

*The Corporation for National  
and Community Service*

# **2011-2015 Strategic Plan Appendix**

*Draft Strategic Plan for Board Consideration  
February 2, 2011*

Corporation for  
**NATIONAL &  
COMMUNITY  
SERVICE** 

## Overview

Since its inception, CNCS has been authorized to focus on community needs throughout the nation in education, the environment, human needs and public safety. The Serve America Act (SAA) increases the agency's focus specifically on disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. It follows that the six strategic focus areas for Goal 1 of the Strategic Plan – to increase the impact of national service activities on community needs – will guide how CNCS' programs and initiatives benefit communities.

To ensure that CNCS programs support interventions that deliver results aligned with the objectives and strategies developed for each focus area, CNCS has developed **Strategy Charts** which are included in this document.

Each chart states the **overall goal** of the focus area at the top and lists the **key objectives** CNCS intends to achieve in that area over the next five years. For each key objective, the charts show the **strategies** CNCS will implement to achieve it through CNCS investments in programs that provide direct services to recipients and in collaboration with other national service network organizations.

The second to last column in the charts indicates the **performance measures** by which CNCS will measure and report its progress in meeting the strategic objectives for each focus area. **Priority measures** are agency-level performance measures intended to measure the impact of CNCS' collective activities in implementing the Strategic Plan. For the Goal 1 focus areas, priority measures represent the most important, end-state outcomes in that they measure actual changes in behavior or condition by aggregating a series of supporting measures. Where it may not be feasible for CNCS grantees and sponsors to measure outcomes, the priority measures represent quantifiable results, or outputs, of key activities. Supporting measures are performance measures that CNCS grantees and sponsors (Goals 1 and 2) or CNCS management (Goals 3 and 4) collect and report on. These may be a combination of outputs, outcomes and process measures. The supporting measures are under development in 2011 and are therefore not included in the Strategy Charts.

The last column in the charts indicates when **baselines** for each priority measure will be established. For AmeriCorps pilot measures from the 2010 Notice of Funding Availability, baselines will be established in the winter of 2011 when grantees submit their annual progress reports. For some new measures, baselines will be developed in 2012 after the 2011 grant competitions.

## Disaster Services: Strategy Chart

**Overall Goal:** Build the capacity of national service network organizations to help their states and localities prepare, respond, recover and mitigate disasters and increase community resiliency.

Objectives	Strategies	Priority Measures	Base-line Availability
1. Increase the <b>preparedness</b> of states and communities through engagement and support of CNCS and its affiliates	<p>1.1. Engage in planning with partners at the federal, state and local levels, and with NGOs, to identify the role that CNCS and its affiliates will fulfill.</p> <p>1.2. Build the knowledge base of CNCS and its grantees and sponsors about roles in the disaster readiness management cycle.</p> <p>1.3. Provide effective communication and outreach to partners, grantees, sponsors and States regarding available disaster services preparedness support.</p>	1.1. Pre-disaster partnerships developed with five national organizations active in disasters. These partnerships will serve as a venue to build public trust and confidence in CNCS as well as to integrate CNCS assets and resources in areas identified as underserved and vulnerable.	2012
2. Increase the assistance provided to help states and communities increase their readiness to <b>respond</b>	<p>2.1 Provide support in advance of disasters, which will assist a community in responding, organizing, galvanizing and coordinating volunteer resources.</p> <p>2.2 Provide knowledge and training to increase the preparedness of individuals.</p>	2.1. Establish pre-disaster, early partnerships, planning, and initiatives with Federal Agencies which support disaster readiness programs as an entry to maximize CNCS assets and resources in underserved and vulnerable communities.	TBD
3. Increase the assistance provided to help states and communities <b>recover</b> from disasters	3.1. Support short and long term recovery activities in stricken areas.	3.1. Increased quality of training/outreach/direct service which provides long-term economic/environmental and/or social services support to individuals and families identified as unmet needs populations not supported through federal disaster assistance programs.	TBD
4. Increase the assistance provided to help states and communities <b>mitigate</b> disasters	4.1. Target repetitive disaster prone and/or vulnerable communities, states and regions.	4.1. Number of organizations, grantees, sponsors and State Commissions partnering with CNCS to develop mitigation projects and/or outreach activities.	TBD
5. Increase internal <b>capacity</b> to provide a sustained commitment to our overarching objective	5.1. Secure technically expert personnel to coordinate the agency's activities across departments and programs.	5.1. Disaster Services Unit staffed at a level evaluated as appropriate vis a vis the activities associated with the strategic plan and agency's technical infrastructure strengthened to effectively capture the programs' activities across the disaster services continuum.	TBD

## Economic Opportunity: Strategy Chart

**Overall Goal:** Provide, support and/or facilitate access to services and resources that contribute to the improved economic well-being and security of economically disadvantaged persons.

Objectives	Strategies	Priority Measures	Base-line Availability
<p>1. Economically disadvantaged* persons have improved access to services and benefits aimed at contributing to their enhanced financial literacy</p>	<p>1.1 CNCS-supported members, participants and volunteers engage in proven or promising activities that provide, support, and/or facilitate access to resources and services that improve financial literacy, stability and security. Such activities include: dissemination of financial education resources; tax preparation; provision of consumer counseling or financial fitness coaching; referrals to government programs like child support enforcement or unemployment insurance; connection to community resources, services or benefits; etc.</p>	<p>1.1 Percent of economically disadvantaged persons receiving financial services-related assistance from CNCS-supported members, participants and volunteers who show improvement in their financial literacy.</p>	<p>2011</p>
<p>2. Economically disadvantaged persons transition into or are able to remain in safe, healthy, affordable housing</p>	<p>2.1 Emphasize programs involving CNCS-supported members, participants and volunteers serving: persons with HUD-defined “worst case” housing needs; persons who are homeless or at risk of becoming homeless; disabled persons; veterans and military families; seniors needing assistance to live independently; or other especially vulnerable populations.</p> <p>2.2 CNCS-supported members, participants and volunteers engage in proven or promising activities that provide, support, and/or facilitate access to or utilization of housing resources--including those involving wrap-around supportive services. Such activities include construction or repair of housing, provision of counseling or case management services, assistance with activities of daily living, etc.</p>	<p>2.1 Percent of economically disadvantaged persons receiving housing-related assistance from CNCS-supported members, participants and volunteers who show improvement in their housing situation.</p>	<p>2011</p>
<p>3. Economically disadvantaged persons have improved employability leading to increased success in becoming employed</p>	<p>3.1 CNCS-supported members, participants and volunteers engage in proven or promising activities that provide, support, and/or facilitate access to workforce development resources and services--including for veterans and military families--intended to lead to improved employability and, ultimately, to employment. Such activities include assisting in job training and job placement programs, etc.</p> <p>3.2 Emphasize (prioritize) programs in which CNCS-supported service enhances the employment prospects for economically disadvantaged CNCS-supported members, participants and volunteers. (Goal 2)</p>	<p>3.1 Percent of economically disadvantaged persons receiving employment-related assistance from CNCS-supported members, participants and volunteers who become employed.</p>	<p>2011</p>

\* Must be receiving or meet the income eligibility requirements to receive: TANF, food stamps (SNAP), Medicaid, SCHIP, Section 8 housing assistance.

## Education: Strategy Chart

**Overall Goal:** Provide, support and/or facilitate access to services and resources that contribute to improved educational outcomes for economically disadvantaged people, especially children. CNCS will, throughout its activities, focus on the use of evidence-based and promising practices and will collaborate with other agencies, such as the U.S. Department of Education, the U.S. Department of Labor, and the White House Office of Faith-based Initiatives. Priority in funding new grants will be given to applicants that provide evidence on the effectiveness of their programs.

Objectives	Strategies	Priority Measures	Base-line Avail-ability
1. Improve school readiness for economically disadvantaged young children	1.1. CNCS-supported members, participants and volunteers develop or engage in proven or promising activities that include teaching, tutoring and/or the provision of education-related supportive services for children or their families that improve school readiness. 1.2. CNCS will work with grantees and sponsors to understand where service can make the greatest impact among the supporting measures, once more data is collected and analyzed, CNCS will promote a more specific priority measure.	1.1 Percent of children demonstrating gains in school readiness in terms of social and emotional development. 1.2 Percent of children demonstrating gains in school readiness in terms of literacy skills. 1.3 Percent of children demonstrating gains in school readiness in terms of numeracy (math) skills.	2011  2011  2011
2. Improve educational and behavioral outcomes of students in low-achieving elementary, middle and high schools	2.1 CNCS-supported members, participants and volunteers engage in proven or promising activities intended to improve learning and grade-level success in low-achieving schools, such as: teaching, tutoring, and/or mentoring of students; providing supportive services to assist staff; providing extended learning programs in cooperation with school systems (such as after school and summer learning); or providing other types of school improvement support to school systems. 2.2 CNCS-supported members, participants and volunteers engage in high quality service-learning projects in low-achieving schools 2.3 CNCS provides assistance to higher education institutions and alternative certification programs to increase the number of teachers or teaching aids working in low-achieving schools or otherwise provide assistance to community-based learning centers in high poverty communities. 2.4 CNCS-supported members, participants and volunteers provide proven or promising capacity-building services for State and Local Education agencies or community-based learning centers.	2.1. Percent of students* served by or serving in CNCS-supported programs**, who demonstrate improved academic performance (including the percent meeting state proficiency levels in reading and math or whose scores on state standardized tests improved). 2.2. Percent of students* served by CNCS-supported programs, or engaged in CNCS-supported service-learning, who demonstrate improved academic engagement.	2011          2011
3. Improve the preparation for and prospects of success in post-secondary education institutions for economically disadvantaged students	3.1 CNCS-supported members, participants and volunteers engage in proven and promising counseling, academic, enrollment, and retention support activities for economically disadvantaged students.	3.1 Percent of students* served by CNCS-supported members, participants and volunteers, or serving in CNCS-supported programs, who received counseling and guidance associated with skills needed for college preparation and success. 3.2 Percent of students* served by CNCS-supported members, participants and volunteers who applied for and enrolled in a post-secondary institution. 3.3 Percent of students* served by CNCS-supported members, participants and volunteers who continued to a second year of post-secondary education.	2012   2012  2012

\* Depending on the type of intervention delivered (teaching, tutoring, service-learning), CNCS anticipates different types of outcomes.

\*\* For purposes of performance measures, "CNCS-supported programs" include AmeriCorps, Learn and Serve America and/or Senior Corps. The agency is in the process of specifying which priority measures apply to each program.

## Environmental Stewardship: Strategy Chart

**Overall Goal:** Provide direct services that contribute to increased energy and water efficiency, renewable energy use, or improving at-risk ecosystems, and support increased citizen behavioral change leading to increased efficiency, renewable energy use, and ecosystem improvements particularly for economically disadvantaged households and economically disadvantaged communities.

Objectives	Strategies	Priority Measures	Base-line Availability
1. Decrease energy and water consumption	1.1 CNCS funds and supports projects engaged in physical construction activities on new beyond-code* housing units or community facilities, or improvements of existing housing units or community facilities, related to energy and water performance in economically disadvantaged households and for public facilities in economically disadvantaged communities.*	1.1 Number of energy-efficient housing units constructed or retrofitted by CNCS-supported members, participants and volunteers.	2011
2. Improve at-risk ecosystems	2.1 CNCS funds and supports projects engaged in direct sustained recycling and waste treatment activities, improve at-risk public lands, or improve at-risk public waterways.** This work may coincide with other national, state, or local ecosystem improvement initiatives, like EPA's CARE or Interior's AGOI.	2.1 Number of total acres improved by CNCS-supported members, participants and volunteers.	2011
3. Increase behavioral changes that lead directly to Objectives 1 and 2	3.1 CNCS funds and supports projects engaged in proven or promising activities that create awareness among economically disadvantaged households and economically disadvantaged communities of personal actions to benefit energy and water conservation and efficiency, solid waste recycling, and the environmental conditions of public lands and waterways leading to subsequent personal and community action. This includes engaging households in appropriate public services as well as potential private actions.	3.1 Number of individuals reached by outreach campaigns, events, workshops, or similar awareness strategies launched by CNCS-supported members, participants and volunteers.	2012
4. Increase green training opportunities that may lead to Objectives 1 and 2	4.1 CNCS funds and supports programs that provide formal and informal green job training for economically disadvantaged individuals (members and non-members) and economically disadvantaged communities. ***	4.1 Percent of economically disadvantaged or unemployed individuals completing formal green job training programs provided or coordinated by CNCS-supported members, participants and volunteers.	2012

\* Beyond-code refers to energy-efficient reductions beyond what is required based on building code.

\*\* "Improvement" in at-risk public lands, waterways, or trails must be beyond general cleanup. Sample activities include removal of invasive species, natural storm water system restoration, fire fuel reduction, and indigenous flora replanting.

\*\*\* "Formal" green job training is defined as a longer-term training program leading to a widely-accepted industry or academic credential. Most green job training programs are still not formal as Department of Energy began defining credential standards recently and is expected to complete them in 2012. Therefore, we will track both formal and informal programs until more formal programs are available.

## Healthy Futures: Strategy Chart

**Overall Goal:** Provide direct services that enable seniors to remain in their own homes with the same or improved quality of life for as long as possible; improve access to primary and preventive health care; and increase physical activity and improve nutrition in youth with the purpose of reducing childhood obesity.

Objectives	Strategies	Priority Measures	Base-line Availability
1. Increase seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible.	1.1 CNCS-supported members, participants and volunteers engage in proven or promising activities to provide services such as transportation services, nutrition services, and social contact that promote the ability of older Americans to remain in their own homes (age in place).	1.1 Percent of homebound or older adults and individuals with disabilities receiving CNCS-supported services (or their families or caseworkers) who report that: the services have helped them to continue living at home and/or they have benefited from the social contact with volunteers.	TBD
2. Increase physical activity and improve nutrition in youth with the purpose of reducing childhood obesity	2.1 CNCS-supported members, participants and volunteers engage in proven or promising activities to provide school-based or after-school physical activity programs to increase awareness of the importance of physical activity and good nutrition and promote improved behaviors related to physical activity and nutrition with the purpose of reducing childhood obesity. 2.2 CNCS-supported members, participants and volunteers engage in proven or promising activities to provide school-based or after-school nutrition education programs, including school or community gardens, to increase awareness of the importance of good nutrition and promote improved behaviors related to nutrition with the purpose of reducing childhood obesity. 2.3 CNCS-supported members, participants and volunteers engage in proven or promising activities that provide, support, and/or facilitate reliable access to food resources or services for children and families. Such activities include distributing or delivering food, providing food education counseling, referrals to government programs like SNAP and WIC, etc.	2.1. Number of children and youth who participated in in-school or afterschool physical education activities provided through CNCS-supported members, participants and volunteers. 2.2. Number of children and youth who received nutrition education including school or community gardens activities provided with the assistance of CNCS-supported members, participants and volunteers. 2.3. Number of individuals who gain access to food resources provided with the assistance of CNCS-supported members, participants or volunteers.	2011  2011  2012
3. Improve access to primary and preventive health care for communities served by CNCS-supported programs (access to health care)	3.1 CNCS-supported members, participants and volunteers engage in proven or promising activities to provide uninsured, economically disadvantaged and medically underserved individuals with connections to preventive and primary health care services and programs 3.2 CNCS-supported members, participants and volunteers perform outreach, engagement and education services to provide uninsured and economically disadvantaged individuals with information on health insurance, health care access, and health benefits. 3.3 CNCS-supported members, participants and volunteers perform outreach, engagement and support to increase enrollment of uninsured and economically disadvantaged individuals in health insurance and health benefits programs	3.1. Number of uninsured and economically disadvantaged individuals connected to and utilizing preventive and primary health care services and programs, through support from CNCS-supported members, participants and volunteers.	2011

## Veterans & Military Families: Strategy Chart

**Overall Goal:** Over the next five years, CNCS will demonstrate the potential for CNCS-supported, national service interventions to 1) positively impact the quality of life of veterans and 2) improve military family strength.

Objectives	Strategies	Priority Measures	
1. Increase the number of veterans and military service members and their families served by CNCS-supported programs	1.1 CNCS will provide information and technical assistance that encourage grantees and sponsors to develop established program responses tailored to veterans and military service members and their families. 1.2 CNCS will encourage the national service network to consider and apply for support to implement and test innovative approaches that will benefit veterans and military service members and their families, particularly in rural and underserved areas. 1.3 CNCS-supported members, participants and volunteers will engage in or develop proven or promising activities that provide, support, and/or facilitate veterans and military service members and their families' access to: <ul style="list-style-type: none"> <li>• Services/benefits to which they are entitled</li> <li>• Workforce development resources and services (e.g., financial, computer, and job-search and workforce skills training or job placement programs)</li> <li>• Services (e.g., mentoring, tutoring, peer-to-peer counseling) that improve educational attainment</li> <li>• Safe, affordable housing</li> <li>• Other quality-of-life improvements</li> </ul>	1.1 Number of veterans and military service members and their families who are served by CNCS-supported programs.*, ** ***	2012
2. Increase in the number of veterans and military family members engaged in service provision through CNCS-supported programs	2.1 Conduct outreach to encourage existing programs to engage veterans and military family members and organizations with depth of experience serving veterans and/or traditionally underrepresented populations. 2.2 Explore partnerships with other federal agencies that work directly with veterans, military family members and Veterans Serving Organizations (VSOs).	2.1 Number of veterans and military family members engaged in providing services through CNCS-supported programs.	2012

\* This objective measures the accomplishments/outcomes directly associated with CNCS-supported grantees/sponsors' activities (related to strategy 1.3), not the efforts undertaken by the Corporation and the outputs from strategies 1.1 and 1.2.

\*\* CNCS will ask grantees and sponsors to report the #/% of veterans separately from that of military families, and to report each of these by breaking down into the specific kinds of service focus the project offered (e.g., employment, educational, housing).

\*\*\* For some projects, grantees and sponsors may document client outcomes routinely using pre- and post-tests or by accessing related official records (e.g. school report cards to show improvement in attendance, grades, or graduation to next level, certificates; licensure); for other projects, it may be necessary for grantees and sponsors to collect brief post-service surveys that collect outcomes self-reported by clients.