisconsin	5,654,774	1.8%	\$335,656
Wyoming	544,270	0.2%	\$250,000
Total	310,402,273	100.0%	\$17,000,000

¹ Population estimates are current from the U.S. Census Bureau as of December and may change when updated.

NOTE: South Dakota is not included because it has not established a commission. Amounts may change when revised census figures are available.

volunteer centers, Voluntary Organizations Active in Disaster (VOADs), and a wide variety of other partners. State Service Commission activities include hosting statewide volunteer conferences, coordinating state volunteer training and matching systems, and coordinating people who volunteer in response to disasters.

Beginning in FY 2010, the funding level for State Service Commission Administration Grants has been specified in appropriations bill language. Administration funds are allocated according to a population-based formula and are matched on a 1:1 basis by each state, currently no commission is receiving less than \$250,000 or more than \$1 million.

FY 2012 Budget Request and Performance Plan

CNCS requests \$17 million for State Service Commissions. The request is based on a minimum required allocation of \$250,000 and a maximum of \$850,000. It will support the existing commissions to provide administrative and oversight functions of CNCS grants and programs and build the capacity necessary to implement the performance-based culture with current grantees and new applicants envisioned in the Serve America Act. We also anticipate the formation of a commission in the U.S. Virgin Islands in 2012. If the effort is successful, CNCS will allocate \$250,000 to the U.S. Virgin Islands by decreasing states that receive above the minimum to allow for the additional allocation.

BUDGET ACTIVITY 5:

Learn and Serve America

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

Program Summary

Learn and Serve America (LSA) anchors educational programming at CNCS through focused, research-based interventions that improve academic, social, and behavioral outcomes for children and youth. LSA programming includes:

School-Based Formula grants award funding to states, primarily through State Education Agencies, based on a statutory formula that includes the population of school-age youth and the Title I allocation. Through service-learning, K-12 students engage in curriculum that addresses community problems in areas of critical need.

School-based Indian Tribes and U.S. Territories Set-Aside grants award up to three percent but no less than two percent of School-Based Formula funding competitively to support service-learning programs throughout a Tribal nation or U.S. Territory. Eligible applicants for funds under this program include any federally-recognized Indian Tribe or the State Education Agencies for the following U.S. Territories – Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Marianas Islands.

Higher Education grants award competitive funding to colleges, universities, campus compacts, and non-profit organizations that expand opportunities to refine curricular innovation. Significantly these grants train current and future teachers to leverage service-learning in the classroom.

Innovation grants support a portfolio of outcome-focused programs that engage economically disadvantaged students and communities. For example, Summer of Service programs involve middle school youth in service and service-learning activities that prevent summer learning loss, build leadership skills, encourage teamwork, and provide incentive to pursue higher education through a \$500 education award for completing 100 hours of service. Youth Engagement Zones support local initiatives focused on academic and civic engagement activities that help strengthen high school graduation rates and college enrollment opportunities.

FY 2010 Accomplishments and Program Impact

Since CNCS' first service-learning grants were awarded in 1993, the field has developed a body of curricula, evaluations, and other materials in the National Service-Learning Clearinghouse. Over the years, LSA has served as a catalyst to seed, expand, and replicate service-learning programs. At this time in the field's development, LSA needs to shift its focus to innovative practices that demonstrate research-based impact.

CNCS funded 160 grantees through LSA in 2010 that directly implemented programs and provided sub-grants to approximately 1,400 local operating sites.

- LSA awarded approximately \$6.5 million for Science, Technology, Engineering, and Math (STEM) programs across the portfolio (\$5.7 million in higher education grants plus an estimated \$0.8 million in School-Based Formula and Innovation). These grants bolstered the already substantial cohort of School-Based Competitive grants from prior years that support the integration of service-learning into middle school STEM curricula to enhance academic engagement while

Table 18. Learn and Serve America Budget Summary (*dollars in thousands*)

Budget Items	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/(Decrease) (2011-2012)
School-based formula	\$21,019	\$22,183	\$22,541	\$358
School-based Indian Tribes and U.S. Territories	650	686	697	11
Higher education	9,029	9,529	9,682	153
Innovation	7,417	5,717	5,810	93
Longitudinal study	1,000	1,000	385	(615)
Grantmaking support	385	385	385	0
Total Budget Authority	\$39,500	\$39,500	\$39,500	\$0
Total Volunteers and Participants	1,000	1,000	1,000	

Table 19. LSA Performance, FY 2006-2010 CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Engage Students in Communities						
Number of higher education institutions matching Segal Award	57	76	77	N/A	N/A	80
Number of college students serving	76,202	76,408	83,436	80,000	85,000	85,000
Percent of LSA funded orgs adopting 6 of 9 sustainability measures	23%	22%	23%	25%	30%	30%
Ensure a Brighter Future For All of America's Youth						
Number of disadvantaged children and youth serving communities	576,092	442,265	428,664	500,000	500,000	500,000
Number of children and youth mentored through LSA	121,195	79,112	94,501	110,000	110,000	110,000
Percent of K-12 schools receiving LSA grants where 50% of students are eligible for reduced price lunch	48%	49%	53%	57%	55%	55%
Harness Baby Boomers' Experience						
Number of LSA Baby Boomer volunteers	26,188	20,597	21,825	25,000	25,000	25,000
Mobilize More Volunteers						
Number of LSA community volunteers and participants	1,500,000	1,200,000	1,200,000	1,500,000	1,450,000	1,600,000

fostering civic responsibility. Additionally, the grants support faculty development, student participation, and institutional involvement in community projects through the STEM disciplines.

- LSA invested \$2.8 million to support teacher training. These grants provide new and existing teachers with innovative strategies to connect service-learning to their curriculum. This pipeline of teachers trained in service-learning promotes proven, educational strategies that improve classroom performance. Teacher training is an important new area in which LSA hopes to grow its work in future years.
- LSA School-Based Tribal grants continued the federal partnership with the Substance Abuse Mental Health Services Administration (SAMHSA) to combat methamphetamine abuse in Indian Country. In FY2010, LSA also awarded five new grants totaling \$650,070 to tribal communities for service-learning activities dedicated to the environment; retention of tribal history, language, and culture; and community economic development.
- LSA administered the 4th annual President's Community Service Honor Roll, funded through Subtitle H. This Presidential Award recognizes institutions of higher education for exemplary, innovative and effective program achievements in community service and service-learning. The Honor Roll also increases the public's awareness of the contributions that colleges, universities, and their students make to local communities and the nation as a whole.

LSA launched the first Youth Engagement Zone competition, a new initiative established by the 2009 Edward M. Kennedy Serve America Act. The purpose of the initiative is to build on a community's assets to create a network of individuals, organizations, and institutions that support the positive development of young people and provide those young people with an opportunity to serve. The service-learning activities central to the initiative encourage collaborative community problem-solving that increases student academic and civic engagement while improving the odds that they will stay in school and graduate from high school.

The goal is to improve student engagement, including student attendance and behavior, student achievement, graduation rates, and college going rates by:

- Engaging youth as positive contributors through service-learning to demonstrate the relevance of academic coursework and the value of civic engagement to their educational and personal development;
- Connecting with citizens from diverse communities, backgrounds and perspectives to provide expanded opportunities to serve; and
- Building enduring capacity within communities to become more effective at using service as a solution to address pressing challenges.

Six organizations were awarded grants ranging from \$700,000 to \$1.2 million over three years, for a total of \$5.4 million. These grants will serve more than 7,000 children and youth in persistently low-achieving urban, suburban, and rural schools in high poverty communities across the country. The inaugural grants were issued in September 2010, and as such, many programs are in the process of launching their programs. We are collecting lessons learned from the process and expect to issue our first year's report in December 2011.

- LSA also launched the first Summer of Service competition authorized by the 2009 Edward M. Kennedy Serve America Act. The purpose of the initiative is to involve middle school youth in service-learning activities that prevent summer learning loss, build leadership skills, encourage teamwork, and provide incentive to pursue higher education through a \$500 education award for completing 100 hours of service.

Seventeen organizations were awarded grants totaling \$2 million. The inaugural grants engaged 3,800 youth in service-learning, with more than 2,400 youth earning education awards. Several key lessons were learned during the launch of this grant competition. Enrollment numbers for our first year of programming were lower than expected, thus the Learn and Serve America staff plans to amend the 2011 competition to:

- Initiate continuation grants earlier in the calendar year to allow programs more time to recruit participants and plan programming
- Through more effective technical assistance from LSA staff, encourage grantees to:
 - Increase the number and frequency of parent information sessions to ensure all youth enrolled in the program will be registered to earn education awards;
 - Plan service programs that last approximately six weeks so participants are able to complete 100 hours of service necessary for earning the education award;
 - Improve program evaluation through parent surveys; and
 - Extend the participant benefits of the summer program by connecting it to year-round programs as well as to other CNCS resources such as VISTA and AmeriCorps.

FY 2012 Budget Request and Performance Plan

Beginning in FY 2011, CNCS will look to LSA to strategically align education resources to focus national service in the areas and populations of greatest need. Through coordinated service efforts, CNCS grantees will accelerate student learning through high quality academic, social, and behavioral supports in-school and during out-of-school time hours.

For FY 2012, in order to align LSA's resources and outcomes in support

of an agency-wide education strategy, CNCS requests \$39.5 million for Learn and Serve America. CNCS will use proven or promising evidence-based strategies to improve education outcomes for all children and youth, with a special emphasis on children and youth in low-performing schools.

State Formula Grants. CNCS requests \$22.5 million at a higher allotment of \$125,000 to support grants to states. Currently, these funds are allocated on a formula basis based on population size and the Title I allocation. This will help to build greater state-level capacity to expand high quality service-learning.

To ensure greater impact of formula funds, the application guidance will be revised to require each grantee to:

- Focus formula grants on CNCS-wide education outcomes.
- Commit at least .25 FTE to overall management of the program.
- Set-aside 10 percent of grant funds (or the equivalent in matching funds) for program evaluation to measure progress toward outcomes.
- Coordinate statewide grantee convenings that demonstrate proven, evidence-based impact, in conjunction with other local AmeriCorps, VISTA, and Senior Corps grantees.
- Provide training and technical assistance to sub-grantees and other national service programs as appropriate.

Indian Tribes and U.S. Territories Grants. CNCS requests \$0.697 million, to competitively award School-Based funds to support service and service-learning programs locally or throughout a Tribal Nation or U.S. Territory.

Higher Education Grants. CNCS requests \$9.682 million in Higher Education funding for grants to individual colleges, universities, and consortia of higher education institutions. In partnership with U.S. Department of Education and other CNCS programs, LSA will expand competitive award funding through Higher Education grants that connect institutions of higher education programs that train teachers and create curricula that brings service and service-learning to some of the nation's lowest performing schools, while continuing to offer higher education students and faculty the opportunity to engage in diverse service and service-learning opportunities.

Innovation Grants. CNCS requests \$5.810 million in innovation grants to support Summer of Service and Youth Engagement Zones. This funding will ensure that students have the supports needed to succeed in school and life by increasing high-quality, innovative learning opportunities targeted to low-income youth. Building on the successful launch of LSA's inaugural Summer of Service, grantees will provide opportunities to low-income youth to make

significant academic progress and gain workforce-relevant skills through service-oriented summer learning programs, and the Youth Engagement Zones will carry forward an effort to break the inter-generational poverty cycle by strengthening the connections of high poverty youth to education and civic life.

Research and Evaluation. The CNCS requests \$0.385 million for the Service-Learning Impact Evaluation: Service-learning is a project-based learning strategy that connects service to curriculum. It is a rapidly-growing methodology that touches the lives of millions of students around the country each year. In an effort to assess the short-term and long-term impacts of service-learning on students, CNCS will implement the pilot phase of a nine-state, experimental evaluation in FY 2011. In FY 2012, results from the pilot will be used to proceed with the full experimental evaluation. At the end of FY 2013, CNCS will have initial results about student participation in service and will sequence this study with the longitudinal portion of the evaluation that continues to track students through 2019. This fulfills the 10-year Longitudinal Study to determine the longer-term effects of service-learning on students' academic careers and civic involvement, as required in the Serve America Act.

BUDGET ACTIVITY 6:

National Service Trust

(National and Community Service Act of 1990, Title I, 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 participants 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.

As table 21 shows, the amount of an education award depends on the length of service performed by an AmeriCorps member. Between

Table 20. National Service Trust Budget Summary (*dollars in thousands*)

Budget Items	FY10 Actual	FY10 Enacted/FY11 CR Level	FY12 Request	Increase/ (Decrease)
National Service Trust	\$199,659 ¹	\$197,000 ²	\$235,326	\$38,326
Total Budget Authority	\$199,659	\$197,000	\$235,326	\$38,326

¹ In accordance with Public Law 111-117, Division D, Title IV, CNCS transferred \$2,659,265 to the National Service Trust as authorized under Subtitle D of title I of the National and Community Service Act of 1990. The transfer was comprised of \$1,193,426 in Tribal Funds and \$1,465,839 in EAP funds.

² The CR level does not fully fund the annual increase in the education award as required by statute.

Table 21. Education Awards for Service Term Hours

Service Term	Number of Hours	Education Award
Full-time	1,700	\$5,550.00
Half-time	900	\$2,775.00
Reduced half-time	675	\$2,114.55
Quarter-time	450	\$1,468.53
Minimum time	300	\$1,174.94

CNCS' inception in FY 1993 and FY 2009, the maximum amount of an education award was at \$4,725, as determined by a statutory formula. Under the Serve America Act, the amount of future education awards is linked to the maximum level of Pell Grants each year. For FY 2012, a full-time member who completes his or her term of service will earn an award of \$5,550. The Trust also will disburse education awards of \$500 earned by middle school students through Learn and Serve America's Summer of Service program.

FY 2010 Accomplishments and Program Impact

Segal AmeriCorps Education Award: Between CNCS' inception in 1993 through FY 2010, AmeriCorps members earned over \$1.9 billion in education awards and have used over \$1.3 billion to fund their education and repay student loans. In addition, CNCS has made \$47.9 million in interest forbearance payments. Approximately \$198.2 million in education awards earned had expired without being used as of September 30, 2010. 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 roughly 15,000 AmeriCorps members supported by the Recovery Act. As of September 30, 2010, CNCS obligated \$34.6 million, which will be outlaid as members use their awards, with \$3.5 million set aside in the National Service Trust Reserve.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$235.4 million for the National Service Trust. The budget request will support approximately 90,000 new member enrollments in the Trust, in line with the following provisions:

- An estimated average Trust cost per MSY of \$4,059;
- Full-time members comprise approximately 50 percent of the portfolios; and
- No increase to the National Service Trust Reserve. 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 2012:

- **Member Service Years.** This request proposes a total of 57,979 AmeriCorps MSYs (Trust members) who will be eligible for a Segal AmeriCorps Education Award. An additional 1,122 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.
- **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. Over the past five years enrollment rates have averaged about 95 percent of available slots and are increasing.
- **Earning Rate.** Based on the Strengthen AmeriCorps Program Act legislation, our FY 2012 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 eight percent of members exit programs early and receive a slightly reduced award.
- **Usage Rate.** Based on Trust model projections, for FY 2012, CNCS is projecting that about 85 percent of the awards earned will be used. Most of the increase in this rate is attributable to usage assumptions 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 experiencing compelling personal circumstances can also receive an extension further extending 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, OMB projected interest rates, and the weighted average maturity of CNCS' Trust portfolio.
- **Reserve Account.** This request does not include additional funding for the National Service Trust Reserve, which currently stands at \$50.2 million.

BUDGET ACTIVITY 7:

RSVP

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

Established in 1971, RSVP taps the skills, talents, and interests of nearly half a million volunteers ages 55 and older to meet a wide range of community needs. Volunteers are placed in local community organizations to assist them to deliver critical services and fulfilling their missions. The flexibility of the RSVP program allows its volunteers to choose how, where, and how often they wish to serve. RSVP volunteers are uncompensated while on assignment, with the exception of insurance coverage and mileage reimbursement.

Older Americans are a powerful but often overlooked resource, whose talents can help to meet the great needs facing our nation. As the largest service program connecting older volunteers with service opportunities, RSVP has been making a significant difference in communities across the country for more than 35 years. And, as the Baby Boomer generation—the healthiest, wealthiest, and best-educated generation in history—looks for ways to give back to society and to be productive during the last third of their lives, it is increasingly important that RSVP find ways to connect older volunteers with meaningful, challenging service opportunities that will keep them engaged in their communities.

RSVP grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The

required non-federal share is 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 three years. Open competition for RSVP grants is limited to the initial award and Programs of National Significance (PNS) augmentations until FY 2013 when the first full re-competition for RSVP grants will take place, consistent with provisions of the Serve America Act.

FY 2010 Accomplishments and Program Impact

In FY 2010, RSVP volunteers delivered more than 62 million hours of service in their communities. Across the network of 744 grantees, more than 400,475 RSVP volunteers served in more than 65,000 community organizations nationwide to deliver essential services. Working through such infrastructure networks as Area Agencies on Aging, Volunteer Centers, United Ways, social services agencies, and many others, RSVP volunteers provided critical services across the country. Below are some specific examples of the impact achieved through these networks:

- Mentored more than 16,000 children;
- Provided independent living services to 676,000 adults; and
- Engaged more than 400,000 volunteers to address critical community needs such as assisting victims of natural disasters, improving the environment, and conducting safety patrols.

In FY 2010, CNCS awarded \$2.7 million to support a total of 8,275 new RSVP volunteers to serve in a series of new and existing projects. Specifically, there were 18 new RSVP projects with approximately 4,275 volunteers and 48 grant augmentations to existing projects, adding approximately 4,000 new RSVP volunteers to those programs. CNCS also required that 20 percent of all new

Table 22. RSVP Budget Summary (*dollars in thousands*)

Budget Items	FY10 Actual	FY10 Enacted/FY11 CR Level	FY12 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$56,896	\$61,327	\$61,327	\$0
Administrative cost increase	1,706			0
Programs of National Significance	1,271			0
New grants	1,358			0
<i>Subtotal, grants</i>	<i>61,231</i>	<i>61,327</i>	<i>61,327</i>	<i>0</i>
Grant making and business support	1,769	1,673	1,673	0
Total Budget Authority	\$63,000	\$63,000	\$63,000	\$0

Administrative cost increases and Programs of National Significance are permanent increases and are shifted to continuing grants in subsequent years.

Table 23. RSVP Performance, FY 2006-2010 Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Ensure a Brighter Future For All of America's Youth						
Number of incarcerated parents' children mentored by RSVP volunteers	5,600	7,400	6,400	8,450	16,285	10,260
Harness Baby Boomers' Experience						
Number of adults in need of independent living services served by RSVP	35,100	342,400	501,700	510,000	676,000	582,000
Number of RSVP Baby Boomers serving	25,000	30,500	40,000	53,000	61,460	65,000
Mobilize More Volunteers						
Number of RSVP volunteers	485,000	452,000	466,800	405,000	400,475	466,900
Number of RSVP community volunteers leveraged	43,000	24,500	37,900	34,300	29,600	61,000

There are a total of 744 RSVP projects nationwide of which 737 are federally funded. The others are funded by non-federal sources.

Table 24. Vital Statistics for RSVP

Program Items	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Target
Number of federally funded CNCS awards/grantees	741	741	737	737	737
Average federal award/grant	\$76,750	\$76,750	\$83,080	\$83,212	\$83,212
Number of direct volunteers	428,900	418,200	400,475	400,475	400,475

volunteers be placed in assignments to recruit and coordinate community volunteers, thus expanding the capacity of local nonprofits to greater meet their missions. In total, RSVP volunteers will leverage an estimated 61,000 additional volunteers from the communities in which they work and help local nonprofits deliver key social services to communities in need.

CNCS' state and local partners are vital to sustaining local RSVP projects. In FY 2010, states and local communities contributed more than \$51 million in non-federal funds to support RSVP projects. This level is over 45 percent of the total cost, and well above the required 30 percent non-federal share required by the program.

FY 2012 Budget Request and Performance Plan

CNCS requests \$63 million for RSVP in FY 2012. The request will support existing focused programming, including providing independent living services to frail seniors and serving veterans and vulnerable children and families.

As articulated in CNCS' new Strategic Plan, the ability to capture and report on the results of service attributable to RSVP volunteers is essential in demonstrating the overall achievements of the program. Adopting and reporting on standardized performance measures will allow CNCS to quantify the national outcomes of RSVP volunteer service.

In accordance with provisions of the Serve America Act, CNCS will continue to prepare the RSVP portfolio for re-competition, beginning in FY 2013. Key tasks include continuing the mandatory assessments of all grantees and enhancing online and other resources specifically focused on high quality programming and re-competition. This work began in FY 2010 and continued in FY 2011, and will be followed by full re-competition in FY 2013. Following the assessments, CNCS will issue reports to existing grantees outlining their strengths, challenges, and has launched a new online training and technical assistance resource.

Funding and priorities of the proposed FY 2012 request include:

- **Focused Programming among Existing Grantees.** CNCS requests \$61.3 million to support an estimated 744 existing RSVP projects and the estimated 400,475 RSVP volunteers.
 - *Independent living services.* RSVP volunteers will provide a range of services, including transportation, companionship, informal care, and meal preparation and/or delivery to frail seniors helping them remain independent in their own homes and delay or avoid the significant costs of institutionalization. The program also will serve persons with disabilities, returned veterans of recent conflicts, and provide respite to the informal caregivers of seniors.
 - *Serving children and vulnerable families.* RSVP volunteers will tutor and mentor an estimated 83,000 children, help with delivery and coordination of health services, participate in food banks and gleaning, and numerous other activities that reach children and vulnerable families.
 - *Assisting with clean energy projects.* RSVP volunteers will focus on home-based services, such as weatherization and handyman assistance to families in need of extra support.
 - *Assisting and meeting needs of veterans and their families.* Volunteers will provide respite care for informal caregivers and non-medical support to injured veterans of recent and past conflicts.
 - *Mobilizing volunteers.* The impact of RSVP volunteers is magnified by the additional community volunteers that they leverage each year to serve in local communities. In FY 2012, program volunteers will mobilize an additional 29,600 volunteers to serve in communities across the country.
- **Technology and Business Support.** CNCS requests \$1.7 million to support business systems and technology solutions necessary for grants management and reporting, and fund national promotional and recruitment materials and resources, including national Senior Corps Week.

BUDGET ACTIVITY 8:

Foster Grandparent Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

The Foster Grandparent Program (FGP) connects older volunteers with opportunities to provide one-on-one mentoring, nurturing, and support to children with special needs, exceptional needs, or who are at academic, social, or financial disadvantage. Children and youth served by the program often do not have a caring and consistent adult presence in their lives—a void that is filled by a Foster Grandparent. 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 engage in one-on-one tutoring of youth who have fallen seriously behind in school, help youth set goals for the future and plan their options, and connect youth with other resources in the community. Perhaps most important, FGP volunteers provide nurturing interaction and positive role modeling to develop trust, friendship, and respect.

Foster Grandparents serve between 15 and 40 hours per week and income-eligible volunteers receive a modest hourly stipend. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives.

FGP grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal

Table 25. Foster Grandparent Program Budget Summary (*dollars in thousands*)

Budget Items	FY10 Actual	FY10 Enacted/FY11 CR Level	FY12 Request	Increase/ Decrease)
Grants to projects				
Continuing grants	\$109,032	\$110,113	\$110,113	\$0
Administrative cost increase	1,539			0
<i>Subtotal, grants</i>	<i>110,571</i>	<i>110,113</i>	<i>110,113</i>	<i>0</i>
Grantmaking and business support	425	883	987	104
Total Budget Authority	\$110,996	\$110,996	\$111,100	\$104

Administrative cost increases are permanent increases and are shifted to continuing grants in subsequent years.

governments. The required non-federal share is 10 percent of the total budget 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 three years. Open competition for the grants is limited to the initial award and Programs of National Significance (PNS) augmentations.

FY 2010 Accomplishments and Program Impact

In FY 2010, 29,100 FGP volunteers delivered 24 million hours of service in their communities. More than 137,000 children mentored by Foster Grandparents, nearly 7, 000 of whom were children of incarcerated parents.

CNCS also implemented changes required by the Serve America Act, including changes to the age and income requirements. CNCS will continue to track the extent to which this change attracts new volunteers to enter the program.

CNCS' state and local partners are vital to sustaining local FGP projects. In FY 2010, states and local communities contributed \$36.3 million in non-federal funds to support Foster Grandparent projects, which is well above the required 10 percent non-federal share.

FY 2012 Budget Request and Performance Plan

CNCS requests \$111 million for the Foster Grandparent P rogram. The request will support existing grantees focused on serving disadvantaged

and special needs children. As articulated in CNCS' new Strategic Plan, the ability to capture and report on the results of service attributable to Foster Grandparent volunteers is essential demonstrating the overall achievements of the program. Adopting and reporting on standardized performance measures will allow CNCS to quantify the national outcomes of Foster Grandparent volunteer service.

Funding and priorities of the proposed FY 2012 request include:

- **Focused Programming among Existing Grantees.** CNCS requests \$110 million to support the 325 federally-funded Foster Grandparent projects² and approximately 29,100 Foster Grandparents to continue critical services to children with special or exceptional needs, including:
 - Offering emotional support to child victims of abuse and neglect;
 - Tutoring children with low literacy skills and supporting strategies to remain in school;
 - Mentoring troubled teenagers and young mothers; and
 - Caring for premature infants and children with physical disabilities and severe illnesses.
- **Technology and Business Support.** CNCS request \$1.0 million to support business systems and technology solutions necessary for grants management and reporting, and fund national promotional and recruitment materials and resources, including national Senior Corps Week.

Table 26. FGP Performance, FY 2006-2010 CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Ensure a Brighter Future For All of America's Youth						
Number of prisoners' children mentored by Foster Grandparents	14,000	5,700	7,000	5,400	6,967	6,200
Number of children and youth mentored by Foster Grandparents	48,000	48,000	149,000	136,367	130,527	149,000
Harness Baby Boomers' Experience						
Number of FGP Baby Boomer volunteers	806	600	4,167	1,906	3,632	4,300
Mobilize More Volunteers						
Number of direct FGP volunteers	30, 550	29,971	28,400	28,300	29,100	28,400

² There are a total of 333 Foster Grandparent projects nationwide, of which 325 are federally funded. The others are funded by non-federal sources.

Table 27. Foster Grandparent Program Vital Statistics

Program Items	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Target	FY12 Target
Number of federally funded CNCS awards/grantees	328	328	325	325	325
Average federal award/grant	\$331,000	\$331,000	\$338,800	\$338,800	\$338,800
Number of direct volunteers	28,200	28,200	29,100	29,100	29,100

BUDGET ACTIVITY 9:

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 Companion volunteers provide the companionship and support needed to help thousands of older and frail adults remain independent, in their own homes, at a cost much lower than institutional care. They help aging Americans maintain their dignity and independence, while enriching their own lives through a high-quality 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. Through their service to clients, Senior Companions also offer much needed respite to family caregivers.

Senior Companions serve between 15 and 40 hours per week and income-eligible volunteers receive a modest monetary hourly

stipend. Volunteers also receive service-related insurance, mileage reimbursement, and other non-monetary incentives.

SCP grants are provided to eligible sponsoring organizations, including nonprofit organizations and state, local, and tribal governments. The required non-federal share is 10 percent of the total budget 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 three years. Open competition for the grants is limited to the initial award and Programs of National Significance (PNS) augmentations.

FY 2010 Accomplishments and Program Impact

In FY 2010, 14,450 SCP volunteers delivered 12.2 million hours of service in their communities, taking care of the in-home needs of approximately 66,304 frail, older adults and others with physical or other limitations. They transport clients to medical appointments, help shop for food and basic necessities; provide companionship to offset isolation; and offer respite to nearly 9,300 family members and informal caregivers. In the coming year, CNCS anticipates providing more aggressive outreach to Baby Boomers.

In FY 2010, CNCS implemented changes required by the Serve America Act, including changes to the age and income requirements. CNCS will

Table 28. Senior Companion Program Budget Summary (*dollars in thousands*)

Budget Items	FY10 Actual	FY10 Enacted/FY11 CR Level	FY12 Request	Increase/ (Decrease)
Grants to projects				
Continuing grants	\$45,576	\$46,172	\$46,172	\$-
Administrative cost increase	683			-
<i>Subtotal, grants</i>	<i>46,259</i>	<i>46,172</i>	<i>46,172</i>	<i>-</i>
Grantmaking and business support	645	732	828	96
Total Budget Authority	\$46,904	\$46,904	\$47,000	\$96

Administrative cost increases are permanent increases and are shifted to continuing grants in subsequent years.

Table 29. SCP Performance, FY 2006-2010 CNCS Strategic Initiatives

Strategic Initiative and Performance Measure	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY10 Target
Harness Baby Boomers' Experience						
Number of SCP clients receiving respite care	9,000	8,600	9,000	9,300	7,860	9,300
Number of SCP clients receiving independent living services	62,000	57,000	68,100	68,200	60,940	68,200
Number of SCP Baby Boomer volunteers	306	471	2,340	2,390	1,762	2,490
Mobilize More Volunteers						
Number of volunteers generated by SCP-sponsored program	15,570	15,200	15,200	15,200	14,684	15,200

continue to track the extent to which this change attracts new volunteers to enter the program.

The value of the Senior Companion Program is apparent in numerous tangible ways, quantifiable and non-quantifiable. Research conducted by the program in 2004 – 2005 showed Senior Companion clients had significant, long-term mental health benefits from their services, including reduced rates of depression.

SCP grantees also work with states to expand services through Medicaid Home and Community-based Waivers. In 2010, 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 1,230 clients.

State and local policy makers and program administrators recognize that independent living is more cost effective than housing seniors in skilled nursing facilities and see the SCP as a critical partner in finding creative solutions to keep elders healthy and independent.

Finally, in 2010, states and local communities contributed \$25.5 million in non-federal funds to support Senior Companions, well

above the required 10 percent non-federal share. The additional funds, including \$6.4 million in state appropriated dollars, demonstrate the value of essential services that Senior Companions provide in their communities.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$47.0 million for the SCP. CNCS anticipates learning from and refining its pilot of standard performance measures and fixed amount grants for SCP grantees that launched in FY 2011, and also the extent to which the legislative change in the age and income requirement for SCP attracts new volunteers to the program.

As articulated in CNCS' new Strategic Plan, the ability to capture and report on the results of service attributable to Senior Companion volunteers is essential in demonstrating the overall achievements of the program. Adopting and reporting on standardized performance measures will allow CNCS to quantify the national outcomes of Senior Companion volunteer service.

Funding and priorities of the proposed FY 2012 request is as follows:

- **Focused Programming among Existing Grantees.** CNCS requests \$46.2 million to support 187 existing, federally-funded Senior

Table 30. Senior Companion Program Vital Statistics

Program Items	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Target	FY12 Target
Number of federally funded CNCS awards/grantees	194	194	187	187	187
Average federal award/grant	\$234,500	\$234,500	\$247,375	\$247,000	\$247,000
Number of direct volunteers	15,200	15,200	14,450	14,684	14,684

Companion projects³ and 14, 684 volunteers to continue providing critical services to frail seniors and their caregivers in the clients' own homes. A growing potential client pool for Senior Companion services are veterans returning from recent conflicts in Iraq and Afghanistan, who may be younger adults with young families who can benefit from non-medical supporting services.

- **Technology and Business Support.** CNCS requests \$0.8 million to support business systems and technology solutions necessary for grants management and reporting and fund national promotional and recruitment materials and resources, including national Senior Corps Week.

BUDGET ACTIVITY 10:

Senior Demonstration Program

(Domestic Volunteer Service Act of 1973, Title II)

Program Summary

The Senior Demonstration Program, enacted in 1993, is authorized in Part E of Title II of the Domestic Volunteer Service Act of 1973 (DVSA). This authority permits CNCS to research and demonstrate new elements and approaches to improve the delivery of senior service. By testing and refining emerging concepts and practices, the Demonstration Programs serves as an incubator for potential enhancements to RSVP, FGP, and SCP.

The Demonstration Program is designed to test new models and incentives for involving older people in volunteer service and can build on best practices and lessons learned from current Senior Corps programs as well as the other national service activities and replicate successful innovations through RSVP, FGP, and SCP. The only explicit prohibition is that CNCS may not reduce the activities, projects, or volunteers funded in the RSVP, Foster Grandparent, or Senior Companion programs in order to support demonstration projects.

For FY 2012, CNCS proposes a Demonstration Program that will allow the testing of more expansive and potentially competitive models of

volunteer service for low-income individuals age 55 and older who would simultaneously serve two high priority populations.

Specifically, the Demonstration Program would:

- (1) Test the capacity of low-income volunteers ages 55 and older to:
 - Provide impactful services to two vulnerable populations: children and youth at risk of failing to perform at grade level; and veterans in home based primary care and their caregivers; and
 - Achieve success and meaningful outcomes for the populations they serve, as measured according to sets of standard, evidence-based performance indicators and outcomes.
- (2) Introduce a competitive demonstration element to existing SCP and FGP grantees that includes enhancements that can be competed, while minimizing risk to low-income senior volunteers serving in FGP and SCP.
- (3) Export the demonstration program experience to position the existing SCP and FGP portfolio for competition, including from organizations not currently sponsoring an SCP or FGP project.

The proposed demonstration would utilize the existing infrastructure of FGP and SCP. Eligible applicants would be limited to existing FGP and SCP grantees. Funding would be used to create one national pool of Demonstration Volunteers, or Volunteer Service Years (VSYs). The volunteers would either serve children in an academic setting, with a focus on schools in need of greater achievement, or veterans in need of home-based support to remain independent in their homes. Serving veterans would include providing respite to their informal caregivers. In addition to the VSYs, Demonstration Program funds would be reserved to conduct a national evaluation.

All Demonstration Volunteers would perform their service against a set of required, standard performance measures, such as:

- If serving children—educational outcomes for children in a school-based model.
- If serving veterans—-independent living support for veterans through the VA's Home Based Primary Care Program (including respite for

Table 31. Senior Corps Demonstration

Budget items	FY10 Actuals	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Total Budget Authority	\$0	\$0	\$5,000	\$5,000

³ There are a total of 214 Senior Companion projects nationwide, of which 187 are federally funded. The remainder is funded through non-federal sources.

caregivers) and measures jointly developed with VA HBPC.

- In addition, there will be required aging in place performance measures for volunteers. The Demonstration Program would require grantees to develop and track how serving in the program offers tangible benefits to the volunteers serving. These productive aging/aging in place measures may include:
 - **Physical or mental health benefits**—ability to stay healthy, active, engaged, using skills, etc.;
 - **Social benefits**—involvement, engagement, and overcoming social isolation so common and detrimental in older age; and
 - **Ability to remain independent**—how serving in the program fosters this.

BUDGET ACTIVITY 11:

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 support and encourage new forms of service and civic participation. The activities in Subtitle H fund new streams of service, volunteer partnerships, and networks; identify and incubate innovative program models and approaches; and disseminate effective practices found to improve the reach and effectiveness of programs and projects.

The Serve America Act significantly expanded Subtitle H authority—both in its funding and programming—to encompass new activities including the Social Innovation Fund, the Volunteer Generation Fund, the 9/11 Day of Service and Remembrance, and the Serve America Fellowship.

FY 2010 Accomplishments and Program Impact

CNCS’ investment in quality and innovation activities in FY 2010 resulted in the following important accomplishments.

Social Innovation Fund. During FY 2010, the Social Innovation Fund (SIF) completed its inaugural grant competition, awarding \$49.3 million to 11 intermediaries drawn from different parts of the U.S. These awardees represent organizations that have unparalleled expertise and track records of success in using evidence-based research to grow successful nonprofits working in communities. Their proposals embody multi-year plans targeted toward three of CNCS’ priority areas—Economic Opportunity, Healthy Futures, and Youth Development—and plan to have the following impact:

- More than 23,000 low income individuals in the South and Southwest will receive job training and education leading to jobs with more than 1,000 employers;
- A successful anti-poverty program started in New York City will be replicated in eight new urban areas: Kansas City, Memphis, Newark, San Antonio, Cleveland, Youngstown, Akron, and Tulsa;
- Projects in Kentucky and Missouri will expand access to needed health services, support improvements in nutrition and physical activity, and work to reduce rates of smoking, obesity, and preventable disease in targeted communities;
- Projects in Alabama, Georgia, Louisiana, and North and South Carolina serving at least 3,500 low-income individuals living with HIV/AIDS will support innovative strategies that increase access to care, reduce barriers to care, improve health outcomes, and include rigorous evaluation that will improve future service delivery; and
- An estimated 20,000 low-income and vulnerable young people in Washington, D.C. will benefit from a new collaboration with as many as eight nonprofit organizations working together to improve their educational and employment outcomes.

Table 32. Innovation, Demonstration, and Assistance Budget Summary (*dollars in thousands*)

Budget Item(s)	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Innovation, Demonstration, and Other	\$5,500	\$5,500	\$5,500	\$0
Social Innovation Fund	\$49,999	\$50,000	\$70,000	\$20,000
Volunteer Generation Fund	\$4,000	\$4,000	\$5,000	\$1,000
Nonprofit Capacity Building Program	\$1,000	\$1,000	\$0	\$(1,000)
Total Budget Authority	\$60,499	\$60,500	\$80,500	\$20,000

CNCS also has established a learning community to maximize the individual and collective impact of the entities involved with the SIF. The *Social Innovation Fund Knowledge Network* provides opportunities to share protocols, ideas, and promising practices, as well as a forum to discuss strategies, ask questions, and solicit support. It is a prototype for establishing future learning communities among organizations working in each of our strategic focus areas.

Volunteer Generation Fund. In August 2010, CNCS awarded \$4 million in grants to 19 State Service Commissions to mobilize more people 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. Performance results will be reported in FY 2011.

Nonprofit Capacity Building Program. In FY 2010 The Corporation for National and Community Service awarded Nonprofit Capacity Building Program grants totaling \$1 million to increase the capacity of nonprofits to improve lives in communities facing economic hardships. The two-year grants were awarded to five organizations in August 2009 to build and implement performance management systems to help achieve greater results for nonprofits in diverse communities. Performance results will be reported in FY 2011.

The grantees will provide small and mid-size nonprofits with performance management tools and resources that help them deliver and demonstrate results. These nonprofits are tackling pressing challenges in education, economic opportunity, and health in financially strapped communities across the country.

The grants range from \$160,000 to \$220,000 and the grantees support organizations working in economically distressed cities, rural communities, and tribal reservations that provide essential services such as financial literacy, job training, and youth development to vulnerable families and populations.

Grantees include: *The Arizona Community Foundation, Black Ministerial Alliance of Greater Boston, The Minnesota Council of Nonprofits, The United Way of the Bay Area, and The University of Central Florida.*

Call to Service. In FY 2010, CNCS expanded the President's Call to Service through Let's Read, Let's Move, and an intensive United We Serve summer outreach program. The Corporate Pro Bono Campaign topped \$500 million in commitments with \$110 million in new commitments this year. National Mentoring Month and the Higher Education Honor Roll

continued to highlight important service in the education sector. CNCS expanded opportunities to serve through outreach to Urban American Indian Communities; outreach to diverse faith and neighborhood initiatives to encourage interfaith collaboration; and service to address needs identified in CNCS' new strategic plan. Finally, the President's Council on Service and Civic Participation had its inaugural activities and adopted a set of activities for the future.

United We Serve. In FY 2010, CNCS organized and coordinated activities for the United We Serve initiative and the national days of service. United We Serve is a nationwide "call to service" effort to encourage all Americans to engage in service and volunteering. Increasing the number of people engaging in service—expanding opportunities to serve—will yield greater capacity to solve social problems in communities. CNCS awarded six continuation grants in honor of the legacy of Dr. Martin Luther King, Jr. to support community efforts to address pressing issues by engaging local volunteers, with a focus on activities held on the MLK Day of Service. In FY 2010, the MLK Day of Service included over 10,000 projects in all 50 states, and included participation by elected officials, colleges and universities, and corporate partners. On the first 9/11 Day of Service and Remembrance, communities organized service projects in all 50 states; and Americans of all backgrounds rekindled the remarkable spirit of unity and compassion that arose following the attacks.

2010 National Conference on Volunteering and Service. The 2010 National Conference on Volunteering and Service was co-convened by Points of Light Institute and CNCS and attended by over 6,000 stakeholders, including hundreds of grantees, as well as nonprofit, corporate, philanthropy, and other leaders. Participants received critical training and shared knowledge and best practices—both within and across sectors—for engaging citizens in solving community problems. The conference emphasizes a focus on finding solutions; highlights and promotes innovation; and builds enduring capacity in the sector to improve lives, strengthen communities, and foster civic engagement.

FY 2012 Budget Request and Priorities

For FY 2012, CNCS requests \$80.5 million to support activities in Subtitle H. This represents an increase of \$20 million above the FY 2011 CR level.

Social Innovation Fund. CNCS requests \$70 million to fund the third year of the Social Innovation Fund, an amount consistent with its authorized funding level and a \$20 million increase over FY 2010.

Funding in FY 2012 will primarily support continuation grants for grantees awarded in FYs 2010 and 2011. Additionally, FY 2012 funding will support

new grants, initial planning of an effective evaluation methodology for the overall Social Innovation Fund program, and (like all CNCS grant programs) support of the grant award process. The ultimate allocation of funds between these activities will depend largely on the funding needed to support those continuing grantees that warrant renewals. At the beginning of FY 2012, the two cohorts of SIF's grantees—including increased numbers of locally-driven solutions touching significantly more communities than the first cohort alone—will have completed their first or second year of implementation, leaving them highly vulnerable to unrealized outcomes as a result of discontinued investment.

All grants (both continuation and new awards) will be dedicated to sustaining or launching high-impact, evidenced based solutions in communities around the country. It should be emphasized that because of the funding matches mandated in the Serve America Act, each \$1 of federal investment forgone means fully \$3 in spending from other sources to support these same locally-driven solutions.

The budget request would also allow CNCS to use up to 20 percent of funding from the Social Innovation Fund to support Pay for Success awards. This mechanism would only be used if social investors, the federal government, and a state or local community collectively determine that a Pay for Success pilot could improve outcomes and successfully test this new approach to financing effective interventions. Pay for Success pilots would be modeled on Social Impact Bonds, which are being tested in the United Kingdom as an innovative way to attract private sector investment for interventions that will achieve better outcomes and lower government costs. Using a Pay for Success award, a federal agency or a state or local government can provide new intervention services to a targeted population and pay only for the results that are achieved. The social investment community in the U.S. has already signaled its interest in experimenting with this model, if it can find partners in the government and identify early pilots that would have all of the elements necessary for success. These include:

- An intervention that is likely to produce positive outcomes for the target population;
- A strong evaluation methodology for measuring outcomes achieved, using a good comparison group or other credible approach to measuring impacts;
- Pay for performance agreements that provide flexibility for service providers to innovate and adjust their approach to maximize outcomes at the lowest possible cost; and
- A negotiated payment level for outcomes that provides private investors with a sufficient return if the intervention is successful and improves the cost-effectiveness of government investments.

While CNCS is requesting authority to test the Pay for Success approach within the Social Innovation Fund, it will not set aside funds for this purpose unless the above conditions exist and investors show interest. As one example of how a Pay for Success approach might work in this program, a nonprofit organization with a program that is demonstrated to be effective in increasing the employment opportunities for low-income communities could increase its potential impact by attracting private investment to finance the program in new areas. A Pay for Success agreement—developed in partnership with CNCS, the nonprofit organization, and an intermediary representing the social investors—would obligate CNCS to pay for outcomes based on terms and conditions set forth in the agreement. The agreement would require the outcomes to be broadly-based, to ensure that the results are significant rather than only marginal or “skimming” the easy successes. If the intervention proved cost-effective, there would be a proven model that could be replicated elsewhere or scaled up. If the intervention was not successful, no federal funds would be disbursed and any funds that had been obligated would be redirected to other Social Innovation Fund awards.

Volunteer Generation Fund. CNCS requests a total of \$5 million. Of this total, \$4 million will support a second year of funding to existing grantees, and \$1 million in grants will be awarded through a national competition among State Service Commissions. Selected grantees must create lasting infrastructure that connects people who volunteer with opportunities to serve and must show an increase in the number of people placed and the impact of volunteer service.

Innovation, Demonstration, and Other. CNCS requests \$5.5 million for expanding opportunities to serve, demonstrating new models and deepening impact of service in communities. The Call to Service Campaign strengthens citizen service as a solution and expands the scope of partnerships and content, while providing clear focus on driving service to solutions. Included in this budget are ambitious activities to reach out to organizations serving veterans and military families, leadership of Native American communities, and organizations active in school turnaround and childhood obesity issues. CNCS will also expand its current partnerships and outreach levels for the 9/11 Day of Service and Remembrance as well as MLK Day of Service.

This request will support the analysis, promotion, and adoption of best practices and enhance capacity building activities to prepare the entire service field to achieve greater impact. The 2012 National Conference is the planned event for achieving these goals. Our federal investment will leverage other public and private revenue and sponsorships to finance the event. Increasingly, thought leaders in the nonprofit, government, and philanthropy sectors look to CNCS to identify and promote best

practices and lead the way to future thinking and innovative ideas and activities. More work is needed to create strong partnerships, seek new and diverse audiences, and provide more in depth and meaningful content to attendees.

CNCS continues to deepen its investment in quality and innovation by supporting strategic work in the field. CNCS will identify effective programs, interventions, and practices that lead to superior achievement in national service and volunteerism. Activities include: analysis, convening sector leaders, and producing case studies, white papers, and articles that feature CNCS' findings. To accomplish this goal CNCS has an ambitious plan to scale its visibility in academia and in various industry sectors. Content will be disseminated through digital media at industry conferences and public speaking engagements. Stakeholder feedback on the implementation of the Strategic Plan will be gathered and subsequent analysis will position CNCS to be as responsive as possible when updating the Plan.

BUDGET ACTIVITY 12:

Disability Inclusion Grants

(National and Community Service Trust Act of 1990, Title 1, Section 126(b))

Program Summary

CNCS awards Disability Inclusion Grants to provide Americans with disabilities the opportunity to participate in strengthening their communities through national service and volunteering. These grants support outreach, recruitment, and placement of Americans with disabilities in service programs. They allow CNCS to strengthen the capacity of service entities to build and sustain comprehensive infrastructures that attract and retain Americans with disabilities.

These grants advance many of the agency's strategic priorities including expanding opportunities to serve and building individual, organization, and community capacity to use service as a solution. In addition, Disability Inclusion Grants are a part of CNCS' efforts to specifically engage veterans, including disabled veterans, in service and use service as a solution to increase economic opportunity, educational opportunity, and the health and well-being of military families and veterans.

CNCS works in partnership with disability organizations, nonprofits, private sector organizations, and other federal agencies to:

- Expand opportunities for Americans with disabilities to engage in service and view service as a viable, attainable, and empowering solution to challenging issues in the disability community;
- Mitigate real and perceived barriers to engaging Americans with disabilities in national service;
- Amplify innovative models that embrace diversity and facilitate enduring collaborations with the disability community; and
- Strengthen individual, organizational, and community capacity to develop and sustain inclusive service environments with the disability community.

National service can play an important role in addressing the persistent, chronic underemployment of Americans with disabilities. CNCS programs provide millions of Americans with opportunities for personal and professional growth, the development of technical skills, and connecting with community.

The majority of CNCS' inclusion funds are granted to State Service Commissions through a formula allocation upon submission of an annual State Disability Inclusion Plan and budget. State Disability Inclusion Plans describe the outreach goals, capacity building activities, and anticipated reasonable accommodation needs of individual states in the coming year. Each year State Commissions submit an annual report on their inclusion activities—including the number of

Table 33. Disability Inclusion Budget Summary (*dollars in thousands*)

Budget Item(s)	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Disability Inclusion Grants to State Service Commissions	\$3,650	\$3,650	\$3,650	\$0
National strategies to build capacity for disability inclusion ⁷	1,350	1,350	1,350	0
Total Budget Authority	\$5,000	\$5,000	\$5,000	\$0

⁷ This budget item reflects the intent to use multiple strategies, including training and technical assistance providers.

members who have disclosed a disability and the number of reasonable accommodations requested. States also report their progress toward building disability collaborations through State Inclusion Teams.

As CNCS moves forward with its priority to engage more veterans in national service, the inclusion of veterans with disabilities as service participants and recipients will remain core to our strategy. Large numbers of veterans acquire transitory or permanent disabilities as a result of their military service. An initiative launched in 2010 will identify and disseminate program practices that effectively engage, support, and retain veterans with disabilities in national service. The National Service Inclusion Project (NSIP) in partnership with the Denver Options Traumatic Brain Injury Project will conduct this work.

FY 2010 Accomplishments and Program Impact

CNCS engages Americans with disabilities in service through grants to State Service Commissions and National Disability Organizational Partners. State Commissions use inclusion funding to conduct outreach and recruitment, provide reasonable accommodations, develop local partnerships, and build the capacity of sub-grantees for disability inclusion.

Disability organizations use disability grant funds to facilitate partnerships between local, state, and national disability organizations, promote service and volunteering among their peers and enhance appreciation of the value of a service experience. They build individual, organizational, and community capacity for inclusion through training and technical assistance and serve as a critical resource on service and inclusion.

The strategic alignment between State Service Commissions and disability agencies mitigates real and perceived barriers and expands national service opportunities toward full inclusion. CNCS provides Disability Inclusion Grants to impact:

- Outreach activities that provide Americans with disabilities access to information about national service programs;
- Community development through social networking media formatted for Americans with disabilities;
- Accessibility at training venues, the National Conference on Volunteering and Service, and at service sites;
- Capacity for inclusion through training and technical assistance; and
- Economic opportunities for individuals with disabilities including veterans with disabilities.

In FY 2010, CNCS disability grants funded:

- 1,400 national service participants attended 49 face-to-face training in 11 states. Ninety-four percent of the trainees reported gaining

knowledge that they would apply to their work;

- 6,700 individuals participated in web-based training events and teleconferences, received remote technical assistance, or accessed technical assistance through fully accessible websites;
- Thirty-six new partnerships between University Centers on Disability and State Service Commissions or CNCS state offices, and
- The National Service Toward Employment Project (NextSTEP) will identify innovative practices and programs in the service, employment, and nonprofit fields that effectively transition Americans with disabilities from service to post-secondary education and employment.

CNCS collaborates with national disability partners to develop learning strategies that build program capacity and that scale program models for inclusion through evidence-based practices, tools, and materials. The National Service Inclusion Project (NSIP) and the National Service toward Employment Project (NextSTEP) operate out of The Institute for Community Inclusion (ICI) at the University of Massachusetts Boston (UMB). NSIP is a partnership between the Association of University Centers on Disability (AUCD), the Association on Higher Education and Disability (AHEAD), the National Down Syndrome Congress (NCSC), and the National Council on Independent Living (NCIL).

The National Service toward Employment Project (NextSTEP), in partnership with the National Organization on Disability (NOD), the U.S. Business Leadership Network (USBLN), the State Employment Leadership Network, and Denver Options/CTAT will identify practices and programs in the service, employment, and other related sectors that have been effective at promoting service and volunteer options for Americans with disabilities and that have supported service participants in their successful transition from service to employment. Data from the NextSTEP project will inform the design and implementation of service programs and the development of training and technical assistance materials.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$5.0 million for Disability Inclusion Grant activities. This funding will support programming that will allow Americans with disabilities to embrace service, acquire a pathway toward higher education, enter the workforce, and fully participate as independent members in their communities.

Funding and priorities of the proposed FY 2012 request include:

Capacity Building and Reasonable Accommodation Grants to State Service Commissions. CNCS requests \$3.7 million for inclusion grants to State Service Commissions. This level of funding will enable states to continue implementation of inclusion priorities

such as outreach, recruitment, and reasonable accommodation, including to veterans with disabilities, and to partner with disability organizations to achieve their inclusion goals.

Specific activities can include:

- The development and maintenance of State Inclusion Teams;
- Disability Inclusion 101 Training and Orientation;
- AmeriCorps week projects focused on the recruitment of people with disabilities; and
- Development of policies and procedures for processing Senior Corps reasonable accommodation requests.

National Strategies to Build Capacity for Disability Inclusion.

CNCS requests \$1.3 million to continue national disability inclusion strategies that will build the capacity of grantees to develop, manage, and implement inclusive service infrastructures. Specific activities will include:

- Virtual and on-site technical assistance to facilitate State Inclusion Teams including strategic planning and other disability inclusion priorities/issues;
- Planning for a National Conference on Disability Inclusion and National Service;
- Virtual, face-to-face, and peer-to-peer promotion of national service;
- The creation of formal collaborations between State Vocational Rehab agencies and State Service Commissions to identify policies and practices that support the participation of Americans with disabilities in service;
- Web Platform/Online learning infrastructure and alternative format

materials that inform Americans with Disabilities of opportunities to participate;

- Assessment of Post-service Outcomes for Individuals with Disabilities;
- Accessibility at the National Conference on Volunteering and Service;
- Support for Disability.gov; and
- Outreach to veterans to promote the benefits of national and community service.

BUDGET ACTIVITY 13:

Subtitle J, Training and Technical Assistance

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

Program Summary

Training and technical assistance has been an important component of CNCS' work since the agency's founding. Subtitle J of the national service laws authorizes CNCS to provide training and technical assistance to improve the programmatic quality of national service programs and potential programs and requires that the agency annually report on the civic health of the nation.

Capacity Building, Training, and Technical Assistance:

- Activities to support grantee compliance and quality improvement.

CNCS provides grantees with information on program and project start-up requirements, financial and grants management, and other content

Table 34. Training and Technical Assistance Budget Summary *(dollars in thousands)*

Budget Item(s)	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) (2011-2012)
Civic Health Assessment ¹	\$1,000	\$1,000	\$1,000	\$0
Capacity Building Strategies ²	0	0	6,500	6,500
Program Development Assistance & Training (PDAT) Grants to State Service Commissions (within Tier 2 below)	5,400	5,400	see footnote	5,400
Web Platform/Online Learning Infrastructure	1,100	1,100	see footnote	(1,100)
Total Budget Authority	\$7,500	\$7,500	\$7,500	\$0

¹ Referred to in the Serve America Act as the Civic Health Index.

² This reflects the intent to use multiple strategies to build capacity and includes the Clearinghouses and web/online learning infrastructure, and the Program Development Assistance Training Grants to State Service Commissions.

to ensure compliance with regulations. Activities are mostly delivered through our online infrastructure.

- Activities to support implementation of the 2011-2015 strategic plan.

CNCS works with State Commissions and intermediary organizations to build and disseminate knowledge about best practices to achieve results in the agency's six focus areas: Education, Economic Opportunity, Environmental Stewardship, Healthy Futures, Disaster Services, and serving the needs of Veterans and Military Families. Content includes information about effective practices to achieve positive participant outcomes, performance management, and evaluation.

Civic Health Assessment

CNCS provides annual data that expands the understanding of the civic health of our nation and communities and elevates the importance of community engagement. Key partners in this work include the U.S. Census Bureau, the Bureau of Labor Statistics, and the National Conference on Citizenship.

FY 2010 Accomplishments and Program Impact

Over the past several years, CNCS has been strategically building an online infrastructure to deliver content to grantees and potential grantees that was previously only accessible through face-to-face training and technical assistance. This content is available through a suite of sites known individually as "The Resource Center, the National Service Learning Clearinghouse, the VISTA Campus, and AmeriCorps Connect."

In FY 2010, these sites collectively served over 1.6 million unique visitors who accessed the following:

- An effective practices database of over 800 vetted practices with 125,533 downloaded;
- An online learning center with 39 courses enrolling 14,506 individuals;
- Thirty-four online e-mail discussion groups with 48,710 subscribers;
- A lending library with 183,008 borrowers;
- A collection of service-learning lesson plans accessed by 106,940 users;
- 80 collaborative service-related "Base Camp" projects with 1,350 users;
- 1,471 resources posted online;
- 24,958 video views of online training videos posted;
- A twitter account with 2,771 followers; and
- Email and phone technical assistance with 14,089 consultations in FY 2010.

Overall, customer satisfaction ratings with training and technical assistance activities in FY 2010 were:

- 89 percent of participants reported that they gained new knowledge

they would apply in their work in standardized surveys administered across all face-to-face training events and webinars.

- Based on the American Customer Satisfaction Index (ACSI), the Resource Center website received a rating of 76 percent in relevance of topics and usefulness of information in the 2009 study. The National Service Learning Clearing House received a rating of 82 percent. The overall satisfaction rate of CNCS is 74 percent and the Federal Government is 72 percent.

Examples of how FY 2010 training and technical assistance activities had impact include:

- Remote TA was provided to 711 clients on performance measurement basics, data collection, and reporting tools. A follow-up survey was sent to a sample of recipients. Of those returned, 96 percent of respondents agreed or strongly agreed that the assistance they received resulted in the development of a performance measurement plan for their program.
- Pre and post testing of 300 participants in the spring 2010 Financial and Grants Management Institute resulted in 89 percent of participants showing significant gains in knowledge of fiscal compliance from the pre-test to the post-test.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$7.5 million for training and technical assistance activities. Funding and priorities of the proposed FY 2012 request is as follows:

Civic Health Assessment

CNCS requests \$1 million to continue its strong partnerships and report on the civic health of our nation and communities. In 2012 we will work with our partners to continue to refine the indicators of civic health and strengthen the report.

Capacity Building, Training, and Technical Assistance

In 2012, CNCS' capacity building work will include the following learning objectives:

- Build a knowledge base of best practice and support efforts to measure results;
- Improve grantee and sponsor capacity to conduct rigorous evaluations of programs; and
- Improve grantee and sponsor capacity to successfully administer CNCS grants.

This work will be conducted through the following activities:

1. Program Development Assistance and Training (PDAT) grants to State Service Commissions. \$5.4 million will be provided to State

Service Commissions to administer PDAT grants. State Commissions are authorized to use the funds to convene local grantees and provide onsite training and technical assistance among other activities. CNCS will collaborate with the State Commissions to reach and support a network of local organizations, particularly in rural and other underserved areas. State Commissions will be encouraged to focus their capacity building on the learning objectives listed above.

2. National training and technical assistance support for building the capacity of intermediary organizations and State Service Commissions.

CNCS will update existing and create new online content regarding fiscal compliance and quality improvement issues for CNCS grantees and sponsors. CNCS will also convene national partners, intermediary organizations, and State Service Commissions to collaborate on identifying best practices, develop curriculum and materials, and provide train-the-trainer programs to build their capacity to conduct rigorous evaluations and assist local organizations in demonstrating impact.

3. Online infrastructure including distance learning technologies.

CNCS will continue to support the National Service Learning Clearinghouse and integrate the Resource Center into the CNCS public website as part of the larger redesign of the agency's website in FY 2011. As a result, grantees, sponsors, intermediaries, and other programs will have ongoing access to research and information to support program effectiveness.

BUDGET ACTIVITY 14:

Evaluation

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

Program Summary

CNCS' commitment to supporting the American culture of citizenship, service, and responsibility includes measuring the success and impact of our efforts. Evaluation and research activities at CNCS aim to provide rigorous and relevant evidence that develops and cultivates

knowledge within the agency and throughout the service field, while also informing and strengthening program performance.

In 2010, CNCS realigned its evaluation and research functions into the new Office of Strategy. Through this new structure, CNCS' research and evaluation function will more clearly inform and align with the other work of the Office of Strategy related to strategic planning and training and technical assistance activities.

CNCS will focus its evaluation activities on:

- Demonstrating the impact of service;
- Gathering data to support innovative program design; and
- Providing analysis to strengthen evidence-based interventions.

Research activities are designed to increase the agency's knowledge and understanding of critical issues that will inform practice, policy, and performance. CNCS plans to initiate or continue a number of tailored experimental and quasi-experimental evaluation projects in 2011-2012. Several other projects represent new directions in CNCS research, driven in several cases by pilot programs or new initiatives.

Research activities use both qualitative and quantitative methodologies and provide information in a format that is easily digestible by management and relevant stakeholders. Where possible, CNCS will seek to make its research readily available to the public. The agency's research and evaluation projects are designed to address three main questions: 1) Which community solutions offer evidence of effectiveness in the six focus areas of the agency?; 2) Does service work? Why? What is the unique value of national service?; and 3) How can CNCS be more effective?

FY 2010 Accomplishments and Program Impact

In FY2010, CNCS conducted the following:

Initial phases of the fixed-amount grants pilot and national performance measure pilot in AmeriCorps State and National. For this project CNCS is gathering information from grantees that chose to opt-in

Table 35. Evaluation Budget Summary (dollars in thousands)

Budget Item(s)	FY10 Actual	FY10 Enacted/ FY11 CR Level	FY12 Request	Increase/ (Decrease) 2011-2012
Evaluation	\$6,000	\$6,000	\$6,000	0
Total	\$6,000	\$6,000	\$6,000	\$0

or opt-out of or one or both of the pilots. Evaluation of the pilot measures will continue through 2012 and inform efforts to establish performance measures for grantees and program sponsors in all CNCS programs.

Random assignment of Youth Corps evaluation. Research continued for a random-assignment evaluation of Youth Corps programs (which engage disadvantaged youth in service) across the country to assess their impact on future employment, education, life skills, and civic engagement. This is the first rigorous assessment of Youth Corps in more than a decade. This project will be completed in FY 2011.

Service-learning evaluation. In addition, CNCS launched a random-assignment study of school-based service-learning programs funded by Learn and Serve America (LSA). The goal of the study is to assess the short-term and long-term impacts of service-learning on academic achievement and school engagement among student participants.

CNCS has begun work with a research firm and a technical working group of experts to begin shaping the design of the random controlled trial (RCT). In FY 2011, CNCS will conduct the feasibility phase of the RCT component and then begin initial recruitment for the RCT. This project is being funded with Evaluation and LSA funding.

Volunteering and Civic Health. CNCS also continued its work to expand opportunities to serve through research of trends in our Volunteering in America and Civic Life in America Studies through its partnerships with the U.S. Census Bureau and the Bureau of Labor Statistics. In FY 2010, the annual survey tracked national demographic trends in volunteering as well as place-based, demographic trends from 200 communities across the country. Research shows that in 2009, the U.S. experienced the largest increase in volunteer rates since 2003.

FY 2012 Budget Request and Performance Plan

For FY 2012, CNCS requests \$6.0 million for evaluation and research activities. This budget request will support research evaluation studies that seek answers to what works and helps to develop a knowledge base, grounded in evidence, for CNCS and its grantees. CNCS' evaluation activities also will track closely to the new Strategic Plan and allow agency leadership to make informed decisions about agency programming.

CNCS' research activities align with agency strategic priorities and include:

- Identifying, documenting, and analyzing the work of CNCS' most effective grantees and partners to understand program models that work;

- Monitoring external trends that impact the context and conditions for the success of CNCS' grantees and partners; and
- Analyzing grantee data to better understand the factors that may contribute to positive or negative trends in grantee performance.

In FY 2012 CNCS will continue the next phase of four major studies and undertake a new study (all identified below), in addition to conducting several smaller scale research projects. Where feasible, these studies will examine the impact of service on end beneficiaries and on those who are serving. As a result, CNCS will understand how service is a solution in communities, which program models have documented success for solving identified community needs and how national service has a transformative impact on those who serve. Highlights of our research and evaluation plan include:

Evaluation of YouthBuild Programs. CNCS will continue its partnership with the Department of Labor (the lead agency for this project) to conduct a random assignment evaluation of YouthBuild. YouthBuild provides work and life skill opportunities for young adults between the ages of 16 and 24 who are economically disadvantaged and who demonstrate educational need, usually because they are high school dropouts. Participants are primarily male (70%) and persons of color (50% African American; 25% Latino).

In addition to measuring the program's impact on education and employment outcomes, the evaluation will primarily examine whether YouthBuild grantees are creating more civically engaged citizens, and study the benefits to communities in which YouthBuild participants serve. The results will help determine whether YouthBuild sets young adults on a path of continued service and civic engagement, and whether the education award and living allowance earned by participants attract a specific population and lead to different outcomes. This project is grantee-specific in that it looks at YouthBuild programs only and is the first rigorous evaluation of the program.

Impact Evaluation in the Education Focus Area. Education-focused programs constitute nearly 50 percent of agency funding across all programs. Given the extent of funding in education and the growing body of research that indicates the potential for service to impact education outcomes, CNCS proposes to conduct a rigorous impact evaluation of a grantee, or alternatively, a small number of grantees. This evaluation will inform CNCS about the state of national service education programs and determine education outcomes and impacts on recipients of service programs. In 2012, CNCS will implement the impact phase of this study.

Summer of Service Evaluation. As directed by the Serve America Act, CNCS will undertake a two-part qualitative study of the Summer of Service program (LSA) to examine best practices among grantees funded in this program. The findings from this study will enable CNCS to improve the Summer of Service program and thus expand opportunities to serve while also increasing the benefits on students served.

The first phase of the study (initial assessment) will lay the groundwork for the large-scale study planned for FY 2013, which will explore how service-based interventions may be more appropriate for achieving education outcomes for children, youth, and young adults from disadvantaged and non-disadvantaged backgrounds compared to other interventions.

Service-Learning evaluation. In FY 2012, CNCS will continue work on the study of the impact of service-learning. Results from work accomplished in FY 2010 and 2011 will be used to proceed with the full experimental evaluation, including implementation of treatment and control conditions and student testing. More specifically, schools in the study will randomly assign students to treatment and control classrooms, provide training to teachers for study tasks, collect

pre-study data on students, monitor classrooms and provide support to teachers and schools over the course of the academic year, collect post-study data on students, and conduct pre-study data analysis. This project will be funded with Evaluation funds (\$915,000) and Learn and Serve America funds (\$385,000).

BUDGET ACTIVITY 15:

Salaries and Expenses

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

Summary

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

Table 36. Salaries and Expenses Budget Summary (*dollars in thousands*)

Object Class	FY10 Actual	FY10 Enacted	FY11 CR Level	Current Services Adjustments	FY11 Adjusted Base	Program Enhancements	FY12 Request
Salaries and Benefits	\$53,051	\$58,441	\$58,441	-	\$58,441	-	\$58,441
Workers Comp & Claims	400	500	395	-	395	-	395
Travel	1,903	1,608	1,770	-	1,770	-	1,770
Transportation	190	277	200	-	200	-	200
Rent	7,974	8,179	8,750	-	8,750	-	8,750
Printing	209	113	158	-	158	-	158
Supplies	875	360	517	-	517	-	517
Training	633	633	633	-	633	-	633
Other Services	7,990	4,258	4,720	-	4,720	-	4,720
Information Technology ⁱ	14,597	13,631	12,416	2,390	14,806	7,304	22,110
Total, Salaries & Expenses	\$87,822	\$88,000	\$88,000	\$2,390	\$90,390	\$7,304	97,694
Full-time Equivalent	474	524	524		524		524

ⁱ This funding represents the S&E portion of CNCS' IT costs. It does not reflect the IT costs covered by program funds.

FY 2010 Management Performance and Accomplishments

In FY 2010, CNCS undertook and accomplished a number of critical initiatives across the agency to improve operations, performance, and accountability. Within the last year, CNCS completed the following management initiatives.

Information Technology

Stabilized CNCS' IT infrastructure by:

- Centralizing and outsourcing our data center providing:
 - First time HQ and field locations have redundant paths to CNCS network and systems;
 - Power back-up, automatic West Coast fail-over and constant up-time for the general public, and CNCS members, grantees, and employees;
 - High marks from Federal Information Security Management Act (FISMA) auditors for strong 2009 FISMA compliance in a small agency; and
 - New Oracle development team brought on board to implement changes to payroll to provide high quality processing. Also providing support for enhancements to the Trust and assist with Serve America Act implementation.

Created a more agile IT response to CNCS' changing needs:

- In response to the newly passed Serve America Act, the Office of Information Technology (OIT) spent 2010 implementing over 350 systems enhancements, modifications, and fixes to meet the Serve America Act requirements and business needs;
- First Phase Data Warehouse was rolled out, subsequent phases are in design and development; and
- Redesigned and re-implemented the internal website of CNCS and re-envisioned the new CNCS web presence.

Improved productivity and service across CNCS using technology:

- Restructured all help desk services to grantees, the public, and members, with the goal of:
 - Saving costs;
 - Providing better customer service;
 - Providing a single point for all support; and
 - Improving reporting, monitoring, and responsiveness.
- Improved technology support for field staff:
 - First high-speed Internet access for 35 of the 52 field offices.
 - VOIP phone installations in seven field offices.
- Increased capacity and improvements in usability of remote access solutions.

Following IT best practices CNCS is striving for continuous improvement:

- First Personally Identifiable Information (PII) inventory completed, including detailed training for field offices:

- First secure e-mail transmission, provides email review and secure retrieval of messages that contain PII data.
- Systems Risk Management monitoring (Xacta) was installed and training for CNCS completed. In late FY 2010, CNCS was notified of access vulnerabilities in the MyAmeriCorps Portal website that may have created the potential for others to view personal information of program applicants and participants. The vulnerabilities, which were immediately fixed, date back to the creation of the system in 2006.

Though the vulnerabilities would not have caused personal information to be exposed in the normal operation of the portal, CNCS staff worked diligently to strengthen and ensure the security of the agency's computer systems. Furthermore, an independent computer security specialist was hired to conduct a comprehensive review of the system, including vulnerability scanning and penetration testing, and a senior systems security engineer was retained to oversee ongoing monitoring and updating of our IT systems. No evidence of data misuse was found and all 509,000 users of the portal were notified and offered credit monitoring services (daily alerts, fraud recovery, and insurance). The U.S. Department of Homeland Security also was engaged to perform further system reviews in second half of FY 2011.

Grant Operations

CNCS engaged a contractor to evaluate the way business is conducted, identify efficiencies, and implement new methods for evaluating and awarding grants, as well as provide training, conduct oversight and monitoring, recruit program members and participants, and provide the technology necessary for each of these activities. The contract findings will be completed in FY 2011 and will provide a blue print for agency workflow redesign.

Workforce Development and Training

In FY 2010, CNCS dedicated most training resources to meeting mandated training (e.g., No Fear Act, Contracting Officer's Representative, Benefits Officer, and New Supervisor) and mission-critical developmental needs (e.g., Project Management and Information Technology Acquisition). CNCS also deployed a secure, web-based training and e-learning solution that includes over 400 online training courses and presentations that are available to all CNCS employees. The benefits of this new Learning Management System (LMS) include greater flexibility, simplicity, and customization of learning programs that can be easily created, managed, and tracked by staff and managers – all while reducing overall training costs.

Cross-Program Working Groups

Grants Policy and Operations

CNCS improved grants policy and operations in FY 2010 by refining

peer reviewer's data to gain an accurate view of the reviewer pool on hand; and modifying the peer reviewer application to ensure recruitment of adequate numbers of peer reviewers with the expertise needed to address the priority areas.

Risk Assessment and Internal Controls

The Risk Assessment Working Group reviewed the Serve America Act to confirm coverage by working groups. This group also compiled a comprehensive list of reports required by the Act and a checklist for staff planning new grant competitions.

Rulemaking

The Rulemaking Working Group issued a proposed rule for Senior Corps and an interim, proposed and final Rule for the National Service Trust.

Transparency and Open Government

CNCS published a comprehensive Open Government Plan with aggressive milestones for publishing data on agency operations. The plan was recognized by outside reviewers as third best in the federal government.

FY 2012 Budget Request and Priorities

For FY 2012 CNCS requests \$97.694 million to support Salaries and Expenses. This represents an increase of \$9.694 million or 11 percent over the FY 2011 CR Level. This request will support the strengthening and enhancement of our Information Technology

Systems so that CNCS is optimally positioned to meet the goals and objectives detailed in the 2011-2015 Strategic Plan.

This budget request supports \$2.390 million for continued investments in core business applications (consolidated IT Help Desk, MyAmeriCorps Portal application, and FISMA compliance).

Enhancements proposed in this request total \$7.304 million and include:

- Initiation of a redesign of the eSpan/eGrants application with the goal of increased productivity and effectiveness of CNCS' programs and Grantees. As a result of the Serve America Act, CNCS is tracking additional costs related to system modifications and increased data sharing with other government agencies.
- Adoption of a "cloud first" implementation approach to IT investments and transitioning services/systems to the Cloud.
- Transitioning to the electronic Official Personnel Files (eOPF) for the involvement in the Human Resources Line of Business (HRLOB) for employee official records.
- Procuring the necessary tools and support to meet the heightened security needs of CNCS' systems. Included are the work related to system certification and accreditation (C&A) process; privacy; incident management activities and FISMA. The FISMA activities further breakdown to include continuous system security monitoring, penetration testing, reporting, and security control implementation (SP800-53).

Office of Inspector General | PART IV

Office of Inspector General

Program Summary/Mission

Congress in 1993 created the Corporation for National and Community Service (CNCS), along with this Office of Inspector General (OIG), in the National and Community Service Trust Act (42 U.S.C. §§ 12501-681 (2004)). The OIG, independent of the agency it oversees, conducts audits and investigations of CNCS programs, including AmeriCorps, Volunteers In Service To America (VISTA), the National Civilian Community Corps (NCCC), Learn and Serve America (LSA), and Senior Corps. It also examines CNCS operations, State Commissions that receive and distribute the majority of CNCS grant funds, and local sub-grantees. The OIG further recommends

revisions to CNCS policies, proposed legislation, and proposed changes to CNCS' Code of Federal Regulations, with the goal of promoting economy and efficiency.

Our core mission, as established by the Inspector General Act of 1978, is to:

- Conduct independent and objective audits and investigations;
- Promote organizational economy, efficiency, and effectiveness;
- Prevent and detect fraud, waste, and abuse;
- Review and make recommendations regarding existing and proposed legislation and regulations relating to CNCS' programs and operations; and
- Keep the Chief Executive Officer, CNCS' Board of Directors, and the Congress fully and currently informed of problems in agency programs and operations.

Table 37. Office of the Inspector General Budget Summary (*dollars in thousands*)

Budget Activities	FY08 Actual ¹	FY09 Actual ¹	FY10 Enacted ²	FY11 CR Level	FY12 Request	Increase/ (Decrease)
Audits	\$4,405	\$4,643	\$5,416	\$5,416	\$3,838	(\$1,578)
Investigations	1,423	1,869	2,187	2,187	1,672	(515)
Support ¹	N/A	N/A	N/A	N/A	2,840	2,840
Training ²	N/A	N/A	90	90	100	10
CIGIE ³	N/A	N/A	8	8		
Total budget authority	\$5,828	\$6,512	\$7,700	\$7,700	\$8,450	
Carryover from prior year/ recoveries	300	0	0	0	0	
Total budget available for obligation	\$6,128	\$6,512	\$7,700	\$7,700	\$8,450	\$750

¹ FY 2012 is the first year we included our administrative support section as a separate item. Prior to FY 2011, the amounts requested for Investigations and Audits included funding for the administrative support section, which is critical to the Office of Inspector General (OIG) being able to perform its mission.

² The Inspector General Reform Act of 2008 requires Inspectors General to report their training needs. This also serves as the Inspector General certification that the amount requested satisfies all training requirements.

³ 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 FY 2012, the largest OIG's working with the Office of Management and Budget (OMB), will fund CIGIE operations.

FY 2012 Budget Request Summary

CNCS is in the midst of program change as a result of the 2009 passage of the Edward M. Kennedy Serve America Act (Serve America Act) and the American Recovery and Reinvestment Act (Recovery Act). Our budget request, formulated in the context of our Three-Year Work Plan for FYs 2011-2013, is designed to meet our high-priority performance goals of effectively carrying out our statutory mission, efficiently addressing the challenges of an expanded workload, and implementing innovative and more cost effective oversight methods while recognizing the need for overall restraint in federal spending.

Our request for an \$8,450,000 budget for FY 2012 represents a modest increase from our FY 2010 level of \$7,700,000. Our request for \$8,450,000 for FY 2012 will allow us to continue and strengthen our oversight of CNCS, through financial audits, performance reviews, and investigations of CNCS programs, and grant recipients.

Performance reviews would measure how CNCS determines if a grantee's performance is meeting the program's goals and objectives. Our grantee financial audits will continue to look for misused funds or non-compliance issues; and our investigations look to identify individuals or entities for potential criminal prosecution and recovery of misused federal funds.

For FY 2010, the OIG received an appropriation of \$7,700,000, an 18.2 percent increase over FY 2009 levels. During the same period, CNCS' appropriation increased 29.2 percent, from \$889,866,000 to \$1,149,721,000, as it began implementing an array of new community service initiatives. The OIG utilized this increased funding during FY 2010 to add to its workforce and skill sets, to implement new oversight programs, and to begin upgrading our existing infrastructure.

Our expanded oversight actually began during the second half of FY 2009, following passage of the Recovery Act, which allocated \$200 million to CNCS. Those funds are primarily being used to expand the programs of its existing grantees by increasing the ranks of AmeriCorps by 10,000 and VISTA by 3,000. The Recovery Act also allocated \$1 million to the OIG, available through 2012, to provide comprehensive oversight of Recovery Act funding. We have used a portion of our Recovery Act funds to support an audit manager, responsible for our Recovery Act reviews, and an auditor to conduct a comprehensive audit of the Recovery Act and non-Recovery Act VISTA program. After completing a joint investigative-audit risk assessment to identify and closely monitor the higher-risk recipients of Recovery Act grants, we conducted more than 30 grantee site visits, which included Fraud Awareness Briefings to program officials and participants. Our audit staff has conducted multiple examinations of higher-risk

grantees' accounting systems while our investigators have opened cases resulting from site-visit findings and reported allegations of waste, fraud, and abuse of Recovery Act funds.

Our Recovery Act work has served as the template for our response to the oversight challenges inherent in the Serve America Act, which will increase the current number of CNCS-supported volunteers, including those enrolled in a number of new service initiatives. The OIG has been closely tracking the implementation of new Serve America Act programs and policies. They include a \$50 million Social Innovation Fund (SIF), under which grantees are charged with developing new service initiatives and best practices for their implementation. Before the SIF awards were made, OIG auditors in FY 2010 reviewed the financial systems of grantee candidates, determined their ability to handle federal funds, and reported those results to CNCS management.

In preparation for its expanded oversight workload, in FY 2010 the OIG contracted for a management review to determine if our staffing levels and staff skill sets were appropriate to meet our new obligations. As a result, we have realigned some of the responsibilities of our existing staff and have identified a number of key human capital needs. The review also examined the feasibility of either expanding our office space or establishing a field office. Based on the findings, we decided it was much more cost effective to continue to operate from our current single location in Washington, D.C. The impact of increased staffing has been addressed by minor remodeling of our current space and increased use of teleworking.

During FY 2010, the OIG developed and adopted a Three-Year Work Plan to cover all of its operations for FYs 2011-2013. This plan, which includes anticipated staff changes and implementation of new tools for effective oversight, serves as the basis for this and subsequent OIG budget requests.

Audits, investigations, and legislative reviews are the primary tools by which the OIG accomplishes its statutory mission. By targeting our audits at high-risk programs and aggressively pursuing an investigative caseload, we have identified and/or recovered millions of taxpayer dollars.

In FY 2010, our Investigations Section opened 39 cases, closed 46 actions, and recovered more than \$634,000 in stolen or misused funds. It also identified more than \$1.2 million in potential recoveries. During the first half of FY 2010, our caseload has increased in tandem with the expansionary impact of Recovery Act and the Serve America Act. With the number of CNCS-supported volunteers and grant funding both expected to increase by 2017, we anticipate that our investigative caseload will also increase.

Also during FY 2010, our Audit Section issued 19 reports that identified more than \$688,000 in questioned costs and more than \$461,000 in funds that can be put to better use. Our audits also included 212 recommendations to improve CNCS and grantee operations.

Our Audit Section has shifted its focus to concentrate on largely staff-produced, high-priority performance reviews that have a global impact on CNCS and its grantees. For example, our 2009 audit of CNCS' execution of its FY 2008 budget, which was requested by Congress, identified problems with management structure, human capital, and other issues that contributed to CNCS' severe fiscal challenges during that period. We are also continuing with our individual financial audits of grantees that "follow the money," looking for misuse of federal funds and compliance issues. Many of our recommendations to improve overall management and structure have been accepted by CNCS. Our auditors also completed a report that found lapses and weaknesses in CNCS' screening and evaluation of the fiscal systems of new grantees. Based on our findings and recommendations, CNCS has implemented an improved, more comprehensive process for screening new grantees.

During FY 2011, the OIG continued with its internally focused audits by initiating examinations of the compelling personal circumstances that are used by CNCS to determine post-service benefits for members who exit AmeriCorps before the end of their terms of service, CNCS' leasing policies and practices, and the quality of CNCS' grantee monitoring activities.

During FY 2011, our audit staff will begin a multi-year quality control review of grantees' Office of Management and Budget A-133 Audits. Required under the Single Audit Act and performed for grantees by private CPA firms, A-133 Audits are intended to provide CNCS with assurances that grantees can properly account for and manage federal funds. The OIG will also audit CNCS' Grant Application Review Process (GARP), which manages and oversees all grant competitions. Our audit will assess GARP to determine whether it is consistent, fair, and objective, and follows all applicable laws and regulations. We will also conduct a number of reviews to determine the effectiveness and efficiency of selected CNCS operations along with audits of certain grantees based on risk.

During FY 2012, we anticipate performing a number of audits, conducted by OIG staff, to measure the effectiveness and performance of new or changed programs resulting from the Serve America Act. We will use the results of the previous year's audits and our assessments, along with CNCS input and Congressional concerns, to identify the areas for review. Grants made under the Serve America Act have significantly changed the accounting and reporting requirements for grantees, thereby increasing the compliance risk to CNCS. For example, during FY 2010 CNCS made its

first SIF grants to nonprofits that proposed to develop new service models. The SIF, launched with a \$50 million allocation in FY 2010 and proposed by the President to grow to \$60 million in FY 2011, introduces new compliance risks to CNCS and new oversight challenges to the OIG. The OIG conducted pre-award financial reviews of the potential awardees, as many would be handling federal funds for the first time. We provided the results to CNCS to allow them to initiate any additional grant controls.

We will continue with our financial audits of grant recipients. We are selectively focusing on high-risk grantees or grantees that are identified as potentially problematic through our internal raw data collection. Many of these audits are conducted by OIG contractors. For FY 2012, we will conduct a reduced number of these discretionary audits, using primarily external Independent Public Accounting (IPA) firms. OIG auditors will concentrate their efforts on performance reviews, audits, or evaluations of internal CNCS operations.

To bolster our Support Section, in FY 2010 we hired a Chief Technology Officer (CTO), who is charged with maximizing our information technology (IT) resources, thereby increasing the efficiency and productivity of our core audit and investigative efforts. We also created and filled the new position of Administrative Officer, who is overseeing, coordinating, and improving operations in the areas of budget, procurement, contracting, personnel administration, travel, and other basic support services.

For FY 2012, we project that \$2,840,414 must be allocated to operational and fixed costs for administration and support, including rent, communications, information technology, IT security, physical security, and support staff.

For the Audit Section, we project an allocation of \$3,838,499 which will support our contract audits. Included in that amount, an estimated \$741,000 must be allocated for statutorily-mandated audits, which include CNCS' annual Federal Information Security and Management Act (FISMA) review, CNCS' Financial Statements Audit, and CNCS' National Service Trust Schedules Audit. The Financial Statements and Trust Schedules audits are conducted by IPAs under a single, cost-effective contract.

The Investigations Section requires an allocation of \$1,671,087. Our agents, all of whom are based in a single office in Washington, D.C., are required to travel to all 50 states and U.S. Territories to pursue their investigations, coordinate with federal, state, and local prosecutorial authorities, and conduct outreach activities, including Fraud Awareness Briefings.

In FY 2011 we plan to begin the operation of a new Analytical/Intelligence Team, using existing OIG staff. This new team will support

our auditors and investigators by conducting trend analyses, research of various public and federal databases, and will develop data mining expertise of the agency's data systems. The new unit will further field all hotline complaints and streamline the evaluation of these complaints for referrals in-house, to CNCS management or to other federal agencies.

Our long-range goal for this team will be to develop predictive modeling, using the data contained in the agency's information technology systems along with a wide variety of public and federal systems, to identify misuse of CNCS grant funds before the end of the specific grant award period. Earlier identification of problems will enable the OIG to respond in a timelier manner to safeguard federal grant funds before they have been fully expended.

The Inspector General Reform Act of 2008 requires that Inspectors General specify the aggregate request for operations of the OIG and the amounts necessary for staff training. The aggregate request was \$9 million, and our proposed staff training budget for FY 2012, encompassing audit, investigative, and support personnel, totals \$100,000.

Strategic Goals and Performance Measures

The OIG operates independently from CNCS but, to the extent not inconsistent with its independence, works with CNCS to achieve what is best for CNCS' service programs, its participants, and the Americans they serve. The OIG designed its strategic goals to promote economy, efficiency, and effectiveness and to prevent and detect fraud, waste and abuse, and mismanagement in CNCS programs and operations. The general purpose of these goals is to improve CNCS' ability to meet its responsibilities and achieve its mission.

In FY 2012 the OIG will focus on areas intended to enhance the management and overall performance of CNCS. It will provide information designed to further CNCS' progress toward achieving its strategic goals and will help CNCS identify existing vulnerabilities, as well as those that may emerge from changes in its operations or environment.

The OIG's Investigation Section will continue to conduct investigations when it obtains information that suggests misuse of CNCS funds; will aggressively seek sanctions, including monetary recoveries, from wrongdoers; will give Fraud Awareness Briefings to CNCS employees, volunteers, and stakeholders; and will participate in projects that strengthen agency operations.

The OIG's FY 2012 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.

With the proposed FY 2012 budget, the OIG will be able to perform the Congressionally required annual audit of CNCS' financial statements; the annual FISMA review; examinations of risk-assessed and selected CNCS grants and operations; and assessments of CNCS efforts to protect the financial integrity of the National Service Trust. Specifically, the proposed budget will enable the FY 2012 Audit Plan to include the following:

- Issue the agency financial statements audits required by statute and Executive Order (CNCS Financial Statements Audit and the National Service Trust Fund Schedule of Budgetary Resources and Obligations Audit);
- Conduct a comprehensive review of a new CNCS volunteer program established under the Serve America Act;
- Conduct the annual FISMA evaluation required by statute. This will be monitored by the OIG Chief Technology Officer. Concurrently, the OIG will monitor corrective actions resulting from prior FISMA evaluations to ensure the security of CNCS' systems and data;
- Continue OIG's initiative to audit AmeriCorps national grantees whose programs operate across the country;
- Continue a multi-year quality control review of grantees' Office of Management and Budget A-133 Audits;
- Audit multiple Senior Corps grants and VISTA sponsors; and
- Perform reviews and audits of Recovery Act grantees to ensure compliance with the Recovery Act requirements.

Goal 1. Reduce program vulnerabilities, strengthen program integrity, and CNCS' efforts to efficiently manage its programs and implement effective internal controls. We will do this by providing timely and independent information to the agency's Board of Directors, Chief Executive Officer, senior management, and Congress regarding the effectiveness and efficiency of CNCS programs and operations.

Strategies

- Continuously monitor and assess risk in CNCS programs and operations to identify those critical to the achievement of our goals; and
- Identify resources needed to address those critical risks.

Performance Measures

- Identify OIG direct resources dedicated to critical risk or high impact areas;
- Quantify the number of audit or evaluation recommendations for which management decisions are achieved within one year of report issuance;
- Quantify the number of audits or evaluations delivered within time frames agreed to with stakeholders;
- Quantify the number of completed investigations that result in a referral for action to the Department of Justice, state or local law enforcement officials, or relevant administrative authority;

- Quantify the number of closed investigations that result in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary recovery;
- Identify the number of inquiries not acted upon for formal audit or investigation that resulted in the inquiry being routed to the proper agency, office, or official; and
- Measure the impact of audits, evaluations, or investigative inquiries in which CNCS management’s action resulted in positive change, cost savings, compliance, or greater efficiency.

Goal 2. Look ahead, anticipate change, stay flexible, and be prepared to meet new challenges.

Strategies

- Hire, train, develop, motivate, and effectively lead a high-performing and diverse front-line supervisory and executive workforce with the technical, management, and leadership skills to meet OIG’s goals;
- Hire, train, develop, and motivate non-supervisory employees by providing opportunities for skill enhancement and career advancement;

Table 38. Obligations by Object Classification–OIG (*dollars in thousands*)

	FY10 Actual	FY11 CR Level	FY12 Request	Increase/ (Decrease) 2011-2012
Total number of permanent positions	36	37	38	1
Full-time equivalent employment (FTE)	28	37	35	(2)
Personnel compensation:		-		
Permanent positions (FTP)	2,807	3,554	3,869	315
Positions other than FTP	13		11	11
Other personnel compensation	147	205	275	70
Special personal services payments	8	-	0	0
Total, personnel compensation	2,974	3,759	4,155	396
Personnel benefits	790	1,015	1,122	107
Benefits for former personnel	0	-	0	0
Travel and transportation of persons	230	301	275	(26)
Transportation of things	1	4	4	1
Rental payments to GSA	334	333	337	4
Rental payments to others	0	-	0	0
Communications, utilities, and miscellaneous charges	54	48	82	34
Printing and reproduction	0	5	5	(0)
Other services	2,476	2,157	2,393	236
Supplies and materials	198	48	55	7
Equipment	232	31	22	(9)
Grants, subsidies, and contributions	0	-	0	0
Claims	60	-	0	0
Total obligations	7,349	7,700	8,450	750
Control Total		7,700	8,450	

- Continuously acquire and deploy state-of-the-art technology, equipment, and other physical resources necessary for OIG to meet its goals; and
- Enhance internal OIG communication so all staff understand OIG's priorities and the contribution their work makes toward fulfilling OIG's mission.

Performance Measures

- Assess the quality of OIG work through internal reviews and external peer reviews; and
- Obtain feedback from OIG stakeholders.

Goal 3. Make public the results of our reviews, to the extent allowable by law and privacy considerations, through a robust OIG website and social media tools, and look for ways to operate in an environmentally conscious or “green” manner.

Strategies

- Operate a publicly accessible OIG website;
- Keep the website current with postings of our audits, evaluations, or reviews;
- Communicate OIG matters of importance to agency employees and grantees through our website, e-mail, and social media outlets;
- Maximize use of OIG employee telework;
- Enhance our use of electronic reporting and communications; and
- Practice economy of supplies and equipment.

Performance Measures

- Ensure that all official OIG reports will be posted within the time period specified in the Inspector General Reform Act of 2008;
- Increase the use of telework where operationally sound;
- Increase the use of report distribution via electronic media; and
- Purchase equipment with Energy Star or similar energy-efficiency ratings.

Appendices | PART V

Appendix A. Corporation for National and Community Service Enacted Budget From FY 1994–2012 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 ²	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 Admin. 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
AmeriCorps VISTA	37,715	42,676	41,235	41,235	65,235
AmeriCorps VISTA Literacy Corps	5,009	5,024	0	0	0
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	7,812	62,237	77,812	87,593
Senior Companion Program	29,773	31,244	31,155	31,244	35,368
Senior Demonstration Program	-	1,000	-	-	-
Special Volunteer Programs	-	-	-	-	-
AmeriCorps VISTA Advance Payment Revolving Fund	-	-	-	-	-
Disability Placement Funds	-	-	-	-	-
Training & Technical Assistance	-	-	-	-	-
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, Corporation	\$575,598	\$684,747	\$597,385	\$616,349	\$685,104

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.

Appendix A. Corporation for National and Community Service Enacted Budget From FY 1994–2012 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	\$(11,000)	\$39,846	-	\$99,350
AmeriCorps State and National Grants	237,000	233,395	230,492	240,492	173,863
Innovation, Demonstration, and Assistance ²	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 Admin. Grants ¹	28,356	27,895	30,932	30,991	32,289
Partnership Grants	5,500	7,471	28,936	29,000	14,901
AmeriCorps* VISTA	73,000	80,574	83,074	85,255	93,674
AmeriCorps VISTA	73,000	80,574	83,074	85,255	93,674
AmeriCorps VISTA Literacy Corps	0	0	0	0	0
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
Special Volunteer Programs	-	-	-	5,000	9,935
AmeriCorps VISTA Advance Payment Revolving Fund	-	-	-	-	-
Disability Placement Funds	-	-	-	-	-
Training & Technical Assistance	-	-	-	-	-
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, Corporation	\$714,395	\$731,659	\$766,330	\$735,708	\$786,062

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.

Appendix A. Corporation for National and Community Service Enacted Budget From FY 1994–2012 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 ²	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 Admin. Grants ¹	11,929	11,904	12,516	12,516	11,790
Partnership Grants	14,913	14,384	14,850	-	-
AmeriCorps* VISTA	93,731	94,240	95,464	95,468	93,800
AmeriCorps VISTA	93,731	94,240	95,464	95,468	93,800
AmeriCorps VISTA Literacy Corps	0	0	0	-	-
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	-	-	-	-	-
Special Volunteer Programs	9,876	4,960	-	-	-
AmeriCorps VISTA Advance Payment Revolving Fund	-	-	-	3,500	-
Disability Placement Funds	-	-	-	-	-
Training & Technical Assistance	-	-	-	-	-
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, Corporation	\$935,367	\$927,006	\$909,959	\$881,047	\$856,331

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.

Appendix A. Corporation for National and Community Service Enacted Budget From FY 1994–2012 Request (dollars in thousands) (continued)

Activity	FY09 Enacted	FY10 Enacted	FY11 CR Level	FY12 Request
Total, Operating Expenses	811,639	1,054,021	1,054,021	1,151,716
National Service Trust	\$131,075	\$197,000	\$197,000	\$235,326
AmeriCorps State and National Grants	271,196	372,547	372,547	399,790
Innovation, Demonstration, and Assistance ²	18,893	60,500	60,500	80,500
Evaluation	3,891	6,000	6,000	6,000
AmeriCorps NCCC	27,500	29,000	29,000	35,000
Learn and Serve America	37,459	39,500	39,500	39,500
State Commissions Admin. Grants ¹	11,790	17,000	17,000	17,000
Partnership Grants		-	-	
AmeriCorps* VISTA	96,050	99,074	99,074	100,000
AmeriCorps VISTA	96,050	99,074	99,074	100,000
AmeriCorps VISTA Literacy Corps		-	-	
National Senior Service Corps	213,785	220,900	220,900	226,100
RSVP	58,642	63,000	63,000	63,000
Foster Grandparent Program	108,999	110,996	110,996	111,100
Senior Companion Program	46,144	46,904	46,904	47,000
Senior Demonstration Program	-	-	-	5,000
Special Volunteer Programs	-	-	-	-
AmeriCorps VISTA Advance Payment Revolving Fund	-	-	-	-
Disability Placement Funds	-	5,000	5,000	5,000
Training & Technical Assistance	-	7,500	7,500	7,500
Salaries & Expense Account^{1,2}	71,715	88,000	88,000	97,694
Office of the Inspector General	6,512	7,700	7,700	8,450
Total, Corporation	\$889,866	\$1,149,721	\$1,149,721	\$1,257,860

¹ NCSA administrative expenses are included in the State Commission Admin. Grants program line item prior to FY 2004.

² Pursuant to P.L. 110-28 \$1.360 million was transferred from Innovation, Demonstration, and Assistance to the Salaries and Expense Account in FY 2007.

Appendix B: Summary of CNCS Programs

The following exhibit provides information about CNCS programs and other activities, including page references for the programs and activities discussed within this document.

Program/Activity	Description	FY12
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.	\$399,790,000
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.	\$100,000,000
AmeriCorps NCCC	Team-based service performed by youth, 18-24 years of age, serving in campus-based residential programs and supporting community and national-based organizations, tribes, educational institutions, local municipalities, and state and national parks.	\$35,000,000
National Service Trust	Provides funds for the Segal AmeriCorps Education Award for eligible national service participants. A full-time education award is \$5,550 for AmeriCorps members who start service in FY 2011.	\$235,326,000
State Commission Administration 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.	\$17,000,000
Learn and Serve America	Grants awarded to local education agencies, state education agencies, higher education institutions, and community-based organizations that support community service-learning in K-12 classrooms and college and university programs.	\$39,500,000
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.	\$63,000,000
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.	\$111,100,000
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.	\$47,000,000
Innovation and Demonstration Activities	Supports and encourages new forms of service and civic participation. Includes funding for the Non-profit Capacity Building Program, Social Innovation Fund, Volunteer Generation Fund, Serve America Fellowships, a national Call to Service Campaign, CNCS' national conference, and 9/11 Day of Service and Remembrance.	\$80,500,000
Disability Grants	Disability grants provide Americans with disabilities the opportunity to participate in strengthening their communities through volunteering and service.	\$5,000,000
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.	\$7,500,000
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.	\$6,000,000
Salaries and Expenses	Funds for administering and managing National and Community Service programs.	\$97,694,000

Appendix C: Summary of Programs Benefits for Participants

Program	Eligibility	Stipend
AmeriCorps State and National	In general, an AmeriCorps State and National member must (1) be at least 17 years old at the commencement of services, or have been an out-of-school youth 16 years of year age at the commencement of service, participating in a youth corps program; (2) s/he must have a high-school diploma (or its equivalent) or agree to obtain a high-school diploma or its equivalent prior or using the education awards, and (3) s/he must be a citizen, national, or lawful permanent resident alien of the United States.	Minimum Living allowance of \$11,800 for full-time members in program Year 2011. 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 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 \$1136 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 FY11 range is projected to be \$884/month to \$1366/month (based on regional cost of living and tied to the poverty rate).
Senior Corps	<ol style="list-style-type: none"> RSVP Foster Grandparent Program 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 Senior Companion, an individual must (1) be 55 years of age or older, (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served, and (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 125% of poverty).	Yes, if income guidelines are met (125% of poverty), then receive \$2.65/hour tax free.
Senior Companion Program	To be a Senior Companion, an individual must (1) be 55 years of age or older, (2) S/he must be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself or herself or children served, and (3) In order to receive a stipend, individual must have an income that is within the income eligibility guidelines (within 125% of poverty).	Yes, if income guidelines are met (125% of poverty), then receive \$2.65/hour tax free.
Learn and Serve America—K12 and Higher Education Programs	School-based participants must (1) be youth ages 5 to 17 and/or children with disabilities as defined in section 602 of the Individuals with Disabilities Education Act (20 USC 1401, et seq), and (2) Higher Education participants can include students, faculty, staff, and other community volunteers.	No.
Learn and Serve America—Summer of Service	Summer of Service program participants must be enrolled in any of grades 6 through 12 at the end of the summer concerned (giving priority to programs that enroll youth who will be enrolled in any of grades 6 through 9 at the end of the summer concerned) during the summer months.	No.

Appendix C: Summary of Programs 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 (1700 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 per month per child.	Yes.
AmeriCorps VISTA	Full-time for one year.	Yes. CNCS administered health plan.	Yes. Maximum \$400 per 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 Foster Grandparent receives a physical examination annually with the cost covered by the project/grantee).	No.	No.
Learn and Serve America—K12 and Higher Education Programs	Not applicable.	No.	No.	No.
Learn and Serve America—Summer of Service	Not less than 100 hours of service during the summer months.	No.	No.	Education award of \$500 (or, at the discretion of the Chief Executive Officer, \$750 in the case of a participant who is economically disadvantaged).

Appendix D: Grantee Match Requirements

At a Glance

Learn and Serve America

Learn and Serve America grantees' FY 2012 non-federal match requirement (including both cash and in-kind) are as follow:

School-based Programs

- 20 percent of the total cost of the project for the first year;
- 35 percent of the total cost of the project for the second year; and
- 50 percent of the total cost of the project for the third and all subsequent years.

Higher Education Institutions

- 50 percent of total cost of the project for all years.

*Innovation Grants

- Summer of Service
- Youth Engagement Zones

**The match for Innovation Grants varies and is determined on an individual basis.*

AmeriCorps State and National

For grants made from FY 2012 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 area 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 Education Award Program

No match requirement

AmeriCorps

Fixed amount grants—no match requirement

Appendix D: Grantee Match Requirements *(continued)*

At a Glance

AmeriCorps NCCC

No match requirement

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.

Senior Corps

Senior Corp grantees' non-federal match requirements are as follows:

FGP

- 10 percent of the total cost of the project for all years.

SCP

- 10 percent of the total cost of the project for all years.

RSVP

- 10 percent of the total cost of the project for the first year;
- 20 percent of the total cost of the project for the second year; and
- 30 percent of the total cost of the project for the third and subsequent years.

Appendix E: AmeriCorps Members by Program Type: FY 1996–2012

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 1996–2012 *(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	21.9%
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	39.4%
State Formula Only (new for 2010)	N/A		N/A		N/A		N/A		22,198	23.7%
Territories	116	0.1%	123	0.2%	60	0.1%	60	0.1%	26	0.0%
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	7.0%
VISTA Stipends	2,057	2.6%	1,690	2.3%	2,533	3.4%	3,882	4.4%	2,100	2.2%
NCCC	1,126	1.5%	1,184	1.6%	1,102	1.5%	1,068	1.2%	1,200	1.3%
Summer of Service									4,000	4.3%
Total	77,634		73,583		74,635		88,620		93,631	

Appendix E: AmeriCorps Members by Program Type: FY 1996–2012 *(continued)*

Program	Projected 2011 Awarded	Pct	Projected 2012 Awarded	Pct
Education Award Program	23,307	26.8%	25,000	27.7%
National Direct	N/A		N/A	
Professional Corps	853	1.0%	916	1.0%
State Formula and Competitive	N/A		N/A	
Competitive Grants (new for 2010)	28,215	32.4%	30,279	33.6%
State Formula Only (new for 2010)	15,935	18.3%	16,158	17.9%
Territories	326	0.4%	350	0.4%
Tribes	217	0.2%	233	0.3%
Other State and National	4,875	5.6%	5,883	6.5%
VISTA Ed Awards	6,474	7.4%	6,474	7.2%
VISTA Stipends	1,618	1.9%	1,618	1.8%
NCCC	1,200	1.4%	1,200	1.3%
Summer of Service	4,000	4.6%	2,000	2.2%
Total	87,020		90,111	

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

** FY 2010 includes additional VISTA members funded under ARRA.

Appendix F: AmeriCorps Members by Service Term: FY 1996–2011

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%
<i>Full-time S/N</i>	<i>14,627</i>	<i>51.1%</i>	<i>20,253</i>	<i>41.5%</i>	<i>20,430</i>	<i>40.4%</i>	<i>19,864</i>	<i>35.7%</i>	<i>22,088</i>	<i>34.0%</i>
Part-time	8,131	28.4%	16,858	34.5%	14,588	28.8%	15,545	27.9%	16,049	24.7%
Reduced Part-time	882	3.1%	6,131	12.6%	8,597	17.0%	12,451	22.4%	19,049	29.3%
Total	28,620		48,798		50,586		55,667		65,042	

Program	Actual 2001 Awarded	Pct	Actual 2002 Awarded	Pct	Actual 2003 Awarded	Pct	Actual 2004 Awarded	Pct	Actual 2005 Awarded	Pct
Full-time	34,450	47.3%	33,860	48.9%	18,470	57.7%	33,359	44.8%	32,459	44.3%
<i>Full-time S/N</i>	<i>25,365</i>	<i>34.8%</i>	<i>26,420</i>	<i>38.1%</i>	<i>11,373</i>	<i>35.6%</i>	<i>26,332</i>	<i>35.3%</i>	<i>24,875</i>	<i>34.0%</i>
Part-time	16,413	22.5%	14,366	20.7%	6,890	21.5%	15,262	20.5%	11,896	16.2%
Reduced Part-time	21,978	30.2%	21,054	30.4%	6,631	20.7%	25,902	34.8%	28,865	39.4%
Total	72,841		69,280		31,991		74,523		73,220	

Program	Actual 2006 Awarded	Pct	Actual 2007 Awarded	Pct	Actual 2008 Awarded	Pct	Actual 2009* Awarded	Pct	Actual 2010** Awarded	Pct
Full-time	35,203	45.3%	34,302	45.8%	33,834	45.7%	32,309	44.1%	39,715	42.4%
<i>Full-time S/N</i>	<i>27,223</i>	<i>35.1%</i>	<i>27,183</i>	<i>36.3%</i>	<i>29,964</i>	<i>40.5%</i>	<i>26,992</i>	<i>36.8%</i>	<i>32,151</i>	<i>34.3%</i>
Part-time	12,839	16.5%	11,085	14.8%	11,231	15.2%	11,662	15.9%	11,581	12.4%
Reduced Part-time	29,592	38.1%	29,471	39.4%	28,941	39.1%	29,341	40.0%	42,335	45.2%
Total	77,634		74,858		74,006		73,312		93,631	

Program	Projected 2011 Awarded	Pct	Projected 2012 Awarded	Pct
Full-time	44,833	51.5%	45,182	50.2%
<i>Full-time S/N</i>	<i>37,041</i>	<i>42.7%</i>	<i>34,357</i>	<i>38.2%</i>
Part-time	10,120	11.7%	12,481	13.9%
Reduced Part-time	32,067	38.9%	32,343	35.9%
Total	87,020		90,111	

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

** FY 2010 includes additional VISTA members funded under ARRA.

Appendix G: AmeriCorps Programs over \$500,000

The list below shows all AmeriCorps programs that received a grant of more than \$500,000 in 2010 under the AmeriCorps State and 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 sub-grantees—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 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 other federal and all non-federal funds.

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
Fixed Amount	10ED120062	10EDHNY002	NY	Teach For America	\$11,401,362	\$0	\$11,401,362	0%
National Direct	10ND120943	10NDHMA003	MA	YouthBuild USA, Inc.	\$8,959,462	\$6,459,896	\$15,419,358	42%
National Direct	10ND120326	09NDHMA003	MA	City Year, Inc.	\$6,773,000	\$6,773,000	\$13,546,000	50%
National Direct	10ND112096	09NDHWI001	WI	Public Allies, Inc.	\$6,331,000	\$6,806,903	\$13,137,903	52%
State Competitive	10AC107693	09ACHWA0010001	WA	WA State Employment Security Department	\$6,166,000	\$4,385,840	\$10,551,840	42%
Fixed Amount	10ED120270	10EDHMD002	MD	National Association of Community Health Centers, Inc.	\$6,097,000	\$0	\$6,097,000	0%
State Competitive	10AC109090	09ACHMS0010002	MS	Mississippi Institutions of Higher Learning	\$4,546,326	\$2,232,940	\$6,779,266	33%
State Competitive	10AC111852	09ACHMN0010003	MN	Minnesota Education Corps	\$4,225,000	\$2,589,688	\$6,814,688	38%
Fixed Amount	10ED111897	10EDHMD001	MD	Notre Dame Mission Volunteers Program, Inc.	\$3,971,625	\$0	\$3,971,625	0%
Fixed Amount	10ED120372	10EDHGA001	GA	Habitat for Humanity International, Inc.	\$3,900,000	\$0	\$3,900,000	0%
Fixed Amount	10ED112294	10EDHMS001	MS	Digital Opportunity Trust USA	\$3,640,000	\$0	\$3,640,000	0%
State Competitive	10AC109480	09ACHMN0010006	MN	Minnesota Education Corps	\$3,575,000	\$2,589,154	\$6,164,154	42%
State Competitive	10AC107691	09ACHWA0010002	WA	WA State Employment Security Department	\$3,351,400	\$2,339,610	\$5,691,010	41%
National Direct	10ND121257	09NDHNJ001	NJ	Education Works	\$2,939,981	\$3,355,135	\$6,295,116	53%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Competitive	10AC110590	09ACHNY0010012	MA	City Year, Inc.	\$2,921,000	\$2,921,000	\$5,842,000	50%
National Direct	10ND110413	08NDHMA001	MA	Citizen Schools, Inc.	\$2,781,979	\$5,598,341	\$8,380,320	67%
State Competitive	10AC108985	09ACHPA0010001	MA	City Year, Inc.	\$2,415,000	\$2,229,231	\$4,644,231	48%
National Direct	10ND111808	09NDHNY002	NY	Local Initiatives Support Corporation	\$2,152,742	\$2,616,415	\$4,769,157	55%
National Direct	10ND107944	08NDHMD002	MD	University of Maryland Center on Aging	\$2,022,280	\$1,455,665	\$3,477,945	42%
National Direct	10ND111776	09NDHMA002	MA	Jumpstart for Young Children, Inc.	\$1,985,164	\$1,436,001	\$3,421,165	42%
State Competitive	10AC111538	09ACHCA0010012	CA	Napa County Office of Education	\$1,960,000	\$2,029,364	\$3,989,364	51%
Fixed Amount	10ES110631	09ESHNY0010001	NY	New York City Office of the Mayor	\$1,950,000	\$0	\$1,950,000	0%
State Competitive	10AC108501	09ACHWA0010004	WA	WA State Department of Ecology	\$1,920,000	\$3,041,708	\$4,961,708	61%
National Direct	10ND111492	09NDHPA001	PA	Greater Pittsburgh Literacy Council	\$1,872,000	\$1,718,027	\$3,590,027	48%
State Competitive	10AC108814	09ACHMT0010001	MT	Montana Conservation Corps, Inc.	\$1,872,000	\$2,605,598	\$4,477,598	58%
State Competitive	10AC111726	09ACHMA0010003	MA	City Year, Inc.	\$1,764,000	\$1,564,300	\$3,328,300	47%
National Direct	10ND112120	09NDHDC005	DC	Experience in Action/d/b/a Experience Corps	\$1,753,985	\$1,303,560	\$3,057,545	43%
State Formula	10AC119777	06AFHNY0010041	NY	Western New York AmeriCorps	\$1,689,498	\$1,145,912	\$2,835,410	40%
State Competitive	10AC109556	09ACHNY0010001	NY	Harlem Children's Zone	\$1,651,000	\$1,933,675	\$3,584,675	54%
National Direct	10ND111188	10NDHOR001	OR	Jesuit Volunteer Corps Northwest	\$1,569,013	\$1,088,740	\$2,657,753	41%
State Competitive	10AC109220	09ACHIL0010001	MA	City Year, Inc.	\$1,550,000	\$1,550,000	\$3,100,000	50%
National Direct	10ND111331	10NDHDC004	DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$1,506,886	\$1,209,231	\$2,716,117	45%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Competitive	10AC108931	09ACHDC0010002	MA	City Year, Inc.	\$1,495,000	\$1,495,000	\$2,990,000	50%
State Competitive	10AC109915	09ACHPA0010002	PA	Keystone SMILES Community Learning Center	\$1,482,095	\$1,079,118	\$2,561,213	42%
National Direct	10ND111312	09NDHDC002	DC	National Association for Public Interest Law d/b/a Equal Justice Works	\$1,425,337	\$1,449,515	\$2,874,852	50%
State Competitive	10AC108805	09ACHWV0010002	WV	West Virginia University Research Corp.	\$1,404,500	\$859,130	\$2,263,630	38%
State Formula	10AC119299	06AFHPA0010016	PA	Appalachia Intermediate Unit 8: Pennsylvania Mountain Service Corps	\$1,397,344	\$1,014,501	\$2,411,845	42%
State Competitive	10AC110579	10ACHID0010001	ID	Lewis-Clark State College	\$1,371,559	\$1,789,123	\$3,160,682	57%
State Competitive	10AC110610	09ACHCA0010004	CA	Bay Area Community Resources / BAYAC AmeriCorps	\$1,363,753	\$2,097,717	\$3,461,470	61%
State Competitive	10AC108454	10ACHHI0010001	HI	Kupu	\$1,256,020	\$611,300	\$1,867,320	33%
Fixed Amount	10ED111772	08EDHC0001	CO	Regis University-Colorado Campus Compact	\$1,236,840	\$0	\$1,236,840	0%
National Direct	10ND123256	10NDHDC005	DC	The Corps Network	\$1,229,660	\$550,514	\$1,780,174	31%
National Direct	10ND120471	10NDHPA002	PA	Health Federation of Philadelphia	\$1,198,486	\$914,281	\$2,112,767	43%
National Direct	10ND120666	10NDHAZ001	AZ	Communities In Schools of Arizona	\$1,195,286	\$1,034,076	\$2,229,362	46%
State Competitive	10AC111716	09ACHCA0010021	CA	California Conservation Corps	\$1,185,750	\$1,388,236	\$2,573,986	54%
State Competitive	10AC110927	06ACHUT0010006	UT	Ogden City School District	\$1,097,326	\$2,328,554	\$3,425,880	68%
Fixed Amount	10ED111248	09EDHC0001	DC	The Corps Network	\$1,096,000	\$0	\$1,096,000	0%
State Competitive	10AC111164	09ACHMA0010004	MA	Jumpstart for Young Children, Inc.	\$1,057,778	\$765,842	\$1,823,620	42%
State Formula	10AC119779	06AFHNY0010035	NY	After-School Corporation (The)	\$1,056,259	\$1,723,461	\$2,779,720	62%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Formula	10AC119411	06AFHPA0010015	PA	Allegheny County Department of Human Services	\$1,040,000	\$753,415	\$1,793,415	42%
National Direct	10ND111980	10NDHCA004	CA	Playworks Education Energized	\$1,040,000	\$2,560,836	\$3,600,836	71%
State Competitive	10AC111719	06ACHMN0010011	MN	Duluth Public Schools	\$1,039,995	\$639,367	\$1,679,362	38%
State Competitive	10AC111464	09ACHCA0010017	CA	Administrative Office of the Courts	\$1,021,305	\$759,293	\$1,780,598	43%
State Formula	10AC121486	06AFHIL0010048	IL	Lessie Bates Davis Neighborhood House	\$1,010,589	\$1,480,542	\$2,491,131	59%
State Formula	10AC112926	06AFHTX0010061	TX	Central Dallas Ministries	\$1,009,014	\$474,056	\$1,483,070	32%
National Direct	10ND111192	09NDHNY005	NY	Up2Us, Inc.	\$1,005,422	\$888,881	\$1,894,303	47%
State Competitive	10AC111642	09ACHCA0010014	CA	Child Abuse Prevention Council, Inc.	\$996,561	\$1,485,998	\$2,482,559	60%
State Competitive	10AC108467	09ACHGA0010002	GA	Hands on Atlanta, Inc.	\$991,520	\$1,039,131	\$2,030,651	51%
State Competitive	10AC108791	09ACHWI0010003	WI	Marshfield Clinic Research Foundation	\$975,000	\$706,034	\$1,681,034	42%
National Direct	10ND110486	08NDHMI001	MI	Arab Community Center for Economic and Social Services	\$965,017	\$705,480	\$1,670,497	42%
National Direct	10ND111004	10NDHDC003	DC	National Council of La Raza	\$961,682	\$764,900	\$1,726,582	44%
Fixed Amount	10ES120578	10ESHCA0010001	CA	THINK Together	\$936,000	\$0	\$936,000	0%
State Competitive	10AC108341	09ACHWV0010001	WV	AmeriCorps LifeBridge	\$910,000	\$648,828	\$1,558,828	42%
State Formula	10AC121283	06AFHKY0010017	KY	Northern Kentucky University Research Foundation	\$908,159	\$492,700	\$1,400,859	35%
State Competitive	10AC108327	09ACHLA0010002	MA	City Year, Inc.	\$900,000	\$830,770	\$1,730,770	48%
State Competitive	10AC109953	09ACHMI0010003	MA	City Year, Inc.	\$888,069	\$888,069	\$1,776,138	50%
State Formula	10AC119594	06AFHLA0010023	NY	Teach For America	\$877,730	\$769,465	\$1,647,195	47%
State Competitive	10AC111543	09ACHMA0010002	MA	Boston Plan for Excellence	\$850,652	\$2,197,709	\$3,048,361	72%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Formula	10AC115687	06AFHCA0010071	CA	California Children and Families Foundation	\$850,000	\$1,015,440	\$1,865,440	54%
State Formula	10AC115708	06AFHCA0010059	CA	Napa County Office of Education	\$850,000	\$615,760	\$1,465,760	42%
State Formula	10AC119525	06AFHCA0010100	NY	Teach For America	\$849,851	\$576,399	\$1,426,250	40%
State Formula	10AC119443	06AFHCA0010093	MA	Jumpstart for Young Children, Inc.	\$849,266	\$1,033,163	\$1,882,429	55%
Fixed Amount	10ES119019	10FXHKY0020001	KY	Barren County School Board	\$845,000	\$0	\$845,000	0%
State Competitive	10AC111267	09ACHMN0010002	MN	Duluth Area Family YMCA	\$836,536	\$606,491	\$1,443,027	42%
State Competitive	10AC109565	09ACHNY0010004	MA	Jumpstart for Young Children, Inc.	\$830,513	\$608,519	\$1,439,032	42%
State Competitive	10AC108446	09ACHLA0010001	LA	St. Bernard Project	\$830,008	\$402,202	\$1,232,210	33%
State Competitive	10AC108986	06ACHFL0010006	MA	City Year, Inc.	\$817,400	\$817,400	\$1,634,800	50%
State Competitive	10AC109103	09ACHTX0010003	TX	UT Austin Charles A. Dana Center	\$805,169	\$979,923	\$1,785,092	55%
State Competitive	10AC112005	09ACHPA0010004	NY	Teach For America	\$802,497	\$299,815	\$1,102,312	27%
National Direct	10ND119897	09NDHGA002	GA	Points of Light Foundation	\$793,285	\$777,820	\$1,571,105	50%
State Formula	10AC113168	06AFHOH0010023	OH	Ohio College Access Network	\$779,913	\$485,432	\$1,265,345	38%
Fixed Amount	10ED122658	10EDHWA001	WA	Washington Campus Compact	\$774,096	\$0	\$774,096	0%
Fixed Amount	10ED111701	10EDHDC001	DC	Rebuilding Together, Inc.	\$769,730	\$0	\$769,730	0%
State Formula	10AC119181	06AFHNC0010018	NC	East Carolina School of Education-Project Heart	\$757,693	\$781,078	\$1,538,771	51%
State Competitive	10AC110326	09ACHCA0010003	CA	Playworks Education Energized	\$756,001	\$1,995,896	\$2,751,897	73%
State Competitive	10AC111913	09ACHCA0010016	CA	Shasta County Child Abuse Prevention Council	\$753,443	\$857,658	\$1,611,101	53%
State Formula	10AC111535	06AFHTX0010052	TX	AVANCE, Inc. - El Paso Chapter	\$752,622	\$323,036	\$1,075,658	30%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Competitive	10AC109671	09ACHOR0010002	OR	American Red Cross Oregon Trail Chapter	\$744,584	\$496,326	\$1,240,910	40%
State Competitive	10AC110576	09ACHC00010003	CO	Mile High Youth Corps (Year One, Inc.)	\$736,280	\$784,557	\$1,520,837	52%
Fixed Amount	10ED107434	08EDHMD001	MD	Catholic Volunteer Network	\$733,608	\$0	\$733,608	0%
Fixed Amount	10ED112381	10EDHMN001	MN	Admission Possible	\$728,000	\$0	\$728,000	0%
State Competitive	10AC108381	09ACHWA0010005	WA	Educational Service District 101	\$723,588	\$439,721	\$1,163,309	38%
State Competitive	10AC109748	09ACHTX0010001	TX	CIS of Central Texas	\$709,578	\$659,468	\$1,369,046	48%
State Formula	10AC112768	06AFHTX0010055	TX	College Forward	\$702,656	\$295,072	\$997,728	30%
National Direct	10ND112167	09NDHDC006	DC	National AIDS Fund	\$702,000	\$1,627,194	\$2,329,194	70%
State Competitive	10AC109136	09ACHNC0010001	NC	UNCG - Office of Research Services	\$699,403	\$508,212	\$1,207,615	42%
State Formula	10AC117852	06AFHFL0010038	FL	Florida Department of Environmental Protection	\$695,351	\$398,543	\$1,093,894	36%
State Competitive	10AC108026	09ACHMD0010002	MD	Department of Natural Resources - Maryland Conservation Corps	\$692,333	\$956,987	\$1,649,320	58%
State Competitive	10AC109221	09ACHKY0010002	KY	Homeless And Housing Coalition of Kentucky	\$674,144	\$644,956	\$1,319,100	49%
State Formula	10AC121364	06AFHMI0010027	MI	The Guidance Center	\$656,812	\$580,844	\$1,237,656	47%
State Formula	10AC117110	06AFHCT0010018	NY	Teach For America	\$655,762	\$260,349	\$916,111	28%
State Competitive	10AC111051	09ACHCA0010002	CA	City of Sacramento - START	\$650,740	\$1,993,058	\$2,643,798	75%
Fixed Amount	10ES119702	10FXHMI0020001	MI	Michigan Nonprofit Association	\$650,000	\$0	\$650,000	0%
State Formula	10AC118174	07AFHMN0010015	MN	Minnesota Education Corps	\$650,000	\$470,145	\$1,120,145	42%
State Competitive	10AC109542	10ACHAK0010002	AK	Nine Star Enterprises, Inc.	\$650,000	\$378,008	\$1,028,008	37%
National Direct	10ND112256	10NDHMA004	MA	TechMission, Inc.	\$650,000	\$401,642	\$1,051,642	38%
State Formula	10AC121186	06AFHMS0010013	MS	Lower Mississippi Delta Service Corps	\$645,000	\$209,516	\$854,516	25%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Competitive	10AC108725	09ACHMT0010002	MT	The University of Montana	\$639,583	\$626,828	\$1,266,411	49%
State Competitive	10AC109784	09ACHIL0010002	WI	Public Allies, Inc.	\$637,000	\$682,452	\$1,319,452	52%
State Competitive	10AC109573	09ACHNY0010005	NY	Monroe Community College	\$633,470	\$422,932	\$1,056,402	40%
State Competitive	10AC108100	09ACHWA0010003	WA	Kitsap Community Resources	\$630,110	\$473,729	\$1,103,839	43%
State Formula	10AC109747	06AFHNY0010033	NY	Western New York AmeriCorps	\$629,334	\$235,429	\$864,763	27%
State Competitive	10AC108537	09ACHOH0010001	MA	City Year, Inc.	\$625,000	\$554,245	\$1,179,245	47%
Fixed Amount	10ES121199	10FXHWA0020001	WA	Educational Service District 112	\$624,000	\$0	\$624,000	0%
State Competitive	10AC111144	06ACHNV0010001	NV	Great Basin Institute	\$617,500	\$2,165,883	\$2,783,383	78%
State Formula	10AC111117	06AFHTX0010049	TX	United Way of El Paso County	\$607,972	\$282,032	\$890,004	32%
State Formula	10AC119173	06AFHTX0010068	TX	Edcouch-Elsa Independent School District	\$604,365	\$268,857	\$873,222	31%
National Direct	10ND108290	09NDHDC003	DC	American National Red Cross	\$604,363	\$609,273	\$1,213,636	50%
State Competitive	10AC120460	09ACHMN0010005	MN	Minnesota Conservation Corps	\$598,000	\$192,008	\$790,008	24%
State Formula	10AC119360	06AFHTN0010020	TN	Clinch-Powell RC&D Council	\$593,085	\$441,422	\$1,034,507	43%
National Direct	10ND110374	08NDHCA001	CA	University of San Francisco - School of Education	\$591,446	\$327,461	\$918,907	36%
Fixed Amount	10ES110685	10ESHMI0010001	MI	B - H - K - Child Development Board	\$586,500	\$0	\$586,500	0%
State Competitive	10AC108246	06ACHLA0010006	LA	Louisiana Delta Service Corps	\$585,004	\$538,999	\$1,124,003	48%
State Formula	10AC120699	06AFHTX0010066	MA	City Year, Inc.	\$585,000	\$423,620	\$1,008,620	42%
Fixed Amount	10ED112232	10EDHAZ001	AZ	Coconino County Community Services	\$585,000	\$0	\$585,000	0%
Tribal	10TN108237	10TNHCA003	CA	Hoop Valley Tribe and Hoopa Forestry Division	\$585,000	\$438,412	\$1,023,412	43%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
National Direct	10ND111778	08NDHMN001	MN	Minnesota Conservation Corps	\$585,000	\$195,821	\$780,821	25%
Fixed Amount	10ED120573	10EDHWA002	WA	Washington Campus Compact	\$585,000	\$0	\$585,000	0%
State Competitive	10AC109222	09ACHNH0010001	MA	City Year, Inc.	\$579,601	\$579,595	\$1,159,196	50%
National Direct	10ND111983	09NDHCO001	CO	Southwest Conservation Corps	\$578,673	\$1,878,400	\$2,457,073	76%
State Competitive	10AC108384	09ACHWI0010008	WI	Operation Fresh Start, Inc.	\$564,130	\$654,101	\$1,218,231	54%
State Formula	10AC117737	06AFHFL0010034	FL	Palm Beach County Literacy Coalition	\$559,978	\$278,290	\$838,268	33%
State Competitive	10AC112332	09ACHCA0010008	CA	CA Dept. Veterans Affairs	\$559,726	\$351,411	\$911,137	39%
State Formula	10AC116291	06AFHIN0010014	IN	Boys & Girls Clubs of Wayne County Indiana, Inc.	\$559,284	\$402,683	\$961,967	42%
State Competitive	10AC112080	09ACHMO0010002	MO	Partnership For Youth, Inc.	\$557,790	\$400,974	\$958,764	42%
State Competitive	10AC112048	09ACHCA0010019	CA	California Conservation Corps Watershed Stewards	\$541,435	\$1,005,297	\$1,546,732	65%
State Formula	10AC111327	06AFHMA0010021	MA	Springfield College	\$539,411	\$384,361	\$923,772	42%
National Direct	10ND111799	10NDHMA001	MA	New Sector Alliance, Inc.	\$530,395	\$980,181	\$1,510,576	65%
State Competitive	10AC110664	09ACHNY0010014	NY	Fund for the City of New York	\$529,888	\$176,637	\$706,525	25%
State Formula	10AC121235	06AFHUT0010018	UT	Salt Lake County Community Resources & Development Division	\$520,017	\$530,108	\$1,050,125	50%
State Competitive	10AC109614	09ACHNY0010006	NH	Student Conservation Association, Inc.	\$520,000	\$654,338	\$1,174,338	56%
State Competitive	10AC111163	06ACHMA0010014	MA	Northeastern University	\$519,999	\$512,926	\$1,032,925	50%
Fixed Amount	10ES108222	10ESHTN0010001	TN	Knoxville Knox County Community Action Committee	\$519,975	\$0	\$519,975	0%
State Competitive	10AC109245	09ACHOH0010003	WI	Public Allies, Inc.	\$518,505	\$418,869	\$937,374	45%

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

Program Type	Application ID	Grant Number	State	Grantee Name	CNCS Share	Grantee Share	Total Budget	% Grantee Match
State Formula	10AC119421	06AFHPA0010019	PA	Family Services of Butler Memorial Hospital	\$518,359	\$376,692	\$895,051	42%
State Competitive	10AC111902	09ACHCA0010015	CA	Reading Partners	\$517,285	\$1,610,043	\$2,127,328	76%
State Competitive	10AC111085	06ACHMN0010010	MN	Commonbond	\$514,777	\$381,735	\$896,512	43%
State Formula	10AC116256	06AFHGA0010041	LA	Operation REACH, Inc.	\$514,585	\$171,037	\$685,622	25%
State Competitive	10AC109806	06ACHTX0010011	TX	Easter Seals Central Texas	\$512,000	\$179,939	\$691,939	26%
State Competitive	10AC109301	06ACHMN0010009	MN	Twin Cities Habitat for Humanity, Inc.	\$509,498	\$372,401	\$881,899	42%
State Formula	10AC121118	06AFHIA0010028	IA	Iowa State University	\$506,999	\$533,943	\$1,040,942	51%
National Direct	10ND109666	10NDHMA002	MA	Peace First, Inc.	\$506,985	\$722,245	\$1,229,230	59%
State Competitive	10AC110523	09ACHIA0010005	IA	Iowa Dept. of Natural Resources	\$506,727	\$452,057	\$958,784	47%
State Formula	10AC121599	06AFHIL0010034	IL	Northwestern University Settlement Association	\$506,579	\$357,273	\$863,852	41%
State Competitive	10AC122810	06ACHKY0010005	KY	Morehead State University	\$500,500	\$748,347	\$1,248,847	60%

Appendix H: FY 2012 AmeriCorps Formula Grant Allocation

State	FY07	FY08	FY09	FY10	FY11	FY12
Alabama	1,267,542	1,208,480	1,223,964	1,849,524	2,096,427	2,234,591
Alaska	500,000	500,000	500,000	600,000	628,908	670,356
Arizona	1,699,504	1,655,251	1,706,598	2,578,828	2,684,552	2,861,476
Arkansas	774,707	740,256	749,672	1,132,824	1,529,436	1,630,233
California	10,048,095	9,545,212	9,650,323	14,582,539	12,148,399	12,949,034
Colorado	1,310,082	1,269,497	1,296,835	1,959,639	2,194,924	2,339,579
Connecticut	965,963	914,565	919,240	1,389,058	1,725,420	1,839,133
Delaware	500,000	500,000	500,000	600,000	628,908	670,356
District of Columbia	500,000	500,000	500,000	600,000	628,908	670,356
Florida	4,985,769	4,765,982	4,812,036	7,271,436	6,406,461	6,828,676
Georgia	2,580,803	2,492,439	2,542,955	3,842,643	3,692,285	3,935,624
Hawaii	500,000	500,000	500,000	600,000	628,908	670,356
Idaho	500,000	500,000	500,000	604,546	628,908	670,356
Illinois	3,536,630	3,356,211	3,387,256	5,118,461	4,652,573	4,959,199
Indiana	1,740,074	1,656,958	1,674,203	2,529,876	2,630,739	2,804,117
Iowa	821,895	780,274	788,309	1,191,209	1,566,338	1,669,567
Kansas	761,809	724,901	735,690	1,111,696	1,507,400	1,606,745
Kentucky	1,159,240	1,107,584	1,120,874	1,693,745	1,973,447	2,103,506
Louisiana	1,181,755	1,121,093	1,158,038	1,749,903	2,028,911	2,162,626
Maine	500,000	500,000	500,000	600,000	628,908	670,356
Maryland	1,547,755	1,467,129	1,479,080	2,235,027	2,405,211	2,563,725
Massachusetts	1,774,160	1,684,237	1,706,017	2,577,950	2,683,869	2,860,748
Michigan	2,782,468	2,630,074	2,626,360	3,968,676	3,736,079	3,982,303
Minnesota	1,424,109	1,357,265	1,370,594	2,071,096	2,270,179	2,419,794
Mississippi	802,176	762,188	771,523	1,165,843	1,548,929	1,651,010
Missouri	1,610,315	1,535,042	1,552,069	2,345,322	2,495,001	2,659,432
Montana	500,000	500,000	500,000	600,000	628,908	670,356
Nebraska	500,000	500,000	500,000	707,544	1,188,844	1,267,194
Nevada	687,795	669,903	682,664	1,031,569	1,452,654	1,548,390
New Hampshire	500,000	500,000	500,000	600,000	628,908	670,356
New Jersey	2,404,583	2,268,171	2,279,600	3,444,688	3,342,767	3,563,070
New Mexico	538,709	514,408	520,985	787,257	1,255,243	1,337,970
New York	5,320,993	5,039,253	5,117,103	7,732,421	6,719,208	7,162,034

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

State	FY07	FY08	FY09	FY10	FY11	FY12
North Carolina	2,440,949	2,366,125	2,421,310	3,658,825	3,552,559	3,786,689
North Dakota	500,000	500,000	500,000	600,000	628,908	670,356
Ohio	3,163,463	2,994,378	3,015,582	4,556,826	4,226,295	4,504,827
Oklahoma	986,470	944,597	956,288	1,445,041	1,778,016	1,895,196
Oregon	1,019,969	978,580	995,066	1,503,637	1,821,215	1,941,241
Pennsylvania	3,428,770	3,246,599	3,268,248	4,938,628	4,557,316	4,857,664
Puerto Rico	1,082,538	1,359,316	1,038,117	1,568,692	1,865,355	1,988,291
Rhode Island	500,000	500,000	500,000	600,000	628,908	670,356
South Carolina	1,190,983	1,150,994	1,176,154	1,777,279	2,050,467	2,185,602
South Dakota	215,505	225,995	219,882	326,102	628,908	670,356
Tennessee	1,664,359	1,607,716	1,631,695	2,465,644	2,591,202	2,761,974
Texas	6,478,999	6,242,197	6,386,955	9,651,285	8,352,573	8,903,046
Utah	702,825	690,780	718,438	1,085,626	1,496,749	1,595,392
Vermont	500,000	500,000	500,000	600,000	628,908	670,356
Virginia	2,106,462	2,013,873	2,039,745	3,082,245	3,085,600	3,288,955
Washington	1,762,751	1,689,112	1,719,474	2,598,286	2,705,875	2,884,204
West Virginia	501,190	500,000	500,000	735,769	1,196,061	1,274,887
Wisconsin	1,531,433	1,462,767	1,477,601	2,232,794	2,391,278	2,548,874
Wyoming	500,000	500,000	500,000	600,000	628,908	670,356
TOTAL	86,503,598	83,239,403	83,936,545	124,900,000	125,781,661	134,071,246

Appendix I. FY 2012 Learn and Service America Grantee Allocations

State	96 Allotment	97 Allotment	98 Allotment	99 Allotment	00 Allotment	01 Allotment	02 Allotment	03 Allotment	04 Allotment	05 Allotment	06 Allotment	07 Allotment	08 Allotment	09 Allotment	10 Allotment	11 Allotment	12 Allotment
Alabama	\$340,522	\$336,333	\$332,340	\$332,256	\$327,251	\$323,980	\$317,367	\$309,825	\$301,774	\$299,360	\$302,858	\$302,858	\$302,858	\$302,858	\$320,957	\$337,980	\$325,045
Alaska	\$50,365	\$49,644	\$52,322	\$53,460	\$53,501	\$54,277	\$50,817	\$53,292	\$51,523	\$51,111	\$44,574	\$44,574	\$43,472	\$44,247	\$53,586	\$54,219	\$125,000
Arizona	\$303,434	\$307,508	\$319,066	\$338,518	\$337,608	\$348,622	\$336,718	\$343,341	\$360,680	\$357,794	\$334,581	\$334,581	\$359,644	\$362,213	\$447,866	\$485,697	\$467,108
Arkansas	\$204,329	\$203,478	\$203,117	\$203,561	\$201,103	\$200,043	\$194,508	\$190,181	\$185,522	\$184,038	\$173,169	\$173,169	\$173,169	\$173,169	\$206,776	\$226,147	\$217,491
California	\$2,247,562	\$2,244,532	\$2,376,368	\$2,406,197	\$2,527,377	\$2,556,017	\$2,513,745	\$2,593,052	\$2,658,192	\$2,636,926	\$2,266,227	\$2,266,227	\$2,188,985	\$2,135,800	\$2,603,950	\$2,700,115	\$2,596,773
Colorado	\$242,026	\$240,782	\$246,245	\$248,770	\$247,234	\$247,601	\$240,462	\$241,677	\$245,438	\$243,475	\$217,605	\$217,605	\$219,690	\$221,619	\$272,814	\$302,683	\$291,099
Connecticut	\$193,853	\$193,541	\$211,230	\$211,212	\$208,061	\$213,465	\$205,110	\$215,584	\$220,697	\$218,931	\$182,395	\$182,395	\$179,885	\$179,613	\$218,377	\$222,982	\$214,448
Delaware	\$48,818	\$48,741	\$50,423	\$51,314	\$51,535	\$54,217	\$51,375	\$51,375	\$50,601	\$50,196	\$43,786	\$43,786	\$45,971	\$46,777	\$57,329	\$60,408	\$125,000
District of Columbia	\$43,955	\$43,275	\$44,831	\$44,714	\$47,918	\$47,301	\$48,263	\$45,839	\$49,515	\$49,119	\$49,442	\$49,442	\$49,442	\$49,442	\$47,362	\$48,403	\$125,000
Florida	\$877,209	\$885,323	\$957,074	\$967,508	\$998,297	\$997,705	\$968,114	\$964,777	\$948,276	\$940,690	\$831,082	\$831,082	\$835,484	\$837,918	\$1,020,527	\$1,114,845	\$1,072,176
Georgia	\$520,249	\$518,566	\$552,759	\$558,453	\$570,506	\$569,869	\$565,167	\$582,431	\$593,068	\$588,323	\$528,933	\$528,933	\$552,368	\$557,782	\$686,101	\$762,620	\$733,432
Hawaii	\$71,550	\$71,265	\$71,701	\$71,438	\$69,838	\$67,899	\$66,525	\$70,558	\$68,429	\$67,882	\$63,656	\$63,656	\$58,599	\$57,146	\$69,519	\$71,526	\$125,000
Idaho	\$84,336	\$84,235	\$83,381	\$83,593	\$82,792	\$82,002	\$80,222	\$81,723	\$84,718	\$84,040	\$71,576	\$71,576	\$72,539	\$75,651	\$93,077	\$99,640	\$125,000
Illinois	\$916,400	\$911,678	\$909,264	\$915,273	\$896,926	\$887,237	\$860,723	\$864,363	\$851,561	\$844,749	\$745,042	\$745,042	\$770,254	\$759,334	\$925,635	\$962,663	\$925,819
Indiana	\$382,863	\$379,850	\$384,134	\$384,091	\$380,639	\$374,027	\$367,396	\$371,012	\$362,362	\$359,463	\$311,884	\$311,884	\$346,358	\$347,258	\$423,998	\$441,376	\$424,483
Iowa	\$189,574	\$186,760	\$185,434	\$186,169	\$181,634	\$176,442	\$172,109	\$168,901	\$154,978	\$153,738	\$156,657	\$156,657	\$156,657	\$156,657	\$161,727	\$171,280	\$164,725
Kansas	\$183,305	\$181,436	\$180,880	\$181,077	\$178,588	\$176,120	\$170,918	\$170,549	\$171,638	\$170,265	\$137,673	\$137,673	\$142,507	\$142,173	\$173,826	\$185,715	\$178,607
Kentucky	\$325,838	\$322,357	\$320,328	\$319,432	\$314,655	\$308,616	\$298,732	\$288,968	\$266,909	\$264,774	\$263,165	\$263,165	\$263,165	\$263,165	\$297,607	\$321,787	\$309,471
Louisiana	\$456,313	\$451,923	\$448,175	\$442,918	\$430,081	\$426,307	\$411,963	\$394,003	\$370,770	\$367,803	\$343,353	\$343,353	\$343,353	\$343,353	\$378,282	\$405,688	\$390,161
Maine	\$85,663	\$84,845	\$87,428	\$87,373	\$87,007	\$86,328	\$84,332	\$81,723	\$82,204	\$81,546	\$82,345	\$82,345	\$82,345	\$82,345	\$80,177	\$82,770	\$125,000
Maryland	\$310,978	\$310,341	\$326,546	\$325,196	\$325,484	\$325,764	\$318,527	\$334,061	\$318,820	\$316,270	\$277,891	\$277,891	\$283,765	\$277,891	\$336,395	\$340,105	\$327,088
Massachusetts	\$386,142	\$384,329	\$407,944	\$412,150	\$409,759	\$415,408	\$395,962	\$417,637	\$430,141	\$426,699	\$350,527	\$350,527	\$350,527	\$350,527	\$396,319	\$402,849	\$387,431
Michigan	\$823,396	\$815,563	\$830,080	\$827,981	\$815,395	\$819,062	\$777,474	\$765,719	\$733,519	\$727,650	\$623,217	\$623,217	\$623,217	\$623,217	\$748,444	\$773,798	\$744,182
Minnesota	\$310,893	\$308,368	\$313,668	\$314,100	\$308,526	\$303,799	\$293,551	\$294,219	\$283,878	\$281,607	\$238,038	\$238,038	\$238,038	\$238,038	\$284,514	\$297,534	\$286,146
Mississippi	\$291,902	\$289,341	\$285,506	\$285,756	\$277,997	\$273,935	\$266,499	\$254,711	\$239,532	\$237,616	\$247,714	\$247,714	\$247,714	\$247,714	\$248,537	\$265,990	\$255,810
Missouri	\$374,021	\$370,476	\$383,735	\$386,102	\$385,923	\$382,857	\$369,037	\$362,408	\$364,963	\$362,043	\$302,439	\$302,439	\$308,000	\$311,626	\$379,911	\$405,215	\$389,706
Montana	\$73,448	\$72,463	\$71,315	\$70,963	\$69,174	\$68,600	\$66,306	\$65,380	\$64,561	\$64,045	\$52,772	\$52,772	\$50,814	\$50,814	\$61,507	\$64,013	\$125,000
Nebraska	\$108,703	\$107,630	\$113,621	\$113,812	\$111,324	\$107,515	\$105,315	\$102,875	\$102,306	\$101,488	\$92,976	\$92,976	\$92,976	\$92,976	\$109,340	\$115,166	\$125,000
Nevada	\$80,852	\$83,119	\$90,818	\$94,648	\$97,440	\$99,459	\$98,692	\$105,650	\$119,407	\$118,452	\$109,269	\$109,269	\$122,203	\$119,856	\$147,550	\$162,198	\$155,990
New Hampshire	\$67,668	\$67,987	\$69,479	\$70,169	\$69,372	\$71,619	\$67,309	\$68,205	\$68,485	\$67,937	\$58,751	\$58,751	\$58,274	\$58,940	\$71,259	\$74,199	\$125,000
New Jersey	\$486,349	\$485,998	\$509,521	\$512,231	\$518,305	\$522,644	\$507,101	\$532,510	\$539,684	\$535,366	\$483,503	\$483,503	\$483,503	\$483,503	\$532,040	\$560,350	\$538,904
New Mexico	\$158,179	\$156,946	\$160,006	\$160,186	\$161,729	\$159,586	\$155,495	\$149,922	\$152,743	\$151,521	\$130,340	\$130,340	\$127,237	\$124,595	\$152,362	\$159,673	\$153,562

Appendix I. FY 2012 Learn and Service America Grantee Allocations *(continued)*

State	96 Allotment	97 Allotment	98 Allotment	99 Allotment	00 Allotment	01 Allotment	02 Allotment	03 Allotment	04 Allotment	05 Allotment	06 Allotment	07 Allotment	08 Allotment	09 Allotment	10 Allotment	11 Allotment	12 Allotment
New York	\$1,537,110	\$1,528,149	\$1,582,806	\$1,590,051	\$1,618,163	\$1,606,121	\$1,579,536	\$1,602,743	\$1,601,355	\$1,588,544	\$1,391,342	\$1,391,342	\$1,391,342	\$1,391,342	\$1,543,153	\$1,571,231	\$1,511,095
North Carolina	\$451,044	\$452,228	\$463,122	\$469,440	\$476,213	\$477,372	\$462,156	\$466,400	\$498,828	\$494,837	\$429,713	\$429,713	\$447,931	\$468,346	\$575,957	\$619,024	\$595,332
North Dakota	\$51,101	\$50,400	\$50,860	\$50,573	\$49,946	\$50,130	\$47,306	\$47,306	\$45,439	\$45,075	\$41,738	\$41,738	\$41,738	\$41,738	\$44,491	\$46,922	\$125,000
Ohio	\$864,822	\$856,727	\$843,892	\$844,131	\$824,742	\$815,559	\$785,203	\$758,308	\$746,983	\$741,007	\$651,801	\$651,801	\$651,801	\$651,801	\$790,606	\$832,285	\$800,431
Oklahoma	\$252,648	\$250,158	\$252,802	\$252,592	\$257,941	\$255,640	\$246,407	\$240,624	\$231,080	\$229,232	\$197,487	\$197,487	\$191,283	\$195,321	\$239,516	\$260,177	\$250,219
Oregon	\$217,944	\$217,453	\$217,934	\$218,006	\$214,786	\$211,036	\$205,989	\$208,314	\$219,491	\$217,735	\$187,701	\$187,701	\$185,567	\$188,486	\$230,457	\$245,033	\$235,655
Pennsylvania	\$883,143	\$876,643	\$890,794	\$889,578	\$871,562	\$867,101	\$834,987	\$816,911	\$783,864	\$777,593	\$757,888	\$757,888	\$757,888	\$757,888	\$840,086	\$873,693	\$840,254
Puerto Rico	\$538,884	\$533,248	\$535,471	\$536,641	\$519,379	\$516,081	\$483,127	\$458,531	\$473,728	\$469,938	\$472,924	\$472,924	\$472,924	\$472,924	\$506,138	\$554,931	\$533,692
Rhode Island	\$65,591	\$64,878	\$69,287	\$69,177	\$68,494	\$67,964	\$66,206	\$67,022	\$70,931	\$70,363	\$61,402	\$61,402	\$62,788	\$62,224	\$75,398	\$74,736	\$125,000
South Carolina	\$273,750	\$270,835	\$269,044	\$272,555	\$273,822	\$271,909	\$268,618	\$268,217	\$267,076	\$264,939	\$238,788	\$238,788	\$246,355	\$247,273	\$302,822	\$323,028	\$310,665
South Dakota	\$59,488	\$58,659	\$58,205	\$57,164	\$56,352	\$55,330	\$53,389	\$53,220	\$51,892	\$51,477	\$49,798	\$49,798	\$49,798	\$49,798	\$55,925	\$58,910	\$125,000
Tennessee	\$366,935	\$364,665	\$371,927	\$372,818	\$369,745	\$370,531	\$359,993	\$350,655	\$347,487	\$344,707	\$319,704	\$319,704	\$319,704	\$319,704	\$385,029	\$426,975	\$410,633
Texas	\$1,602,459	\$1,596,811	\$1,654,192	\$1,674,756	\$1,687,844	\$1,686,964	\$1,648,266	\$1,602,169	\$1,676,593	\$1,663,181	\$1,476,796	\$1,476,796	\$1,505,289	\$1,527,266	\$1,883,327	\$1,997,692	\$1,921,234
Utah	\$150,073	\$147,628	\$147,158	\$147,325	\$145,569	\$144,680	\$138,849	\$137,683	\$132,532	\$131,472	\$117,784	\$117,784	\$128,497	\$129,460	\$162,574	\$178,973	\$172,124
Vermont	\$44,823	\$44,623	\$46,213	\$47,191	\$45,531	\$44,611	\$44,040	\$42,716	\$42,392	\$42,052	\$37,436	\$37,436	\$37,436	\$37,436	\$42,682	\$43,697	\$125,000
Virginia	\$381,936	\$379,090	\$393,922	\$396,405	\$396,706	\$396,157	\$391,874	\$401,692	\$402,591	\$399,370	\$358,270	\$358,270	\$355,406	\$358,470	\$437,885	\$478,290	\$459,984
Washington	\$356,201	\$354,691	\$364,729	\$367,889	\$363,010	\$360,354	\$348,377	\$347,914	\$349,704	\$346,907	\$304,272	\$304,272	\$310,735	\$306,296	\$374,339	\$389,194	\$374,298
West Virginia	\$166,807	\$163,675	\$165,034	\$163,914	\$158,342	\$157,191	\$149,419	\$142,724	\$135,022	\$133,942	\$127,041	\$127,041	\$127,041	\$127,041	\$129,981	\$129,450	\$125,000
Wisconsin	\$392,055	\$389,035	\$389,605	\$390,552	\$382,157	\$367,073	\$362,331	\$352,110	\$327,743	\$325,121	\$283,246	\$283,246	\$294,140	\$287,830	\$350,138	\$356,292	\$342,656
Wyoming	\$45,083	\$44,499	\$44,051	\$43,814	\$42,669	\$42,466	\$40,688	\$40,865	\$40,970	\$40,642	\$33,894	\$33,894	\$32,359	\$33,164	\$40,756	\$42,760	\$125,000

Allotments represent the amount available by formula, not actual amount awarded.

Appendix J. Social Innovation Fund

Impact Area	Grantees	Awarded	Grant Duration	Description
Economic Development				
	Jobs for the Future, Inc.	\$7.7 million	2 year funding	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.
	Local Initiatives Support Corporation	\$4.2 million	1 year funding	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.
	Mayor’s Fund to Advance New York City	\$5.7 million	1 year funding	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.
	REDF	\$3 million	2 year funding	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.
Healthy Futures				
	Foundation for a Healthy Kentucky	\$2 million	2 year funding	The Foundation for a Health Kentucky will improve access to needed health services, reduce health risks and disparities, and promote health equity in six to 10 low-income communities in Kentucky. Sub-grantees 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 sub-grantee: Barren River District Health Department (\$250,000).
	Missouri Foundation for Health	\$2 million	2 year funding	The Missouri Foundation for Health 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.
	National AIDS Fund	\$3.6 million	1 year funding	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 offer lessons that reduce barriers to care for a broad range of people living with HIV/AIDS and other chronic diseases.

Appendix J. Social Innovation Fund *(continued)*

Impact Area	Grantees	Awarded	Grant Duration	Description
Youth Development				
	New Profit, Inc.	\$5 million	1 year funding	New Profit, Inc. collaborates 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 sub-grantees: College Summit (\$2 million); iMentor (\$750,000); and Year Up (\$2 million).
	The Edna McConnell Clark Foundation	\$10 million	1 year funding	The Edna McConnell Clark Foundation collaborates 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 sub-grantees: College Summit (\$2 million); iMentor (\$750,000); and Year Up (\$2 million).
	Venture Philanthropy Partners	\$4 million	2 year funding	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 sub-grantees: College Summit National Capital Region (\$372,000); KIPP DC (\$656,000); Latin American Youth Center (\$500,000); and Year Up National Capital Region (\$207,000).
Multi-Issue: Economic Opportunity and Youth Development and School Support				
	United Way of Greater Cincinnati	\$2 million	2 year funding	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 through investments in early education, mentoring and literacy programs, college access, career pathways, and other innovations.

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