

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

The Board of Directors for the Corporation for National and Community Service (CNCS) convened in Washington, DC. The following members of the Board were present:

Shamina Singh, Chair

Rick Christman (by telephone)

Mona Dixon (by telephone)

**Chair's Opening Remarks**

Board Chair Shamina Singh called the meeting to order and welcomed everyone joining by phone and those gathered in person at the CNCS Headquarters. She welcomed her fellow Board members Rick Christman and Mona Dixon; Vice Chair Dean Reuter, Eric Liu, and Victoria Hughes were unavailable for the meeting. She extended greetings to those observing Rosh Hashanah and thanked Board members for participating in CNCS activities and events. She stated that Eric participated in an event in Washington State that showcased the Social Innovation Fund, and will be on hand for that state's annual AmeriCorps induction later this month, when 1,000 new members will be sworn in. She also stated that Mona recently did a site visit to the Maricopa Integrated Health Systems in Arizona, and Victoria attended some of the Social Innovation Fund convening last month.

Ms. Singh invited members of the public, on behalf of the Board, to comment on the business of the Board.

Ms. Singh noted that the Board met via conference call last week. During the call, Wendy Spencer gave a detailed CEO report, which she will share today. Jeff Page, the Chief Operations Officer, gave an update on operations and our Enterprise Risk Management strategy. Kim Mansaray, the Chief Program Officer, shared several program updates. Kim Allman, the Director

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

of Government Relations, briefed the Board on the budget and on outreach to Congress about the importance and value of the Social Innovation Fund. Last, Ted Miller, the Chief of External Affairs, updated the Board about the 9/11 Day of Service and plans for AmeriCorps induction ceremonies for the One Millionth AmeriCorps member.

Ms. Singh expressed her appreciation to CNCS staff for their commitment, hard work, and professionalism. She thanked the dedicated staff, members, and volunteers who are part of the extended CNCS family, including AmeriCorps, NCCC, and VISTA; Senior Corps, including Foster Grandparents, Senior Companions, and RSVP; and the Social Innovation Fund. She also thanked the vital partners in the state Service Commissions.

Ms. Singh then asked the CEO, Ms. Wendy Spencer, to present to the Board.

**Chief Executive Officer's Report**

Ms. Spencer reported to the Board and public as follows:

- Ms. Spencer started with an update on the budget. She thanks the members of the Office of Grants Management (OGM) and the Field Financial Management Center (FFMC) for their hard work to complete another successful closeout of the past fiscal year which ended on September 30, 2016. OGM processed 490 grant awards totaling \$525.7 million dollars, and reviewed 827 cost reimbursement grant financial reports and fixed award drawdown analyses. The FFMC teams processed 1,711 Senior Corps grants and 261 AmeriCorps grants with a combined value of \$218 million. They processed 6,157 VISTA travel vouchers; established 173 debts; launched the first-ever FBI channeler contract, which has conducted 12,707 FBI checks; updated processes to speed audit resolutions, and provided 70 in-person trainings and webinars to grantees, potential applicants, and CNCS staff.

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

- Regarding Fiscal Year 2017, Congress recently passed, and the President signed, a Continuing Resolution that fully funds CNCS through December 9, 2016. Looking to a future budget after December 9, 2016, the Senate version of the CNCS appropriations bill fulfills the CNCS funding request for AmeriCorps, Senior Corps, and the State Commissions, but unfortunately cut \$50 million from the Social Innovation Fund (SIF), which would eliminate the program. SIF has proven itself to be a tremendous model for funding evidence-based solutions to the country's most pressing challenges. During the past six years, it has used \$295 million in federal investments to leverage \$627 million in non-federal matching commitments. CNCS will continue to make our case for full funding for the SIF program and the innovative solutions this program amplifies.
- CNCS continues to focus on pressing problems, including the devastating floods that hit Louisiana in August. The flood damaged homes, businesses, and infrastructure in 26 parishes – more than 100,000 homes were damaged or destroyed. That flood came on the heels of another this past March, which saw flooding in 37 parishes. CNCS-funded resources deployed quickly, in close coordination with FEMA and the State of Louisiana. More than 984 national service members have responded to the Louisiana floods. These national service members have cleaned up 10,758 cubic yards of debris – the equivalent of 768 dump truck loads; gutted or mucked out of 215 homes; assessed the damage in more than 225 homes; and collected and distributed 242 tons of food and 444 tons of supplies.
- Ms. Spencer travelled to Louisiana in August to visit the operations. Lt. Governor Nungesser hosted a welcome dinner for more than 600 AmeriCorps and Senior Corps members providing the disaster relief in Louisiana. Governor Edwards, local mayors, and Judd Jeanson, Executive Director of Volunteer Louisiana, participated.
- On the 9/11 National Day of Service, national service teams gutted 23 homes belonging to first responders to prepare them to be rebuilt. Elected officials participated in the gutting; these included Lt. Governor Nungesser and Congressman Graves and his wife,

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

who is an AmeriCorps alumna and a recent appointee to the Volunteer Louisiana Commission.

- CNCS's ability to move in quickly, set up a command structure, and help survivors is a testament to the experience we have gained from responding to 200 disasters in the past 4 years, and reflects well on our history of collaboration and training. Ms. Spencer recognized our Disaster Services Unit and its leader, Kelly DeGraff, for the wonderful work they are doing.
- CNCS is doing more than ever to support Native American communities. In FY 2016, AmeriCorps will make the largest tribal organization investments of the past 11 years. The CNCS investment is up 74% from 2012. This is due to CNCS's sustained and focused commitment to increase our agency's support to Native American communities through a range of efforts to stimulate awareness of our resources among those communities and improve the quality of their applications. At the AmeriCorps Symposium, CNCS showed a special video by Rep. Tom Cole from Oklahoma, chairman of the subcommittee that funds CNCS and a member of the Chickasaw nation. He complimented CNCS for our outreach to engage more tribes in national service. Just last week, CNCS announced that it is expanding the Resilience AmeriCorps program to 55 tribal communities. Over the next 3 years, CNCS will place up to 160 AmeriCorps VISTA members in Indian Country to boost their capacity to prepare for severe weather events. Members will serve at sites in 15 states, through partnerships with the Conservation Legacy, the American Indian Higher Education Consortium, Enterprise Community Partners, Tribal Colleges and Universities, and Tribal Housing Authorities.
- One of the great strengths of national service is its ability to adapt to emerging needs. We are using our flexibility to focus on two critical issues facing communities: the growing prescription drug and opioid abuse crisis and civil unrest and the breakdown of trust between police and citizens. We made these two issues funding priorities in the 2017 AmeriCorps Notice of Funding Opportunity released last month, and we are

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

backing it up with capacity-building support. Last month, we awarded planning grants to 22 State Service Commissions to help them assess the problem, explore service providers, and give technical assistance to help organizations apply for AmeriCorps grants in these new areas of focus. Sixteen commissions will focus on opioid abuse, 4 on public safety, and 2 on both priorities. CNCS is also building a learning community for all commissions to gain expertise on these issues, and is coordinating with federal partners, including the White House Office of National Drug Control Policy, the Substance Abuse and Mental Health Services Administration, and the Department of Justice, on outreach and best practices.

- Since the last Board meeting, all three of our core programs have held their annual grantee meeting.
  - At the end of August, nearly 500 Senior Corps program directors from Foster Grandparents, Senior Companions, and the RSVP programs from across the country came together in Reston, Virginia for a three-day training conference. Participants attended workshops on grants management, compliance monitoring, criminal history background checks, performance measurement tools, and best practices in managing senior volunteer programs. Attendees also celebrated the 45<sup>th</sup> anniversary of RSVP and saluted 107 year-old Foster Grandparent Virginia McLaurin. She attended with her granddaughter, who has herself just started as a Foster Grandparent in a school.
  - In early September, attendees from around the country attended CNCS's annual Social Innovation Fund convening. The convening focused on how grantees and subgrantees can effectively replicate or expand proven solutions to our nation's challenges. During the convening, CNCS announced \$4.3 million in new SIF Classic grant funding to four organizations: Friends of the Children, the North Carolina Partnership for Children, United Way for Southeastern Michigan, and United Way of Central Indiana.

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

- Two weeks ago, we hosted the annual AmeriCorps Symposium, with more than 400 State Commission and AmeriCorps grantee staff. At the symposium we gave Harkin Awards to honor four outstanding AmeriCorps programs and members; gave workshops on program management, compliance, and effective practices; shared details of the FY 2017 AmeriCorps NOFO; and held conversations about AmeriCorps policies. Last year four State Service Commissions (Alabama, Indiana, Massachusetts, and Nevada) held intensive learning sessions on the key building blocks of successful programs with more than 2,000 AmeriCorps, AmeriCorps VISTA, and Senior Corps program staff. In 2017, the Arizona, Ohio, Maryland, and Florida State Commissions will host these conferences.
- At the AmeriCorps Symposium, Ms. Spencer and AmeriCorps Program Director Bill Basl laid out some of the opportunities for the AmeriCorps field for the future, including: enrolling more Employers of National Service; getting more colleges to match the AmeriCorps education award; finding creative solutions for affordable housing for AmeriCorps members; and developing new and innovative programs to address tough challenges facing our communities. Ms. Spencer and Mr. Basl also reminded the attendees of our shared responsibility for compliance and for ensuring that every taxpayer dollar is spent appropriately.
- CNCS has been working for several years with the Franklin Project to make a year of paid, full-time service a common expectation and opportunity for all young Americans. Recently the Franklin Project merged with ServiceNation and the Service Year Exchange to become a new organization called the Service Year Alliance, led by Shirley Sagawa. Voices for National Service remains a separate organization. The new organization's primary focus is the Service Year Exchange, a website that connects young people who want to serve with service year opportunities. There are nearly 25,000 positions currently in the Exchange, the overwhelming majority of which are AmeriCorps positions. Last month, CNCS signed an MOU with the Service Year Alliance to expand and raise the visibility of AmeriCorps service opportunities. The agreement is designed to: support

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

recruitment for AmeriCorps positions; generate private sector resources to expand AmeriCorps and other service year positions; ensure proper branding of AmeriCorps in the Service Year Exchange; and gather data on the demographics of applicants for AmeriCorps and other positions. The Alliance will have a public launch on November 14 in New York City.

- Our collaboration with the Service Year Alliance is one part of our highly successful partnerships and growth strategy. This strategy to grow AmeriCorps has resulted in the creation of FEMA Corps, School Turnaround AmeriCorps, Justice AmeriCorps, and many others. We have launched AmeriCorps Affiliate, a new streamlined model for organizations to apply for AmeriCorps members. As we move into the transition, we will continue this strategy, institutionalize existing partnerships, and create new ones.
- Ms. Spencer noted that this Board meeting might be her last one as part of the Administration, and she thanked the outstanding individuals who serve on the Board: Chair Shamina Singh, Vice Chair Dean Reuter, members Rick Christman, Eric Liu, Victoria Hughes, and Mona Dixon. She is thankful for their time, energy, guidance, and commitment. She also recognized the other Board Chairs who had served in the Obama Administration: Laysha Ward, Lisa Quiroz and Alan Solomont. Ms. Spencer said that all of these individuals had been so important to her, to the agency, and to the field that she wanted to publicly recognize them for their valuable service to our nation.

Ms. Spencer closed by noting that even this long list of achievements doesn't include everything CNCS has achieved. Wherever one looks, our national service and social innovation programs are providing solutions that our country needs right now. Service is not only central to how we solve our problems, or how we expand opportunity – it is also a powerful way to bring Americans together. She thanks everyone for the hard work and dedication they provide every day to help national service “get things done.” For Ms. Spencer, it has been a distinct honor to serve with this amazing team at CNCS. They are professional, creative, committed, and

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

passionate about engaging Americans in service and solving problems with federal and local resources.

The Board Chair thanked Ms. Spencer and introduced Ted Miller, CNCS's Chief of the Office of External Affairs.

**Presentation by Ted Miller**

Mr. Miller stated that he had the pleasure of leading the Office of External Affairs (OEA), which is in charge of what the outside world sees about national service. Because the American people make a billion dollar investment in the agency, OEA wants to make sure every day that the American people can see what AmeriCorps members, Senior Corps volunteers, and Social Innovation Fund programs are doing to transform lives and improve communities. Mr. Miller presented three examples of how OEA and CNCS are doing this.

Two statistics help show how widely we're telling our story to the public. First, we track how much people are seeing about all national service and Social Innovation Fund programs. Between March and September of this year, 14,200 articles about national service and Social Innovation funds appeared in media outlets across the country, totaling 985 billion times that one of our programs was seen by somebody, either on television or through online media. Second, during that same period, mission-related hash tags on Twitter, Facebook, and other social media were used 310,000 times.

The September 11<sup>th</sup> National Day of Service and Remembrance is an example of the collective impact we are having in telling the story of service. This year, the 15<sup>th</sup> anniversary of the terrorists' attacks in New York City, Washington, D.C., and Pennsylvania, was a milestone moment, and as such, an opportunity for CNCS to give credit to the 9/11 families. It was thanks to them and their efforts through Congress that our agency and partners could create this day of

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

service as a way to commemorate those we lost and to remind our nation that service is one way we come together to unite around a common purpose. On September 9<sup>th</sup>, Ms. Spencer, along with leaders of the 9/11 Day, the 9/11 families, and other partners, went to the New York Stock Exchange to lead a moment of silence for those who were lost on 9/11. The next day, Ms. Spencer and other leaders from CNCS joined 1,000 other leaders in New York City at an Opportunity Summit to focus on creating opportunities for youth. At the Opportunity Summit, General Stanley McChrystal swore in a class of 80 AmeriCorps VISTA members. The members are serving with Service Works, which is supported by the Citibank Foundation in the largest-ever corporate investment in an AmeriCorps VISTA program. The next day, on September 11<sup>th</sup>, more than 300 AmeriCorps members joined the 9/11 families, the 9/11 organization, employees of City Year and American Express, and others in New York City to package more than 500,000 meals for needy families in the New York area.

On September 11<sup>th</sup>, there were service events across the country. In Louisiana, AmeriCorps Director Bill Basl, several elected officials, and other local leaders served alongside some of the nearly 1,000 AmeriCorps members who are there helping communities rebuild after the floods. Many CNCS grantees, including Youth Service America, Points of Light, and Service for Peace, organized projects in Washington, D.C. and across the country. The AARP Foundation was the leader for a two-day service project on the National Mall, during which AmeriCorps members, Senior Corps volunteers, and volunteers through the AARP Foundation packed one million meals for needy families in the Greater Washington area.

On October 7<sup>th</sup>, CNCS will celebrate an especially big day for the AmeriCorps community. On that day – “the big digital day” – we will swear in the millionth AmeriCorps member. Reaching one million members is quite an accomplishment for a program that has existed for only 22 years. The focus of this milestone moment is really on the incoming class of AmeriCorps members. This year nearly 80,000 individuals will serve in AmeriCorps. We want those serving in AmeriCorps now, and the AmeriCorps alumni, to tell their family and friends and personal networks why they chose to join AmeriCorps and how that influenced their career choices and the paths they took to continue to serve.

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

On the same day, Ms. Spencer and all the AmeriCorps directors will join nearly 200 AmeriCorps members at the NASA auditorium, where we will hear from AmeriCorps alumni and currently-serving AmeriCorps members. NASA Administrator Charlie Bolden, a retired Marine and Major General, and an astronaut who flew four missions, will be the keynote speaker at the event.

As October 7<sup>th</sup> is a big kick-off, we want to say thank you to all our State Service Commissions and the other AmeriCorps programs that are swearing in AmeriCorps members that day and throughout October. Board members and others will participate in these events across the country.

**Concluding Remarks by Ms. Wendy Spencer**

Ms. Spencer thanked the Chair, Shamina Singh, and Board members Mona Dixon, Victoria Hughes, Eric Liu, and Dean Reuter for supporting her and for being such great leaders for the agency. The agency was able to tap into the gifts of each Board member, who all provided great advice, energy and guidance.

Ms. Spencer thanked the Board Chair for her service, noting that Shamina Singh had been someone the agency could count on, and that it takes a lot more time for the Chair of the Board than it does the other Board members to respond to agency needs. The Chair has been in constant contact and available on short notice many times. Ms. Spencer also recognized the other three Chairs that the Board has had near the end of the current Administration: Alan Solomont, Laysha Ward and Lisa Garcia Quiroz. All of the Board Chairs continue to be great champions for service and for the agency.

Ms. Spencer closed by noting that even though this was probably her last Board meeting of this Administration, there were still several months to go in the Administration and CNCS was not slowing down. However, Ms. Spencer wanted to pause and take a look back at a few of the highlights that we have accomplished together in the last eight years during the Obama Administration:

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

- The highest federal AmeriCorps appropriation in the agency's history.
- The establishment of FEMA Corps within AmeriCorps NCCC to increase our nation's disaster response capacity.
- The President's Task Force on Expanding National Service yielded 11,000 new national service positions and \$61 million in new, non-CNCS investments, paved the way for more partnerships in the future, and streamlined the AmeriCorps Affiliate program.
- Launch of the Social Innovation Fund, which has now invested \$295 million federal funds and garnered \$627 million in non-federal matching funds, and invested in Pay for Success, a cutting-edge model.
- Created and expanded Mayor, County, and Tribal Recognition Day for National Service – the largest local elected official endorsement on record for any issue in America – with 3,539 Mayors and county officials representing 178 million Americans.
- Established Employers of National Service – 402 employers from across all sectors that recruit alumni from AmeriCorps and Peace Corps as part of their hiring strategies. These employers represent 2.3 million jobs.
- Largest Native American national service investment over the last decade.
- For the first time in CNCS history, the annual local match and leveraged support from local entities exceeds the agency's annual federal appropriation: \$1.1 billion federal vs. \$1.26 billion local support.
- In October 2016, the one millionth AmeriCorps member will be inducted!
- Deployed more than 16,000 national service members to respond to more than 200 state- and federally-declared disasters, just during the past 4 years.
- Significantly increased our presence in the digital world by using social media. As one example, CNCS had 222,000 visitors to [nationalservice.gov](http://nationalservice.gov) in early 2012, but 850,000 in July 2016.
- Strengthened capacity of Governor-appointed State Service Commissions to lead service and volunteering in their states and effectively manage three-fourths of AmeriCorps State and National grants.

**Corporation for National and Community Service**  
**Minutes of the Board of Directors Meeting**  
**October 3, 2016**  
**3:05 p.m. – 3:52 p.m., ET**

- Strengthened Senior Corps’ focus on impact programming and implemented competition for RSVP.
- Increased our agency’s focus on using evidence and data in decision-making.
- Launch of the Volunteer Generation Fund, which has strengthened volunteer management practices and leveraged hundreds of thousands of volunteers across the country.
- Created the National Veteran Corps to recognize the 24,000 veterans who serve in Senior Corps or AmeriCorps.

Ms. Spencer noted that it was a pretty amazing list that all of the Board members had been a part of, and that the field had responded to. It has been phenomenal to see what’s been accomplished with a great team. Ms. Spencer said that every single day, it had been a distinct honor to serve with an amazing group of professionals, the CNCS staff. They are creative, they are committed, they are passionate about their work and the mission, and they work very hard. It had been a true honor for her to serve these past four and a half years and she was so proud that together we’ve been able to accomplish so much for the American public.

**Remarks by the Board Chair and the CEO’s Response**

Ms. Singh thanked Ms. Spencer for sharing her thoughts and talking to the Board about the professional commitment of the staff and the team. It is clear that CNCS has momentum going into this transition. We have the second highest level of service members in the agency’s history, with 345,000 Senior Corps members and AmeriCorps members serving in more than 50,000 locations. We have an experienced network of more than 2,000 grantees, successful implementation of the Social Innovation Fund program, a record level of leveraging non-CNCS resources, bipartisan support from elected officials, and a greater public awareness of national service. The Chair noted that a big reason for much of this success was Ms. Spencer’s leadership. The Chair expressed appreciation for her energy, vision, and leadership. She stated that it was a personal and professional privilege to have served with her. She spoke for all of the Board and thanked Ms. Spencer for her tireless, non-stop, consistently principled, values-based leadership

**Corporation for National and Community Service  
Minutes of the Board of Directors Meeting  
October 3, 2016  
3:05 p.m. – 3:52 p.m., ET**

that has not only advanced the work of CNCS but frankly, because of the work of CNCS, has advanced the country in immeasurable ways. On behalf of the Board, the Chair thanked Ms. Spencer for her service and said that the Board looked forward to continuing to work with her in the coming months.

Ms. Spencer thanked the Board Chair for her remarks and accepted them on behalf of the amazing team at CNCS, to which she attributed CNCS's great success.

**Conclusion of the Meeting**

Ms. Singh concluded the Board meeting by thanking the members of the Board, the CNCS staff, and the members of the public for joining. She noted that this meeting had been a very important discussion, whereupon she adjourned the Board meeting at 3:52 p.m.