



2012-2013 Biennial Budget Agency Overview

OFFICE *of* FAITH-BASED *and* COMMUNITY INITIATIVES

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Mitchell E. Daniels, Jr., *Governor*
Isaac E. Randolph, Jr., *Executive Director*

17 September 2010

Indiana enjoys a rich tradition of Hoosiers working together to help themselves and their communities. In that spirit, the mission of the Office of Faith-Based and Community Initiatives is to:

CONNECT *organizations and communities to grants, services, and each other;*

PROMOTE *volunteerism and service to improve the lives of Hoosiers;*

ENCOURAGE *public and private resources to seed and sustain innovative and high quality community and faith-based initiatives; and,*

HIGHLIGHT *the good works of individuals and communities with best practices and innovative models.*

FORWARD

“In dramatic contradiction of old stereotypes, Hoosiers have announced emphatically to a world that belongs to the creative and nimble, where fortune truly favors the bold, that we not only accept change but are prepared to lead it, and invite the rest of America to follow us.”

Mitch Daniels
Governor, State of Indiana
Second Inaugural Address
12 January 2009

I am pleased to present this agency overview to the State Budget Agency (SBA) as part of the 2012-2013 biennial budget development process.

Though the current economic environment is bleak, it affords the Office of Faith-Based and Community Initiatives (OFBCI) with rich opportunities to think and act boldly – and most importantly, creatively! Indeed, it is a great time to serve the people of our state. Hoosiers remain receptive to new, robust ideas designed to propel Indiana forward. If anything, our state must continue its advantage as the nation’s leading laboratory.

Several decades ago, the public sector reconnected with non-governmental, values-driven, philanthropic organizations to deliver important social services. This concept is far from new; it is uniquely American. Alexis de Tocqueville described (in detail) America’s reliance on faith and community groups in his seminal work, *On Democracy in America* (1835).

The OFBCI is exceptionally suited to fashion a new movement – one that will turn heads, get and keep academics and practitioners alike talking, and thrust Indiana into the limelight. Hoosiers have ordained the vision. They expect results. Let us summon the courage to engage in this work!

Sincerely,



Isaac E. Randolph, Jr.
Executive Director

HISTORICAL OVERVIEW

America's civic sector predates its government. Lester Salamon, director of the Center for Civil Society at the Johns Hopkins University, notes that our nation's reliance on this critical institution of our democracy lay in its roots as a frontier nation. In the absence of a *bona fide* "governmental apparatus," the pioneers who built it "had to find ways to provide needed public services for themselves." In short, it can be said that every barn raised by neighbors and every one-room school house constructed by volunteer labor in those early years of the republic laid the foundation for a radical governing philosophy that is uniquely American. (Salamon) Today, this notion is an integral part of our national DNA.

Indiana's birth on the boundaries of the young republic resulted in a rich tradition of individuals committed to helping one another. Indeed, this value continues to resonate with Hoosiers today much as it did in 1816 when Indiana became the nineteenth state to join the Union. Anecdotal information suggests that thousands of citizens across our state perform innumerable good works each day by contributing their time, energy, and resources to a myriad of social and economic solutions to pressing community challenges.

For decades, the government has partnered with the philanthropic sector to enhance public policy initiatives and develop innovative program models for better efficiency and effectiveness.

The national service movement's roots date back to 1910 with the publication of an essay – "The Moral Equivalent of War" – by the American philosopher William James. However, James' vision went unrecognized until the formation of the Civilian Conservation Corps (CCC) in 1933 by President Franklin Roosevelt. In the 1960s, a renewed interest in national service took hold with the development of programs like the Retired and Senior Volunteer Program (RSVP), Foster Grandparents, the Senior Companion Program, and VISTA (Volunteers in Service to America). President Lyndon Johnson created ACTION, a federal agency, to oversee these initiatives.

Further policy experimentations occurred under the leadership of President George H.W. Bush, who established the White House Office of National Service (WHONS) and the Points of Light Foundation (POLF) early in his presidency. During this period, the National and Community Service Act of 1990 came into existence, with a concentration on new opportunities for engagement, particularly amongst young Americans. Thus, the Learn and Serve America brought about a renewed emphasis on experiential learning through service, or service-learning. Moreover, the federal government invested in new demonstration programs focused at youth corps, nonprofits, colleges and universities.

Four years later, the Congress overhauled the national service programs with the passage of the National Community Service Trust Act of 1993. The legislation merged ACTION and the WHONS to create the Corporation for National and Community Service (CNCS), an independent federal agency. The legislation strengthened existing programs and birthed new ones like AmeriCorps*State.

The Act brought about different program management structures. The CNCS instituted offices in each state and territory to oversee Senior Corps and AmeriCorps*VISTA, while state education agencies became responsible for Learn and Serve America education-based funds. During the initial debate, the nation's governors desired greater control over national service programs operating in their respective states. Ultimately, the compromise resulted in a federal mandate to institute governor-appointed state service commissions (SSC).

The Bayh administration created the Indiana Commission on Community Service (ICCS) by executive order in January 1994. In 1997, the O'Bannon administration discontinued the decades-old Governor's Voluntary Action Program (GVAP) and renamed the ICCS the Indiana Commission on Community Service and Volunteerism (ICCSV). Three years later, Governor O'Bannon ordered the ICCSV to enter into a partnership agreement with the Indiana Department of Workforce Development (IDWD) to provide "management support necessary for the efficient and effective operation of its programs and services." Eight years later, Governor Daniels signed executive order 05-16, which founded the Office of Faith-Based and Community Initiatives (OFBCI). Among other things, Governor Daniels' order

transferred both the ICCSV's staff and its resources to the OFBCI, continued the Commission on Community Service and Volunteerism, and ordered the dissolution between the Commission and the IDWD. The marriage of these two entities (OFBCI and ICCSV) is a natural. Community organizations, faith-based and secular, play a critical role in strengthening the social fabric of neighborhoods and communities, mobilizing residents to address community issues, promoting volunteerism, and delivering direct services across a broad spectrum to address critical unmet human needs.

VISION, MISSION, RESPONSIBILITIES

The OFBCI serves as State government’s central coordinating office for Indiana’s national and community service and volunteer sectors. Moreover, the agency functions as a liaison between the Office of the Governor and the state’s national service programs, community- and faith-based organizations, volunteer centers, corporate volunteer councils, and nonprofits generally.

| | |
|--------------------------------------|--|
| <p>VISION</p> | <p><i>Indiana is a model for strong, viable community- and faith-based institutions that empower Hoosiers and their communities through service and volunteerism.</i></p> |
| <p>MISSION</p> | <p><i>Indiana enjoys a rich tradition of Hoosiers working together to help themselves and their communities. In that spirit, the mission of the Office of Faith-Based and Community Initiatives is to:</i></p> <ul style="list-style-type: none"> • <i><u>connect</u> organizations and communities to grants, services and each other;</i> • <i><u>promote</u> volunteerism and service to improve the lives of Hoosiers;</i> • <i><u>encourage</u> public and private resources to seed and sustain innovative and high quality community- and faith-based initiatives; and</i> • <i><u>highlight</u> the good works of individuals and communities with best practices and innovative models.</i> |
| <p>OFBCI RESPONSIBILITIES</p> | <p>Executive Order 05-16 defines the agency’s purposes.</p> <ul style="list-style-type: none"> • apply for funding to the Corporation for National and Community Service and other entities that administer federal grants to support the objectives established by OFBCI for faith-based and community-based programs; • provide to all applicants under the National and Community Service State Grant Program and other federal programs the services required by, and select grantees under, such guidelines as may be specified by those federal programs and applicable law; • work closely with faith-based and community-based groups, charitable organizations, private charities, voluntary associations, educational entities, and other nonprofit service organizations to promote volunteerism and community service and to assist them in identifying and applying for discretionary federal grants; • provide technical assistance, education, information, and other support to such groups and organizations to improve and strengthen the State’s volunteerism and community service infrastructure; • promote innovative and model programs and initiatives and share best practices among such groups and organizations; and • coordinate OFBCI activities with those of any federally administered service programs to ensure that services are not duplicated. |

GOVERNANCE

As previously noted, Executive Order 05-16 authorizes the agency. A fifteen (15) member governor-appointed board of commissioners guides the Indiana Commission on Community Service and Volunteerism (ICCSV). The group is comprised of individuals who are leaders in the fields of education, the environment, human services, public safety, business, labor, community- and faith-based institutions, philanthropy/grantmaking, the arts, and government. The board's primary role is to advocate, review, refine, and adjust the state's position on issues relating to service and volunteerism. By-laws regulate the board's activities. The National and Community Service Act of 1993 dictates much of the board's composition.¹ The board meets approximately six times per year.

About one-third of state service commissions function outside of state government. In some instances, these entities are stand-alone nonprofit organizations (Florida, Massachusetts, Minnesota, etc.) or a subsidiary of an intermediary organization like a United Way or a community foundation (South Carolina and Texas, respectively). Of the remaining two-thirds, seventy-five percent (75%) or more of state service commissions are divisions within larger state agencies (Illinois, Iowa, Kentucky, Michigan, New York, Wisconsin, etc.). The Ohio Community Service Council (OCSC) is a stand-alone unit of state government as is California Volunteers, which Governor Arnold Schwarzenegger elevated to a cabinet-level department in 2008.

Indiana's faith community is a complex and diverse group. To ensure fairness and the inclusion of all interested parties, the OFBCI organized the Faith-Based Advisory Council (IFBAC) in 2005, reflecting the religious, geographical, and ethnic diversity in our state. In short, the Council proffers advice and counsel to the OFBCI on matters affecting the faith groups. When appropriate, the Council *reviews* agency outreach materials for appropriateness to ensure that the OFBCI's efforts appeal to a broad range of constituents, and are not inappropriately biased towards any particular faith, region, or interest group/groups. The IFBAC *raises awareness and interprets* issues of particular concern to their constituency. Finally, the body *assists* in proposing outreach strategies and communication models to bring greater cooperation between the faith community and state government. The Council holds face-to-face meetings quarterly.

Aside from Alabama, Indiana is the only state to have conjoined its state service commission with the faith- and community-based initiative. Indeed, the governing structures throughout the nation vary greatly. In most cases, faith-based and community initiative offices are often an extension of the chief executive's organizational structure, or an independent state agency. Some states like Ohio have taken to codifying these offices into law while others operate within the confines of an executive order.

¹ For more information, please refer to Executive Order 10-02.

PERSONNEL

The OFBCI is a non-merit agency. A governor-selected executive director (ED) directs the staff and sets overall strategy for the office. The staff includes a:

- Chief Operating Officer (COO) – Dual chief of staff/chief financial officer roles; oversees the day-to-day operations of the agency; drafts and enforces agency policies/procedures; controls finances, including the development of budgets, approval of expenditures and requisitions of goods and services; formulates contracts and grants; provides strategic advice to both the executive director and staff; represents the executive director at events as needed.
- Director of Programs (DP) – Provides direction primarily to CNCS-supported staff (NSPO, TIM, and MOM). Supervises the annual AmeriCorps*State grant application review process; liaison between the OFBCI and the ICCSV; represents the agency at various national service events and meetings; manages the agency's strategy relative to the engagement of Hoosiers in national service and volunteerism.
- National Service Program Officer (NSPO) – Serves as program manager for Indiana's fourteen (14) AmeriCorps*State programs. Manages the annual AmeriCorps*State grant application review process; offers day-to-day direction to sub-grantees.
- Training and Inclusion Manager (TIM) – Provides training and technical assistance opportunities for all AmeriCorps*State programs and some non-national service programming. Coordinates the annual Governor's Conference on Service and Volunteerism (ICCSV).
- Marketing and Outreach Manager (MOM) – Responsible for the agency's marketing and outreach efforts to current and potential national service grantees and participants, the faith and nonprofit communities; publishes the weekly *Friday Night Facts*; manages the OFBCI's capacity-building and healthy congregations initiative; handles correspondence assigned to agency by the Office of the Governor.
- Access to Recovery (ATR) Provider Services Manager (PSM) – Recruits and certifies community- and faith-based providers; conducts training and technical workshops; liaison between the OFBCI and the Indiana Department of Correction and the Family and Social Services Administration (Division of Mental Health and Addictions).
- Community Outreach Manager (COM) – Administers the Strengthening Families grant initiative; responsible for the agency's disaster preparedness and relief efforts.
- Account and Compliance Officer (ACO) – Primarily coordinates and conducts financial monitoring visits and desk reviews of AmeriCorps*State sub-grantees.
- Account Clerk (AC) – **The OFBCI has elected not to fill this position. Accounts payable/receivable, payroll, and accounting responsibilities will be transferred to the State Budget Agency (SBA).**
- Administrative Assistant (AA) – Supports the ED and staff in multiple capacities; general organizational duties; greets visitors; answers public inquiries; takes and publishes meeting minutes.

In the next several months, the executive director plans to reorganize the agency and restructure individual roles and responsibilities. The process will be complete by the end of this calendar year. Please refer to **Section A** of the appendices for a current copy of the agency's **organizational chart**.

Occasionally, the OFBCI also relies on the skills of highly qualified undergraduate and graduate interns from Indiana's public and private colleges and universities. This year, the Corporation for National and Community Service (CNCS), Indiana Office, granted the OFBCI five (5) AmeriCorps*VISTAs positions. These individuals widen and support initiatives begun by the OFBCI, especially in the areas of capacity building and volunteerism. Since 2005, the agency has hosted nineteen (19) AmeriCorps*VISTAs. The CNCS is responsible for paying VISTA living allowances and benefits.

AUDIENCE/CONSTITUENTS

The OFBCI's audience/constituent base is comprised primarily of nonprofit, tax-exempt organizations. It is important to note that nonprofit organizations must apply to the Internal Revenue Service (IRS) for federal tax-exempt and tax-deductible status under IRS Code 501(c) and 501(c) (3), respectively. Not all groups qualify for the latter. Those that do are referenced as *charities*, which "account for the bulk of nonprofit employment in Indiana...." (Grønbjerg) Entities such as congregations and those groups that collect less than \$5,000 in annual revenues are exempt from registering with the federal government. Nonprofits that wish to transact business in Indiana must incorporate with the Secretary of State, excluding religious congregations.

The OFBCI defines community-based groups as those secular in nature. Faith-based organizations may be congregationally-based or an independent nonprofit entity that subscribes to a particular religious or spiritual doctrine.

STRATEGIC GOALS

In April of this year, the OFBCI, with the assistance of an independent contractor, developed a three-year strategic plan – a first in the agency's history. The agency is in the midst of implementing this plan alongside Indiana's State Service Plan (SSP). The latter is required by the National and Community Service Trust Act of 1993 (as amended).

The overall agency strategies are noted below. The SSP can be found in **Section B** of the appendices.

Strategic Initiative: The Office of Faith-Based and Community Initiatives is a well-recognized, valued, and essential State asset among political decision makers, funders, and other agencies and organizations.

Goals/Action Plans:

- Develop a method to identify State priorities from year to year and the expectations of OFBCI.
- Develop methods to effectively measure outcomes and program success to demonstrate performance.
- Create an outreach strategy to engage ICCSV Commissioners and IFBAC Councilors.
- Ensure dissemination and publication of accomplishments and successes to critical stakeholders and persons of influence, with particular focus on the impact of OFBCI in legislators' districts.
- Identify agencies/organizations to target for stronger partnerships and develop plans to strengthen those partnerships (e.g., rural agencies, other faith-based agencies, etc.)

Strategic Initiative: The OFBCI makes purposeful, mission-driven choices using a decision-making model that considers its defined target audience and outcome measures.

Goals/Action Plans:

- Develop a decision-making model that includes criteria for accepting/rejecting a new program, driven by the organization's mission.
- Clearly define the target audience for programs and services and ensure all staff is trained.
- Create additional funding sources to rely less on programs that may not be within the OFBCI mission.

Strategic Initiative: A dedicated OFBCI staff shares a common vision and purpose of the organization and operates in a culture of communication, collaboration, and teamwork.

Goals/Action Plans:

- Clearly define roles, responsibilities, and authority structures and ensure common understanding among staff.
- Ensure common understanding among staff of the implications of operating an agency under an Executive Order and the role and influence of Commissioners and Councilors.
- Develop internal client-focused operating policies and procedures.
- Clearly identify and communicate program restrictions and develop creative alternatives to increase effectiveness and efficiency, including responsibility and duty sharing.
- Create a communication forum that allows staff to share ideas, challenges, and solutions.
- Sponsor periodic staff retreats/activities to encourage communication and collaboration, bring excitement into the organization, and contribute towards long-term commitment to the organization.

AGENCY METRICS AND ACCOUNTABILITY

The OFBCI works with Indiana Office of Management and Budget's (OMB) Government Efficiency and Financial Planning (GEFP) team to develop the following agency metrics.

| Program Objective | Program Indicator |
|---|--|
| Support community and faith organizations | Percentage of satisfied constituents |
| Support community and faith organizations | Number of community and faith organizations supported by OFBCI |
| Decrease reliance on state funding | Percentage of state verses non-state funding |
| Increase addiction recovery service | Percentage of faith-based organizations participating in the Access to Recovery initiative |
| Increase in skills learned by underemployed and unemployed participants | Percentage of participating organizations that report an increase in skills learned by underemployed and unemployed participants |
| Volunteers support community needs | Percentage of AmeriCorps State programs that report member recruitment and retention rates exceeding 85% |
| Volunteers support community needs | Percentage of competitively funded AmeriCorps*State programs |
| Train AmeriCorps members | Percentage of AmeriCorps members who report they learned a minimum of three new skill sets during program participation |
| AmeriCorps members with disabilities | Number of sub-grantee organizations that report at least one application from a person with disabilities |
| Monitor sub-grantee organizations | Percentage of AmeriCorps State sub-grantees receiving zero fiscal and programmatic findings |

The Corporation for National and Community Service (CNCS) regularly assesses the ICCSV's responsibilities against the following eight (8) standards.

- **COMMISSION OPERATIONS** (Planning, Communications, and Resource Management)
 - Standard One:** Uses a Planning and Assessment Process
 - Standard Two:** Manages Staff and Ensures Effective Board Governance
 - Standard Three:** Communicates with and Generates Support from Outside Sources
 - Standard Four:** Utilizes Appropriate Financial and Management Systems

- **COMMISSION'S OVERSIGHT OF SUBGRANTS** (Program and Financial Management)
 - Standard Five:** Conducts Proper Subgrant Process
 - Standard Six:** Properly Monitors Subgrantees and Ensures Compliance
 - Standard Seven:** Implements a System for Training, Technical and Other Assistance
 - Standard Eight:** Provides Appropriate Financial Oversight for Subgrants

PROGRAMS

The ICCSV manages national service programs that focus on meeting local community needs through service. The role of the ICCSV is to support our community partners in easing or eradicating the needs of individuals and communities throughout Indiana.

NATIONAL AND COMMUNITY SERVICE

*AmeriCorps*State*

The mission of AmeriCorps*State is to enable communities through existing organizations to address educational, environmental, human and public safety needs. For program year 2010-2011, over 800 AmeriCorps Members will participate in sixteen (16) programs in more than 50 Indiana communities. Members provide both direct and capacity-building services. The AmeriCorps*State program is by far the single largest initiative operated by the OFBCI. Currently, there are 88,000 AmeriCorps positions nationwide. The Congress and the Administration are committed to increase that number to 250,000 positions annually by 2017.

Program Development Assistance and Training (PDAT)

The mission of this program is to make available training and technical assistance opportunities through a broad range of activities from specialized workshops to organized retreats for AmeriCorps*State programs and other national service initiatives that receive funding from the Corporation for National and Community Service. Additionally, the CNCS allocates these resources to support Indiana's State Service Plan efforts, which requires involvement from all CNCS-supported programs in Indiana (Senior Corps, AmeriCorps*VISTA, and Learn and Serve America).

AmeriCorps Inclusion Program (Disability Grant)

This grant supports AmeriCorps*State programs in the recruitment and retention of individuals with disabilities. The ICCSV employs the funds to provide training and technical assistance as well as the purchase of assistive technologies and devices necessary for Members with disabilities to complete successfully their terms of service in the community they serve.

NON-NATIONAL AND COMMUNITY SERVICE

Access to Recovery

A federal discretionary grant aimed at expanding the chemical dependency recovery infrastructure in the state to include both faith-based and community organizations that have traditionally not been involved in chemical dependency recovery. The grant pilots the establishment of client choice at the center of chemical dependency efforts throughout the state. The OFBCI solicits recovery support providers that offer:

- Transportation
- Employment Services
- Faith-based and/or Community Support
- Substance Abuse Prevention/Intervention/Education
- Parenting Support (childcare)
- Parenting Education
- Housing Assistance
- GED and Supportive Education
- Peer to Peer Services
- Family and Marital Counseling
- Alcohol and Other Drug Screening

Disaster Preparedness and Response

Providing the connections between Indiana State government and service-oriented organizations in daily operations and in the event of disaster, the OFBCI serves primary roles in Emergency Service Functions Six (ESF 6) (Mass Care) and Fourteen (14) (long-term recovery). The agency carries out both functions through a growing network of collaborating organizations and agency partners who work at the local level throughout the course of disaster response and recovery. During and immediately following a disaster, the OFBCI is responsible for coordinating Indiana Voluntary Organizations Active in Disasters (INVOAD) partners and operating statewide emergency assistance call centers to conduct

initial damage assessments with disaster victims. Indeed, the OFBCI lead these efforts in the June and September 2008 floods.

The OFBCI seeks to identify, leverage, and mobilize local latent assets that once mobilized will lessen the loss of lives and property and specifically address the systemic challenges witnessed during response and recovery efforts of the 2008 floods:

- The limited availability of local civilian support (manpower) due to lacking organization, planning, training, or proper equipment.
- The lack of a comprehensive database to identify all food and/or clothing pantries, resource distribution centers, One-Stop Shop Sites, American Red Cross certified shelters, emergency use housing stock, and CERT trained individuals within the disaster impact area.

By increasing the preparedness, response, and recovery capabilities of local communities, the Communities Active in Disasters (COAD) model will address need for improvement or enhancement of local response capabilities that utilizes a community-based structure that employs local expertise and relationships encompass the Emergency Management Agency head.

The OFBCI collaborates with the Indiana Department of Homeland Security (IDHS) on a multitude of initiatives designed to enhance the emergency functions supported by the OFBCI. Both agencies have signed a two-year Memorandum of Understanding (MOU) in which the OFBCI will receive over \$600,000 to develop and sustain initiatives in the spheres of ESFs six and fourteen.

Good Works Indiana – Strengthening Families

Strengthening Families grants enable faith- and community-based groups to create or expand services to low-income families that meet TANF (Temporary Assistance to Needy Families) requirements per federal guidelines. Grants support new opportunities for future jobs and prosperity through employment-related services.

Mitch's Kids

This is a partnership between Governor Mitch Daniels and the Indiana Alliance for Boys and Girls Clubs. The program is administered by the OFBCI with funding provided by the Family and Social Services Administration (FSSA). *Mitch's Kids* focuses on homework help and tutoring. The program provides TANF-eligible Hoosier youths between the ages of five (5) and fourteen (14) with the support, resources and guidance necessary to complete their homework. There is also a career exploration component of the program.

FUNDING

The Commission operates on a State fiscal year, a Federal fiscal year (Access to Recovery and Strengthening Families), a Federal program year (AmeriCorps*State), and a calendar year (Administrative, PDAT, Disability).

FEDERAL SOURCES

Governor Daniels' executive order (05-16) designates the OFBCI as Indiana's state service commission, thereby granting it the authority to receive administrative, training, and other grant funds from the Corporation for National and Community Service (CNCS). Table one (1) below highlights those grants received by the OFBCI in 2010.

Table 1 – Federal Grants – Corporation for National and Community Service

| GRANT | PERIOD | AMOUNT | REQUIRED MATCH | USE |
|--|-------------------------------------|-----------------------|--|---|
| Federal Administrative | January 1, 2010 – December 31, 2011 | \$347,294.00 | Yes. The State is required to match this amount dollar-for-dollar. | Personal services and other operating expenses in support of national and community service activities. |
| Program Development Assistance and Training (PDAT) | January 1, 2010 – December 31, 2011 | \$96,429.00 | No. | Personal services (up to 1 FTE) and other operating expenses in support of national and community service activities. |
| AmeriCorps Inclusion (Disability) | January 1, 2010 – December 31, 2011 | \$66,071.00 | No. | Personal services (up to 1 FTE) and other operating expenses in support of national and community service activities. |
| AmeriCorps*State Competitive | September 1, 2010 – August 31, 2011 | \$1,107,547.00 | Yes. The match requirement is passed to the sub-grantee. | Direct/Indirect and Member expenses. Pass-through grant. |
| AmeriCorps*State Formula | September 1, 2010 – August 31, 2011 | \$2,605,335.00 | Yes. The match requirement is passed to the sub-grantee. | Direct/Indirect and Member expenses. Pass-through grant. |
| AmeriCorps*VISTA Travel Grant | March 14, 2010 – March 26, 2011 | \$15,000.00 | No. | VISTA travel expenses. |
| TOTAL | | \$4,237,676.00 | | |

In recent years, the OFBCI has witnessed a decline in administrative funds received from the CNCS. With the passage of the Edward M. Kennedy Serve America Act in March 2009, the OFBCI received an increase in its federal administrative grant (\$108,000). The administrative grant requires a dollar-for-dollar match. Private donations, grants, and state funds may satisfy the match requirement as the CNCS excludes the use of other federal sources to meet this obligation.

The OFBCI will continue to maximize the administrative, PDAT, and disability grants, particularly in the areas of personnel and benefit expenditures.

Since its inception, the OFBCI has worked to diversify its funding base through an expansion of programs and initiatives. Table two (2) overviews these federal grant projects.

Table 2 – Federal Grants – Other Sources

| GRANT | PERIOD | AMOUNT | REQUIRED MATCH | USE |
|---|--------------------------------------|-----------------------|--|--|
| Access to Recovery | October 1, 2009 – September 30, 2010 | \$140,000.0 | No. | Personal services and other operating expenses. |
| Good Works Indiana - Strengthening Families | Ongoing | \$1,030,000.00 | Yes. The match requirement is passed to the sub-grantee. | Micro and macro grants. Personal services (up to 1 FTE) and other operating expenses |
| Consolidated Outreach Program | Ongoing | \$140,000 | No. | Pass-through grant. |
| Mitch's Kids | September 1, 2010 – August 31, 2011 | \$1,000,000.00 | No. | Pass-through grant. |
| TOTAL | | \$2,310,000.00 | | |

In 2007, the agency partnered with the Division of Mental Health and Addictions (Family and Social Services Administration) to manage a portion of the Access to Recovery (ATR) program. Through this program, the OFBCI is able to support one FTE and other operating expenses related to the deliverables outlined in the Memorandum of Understanding (MOU) between the FSSA/DMHA and the OFBCI.

The Strengthening Families initiative is a two year-old project supported by the Division of Family Resources (FSSA). The OFBCI supports community- and faith-based organizations with micro-grants (ranging from \$5,000 to \$10,000). Municipalities receive macro-grants of up to \$50,000. The purpose of the initiative is to assist communities in the development of self-sufficient Hoosiers through secondary support services such as childcare, employment training, etc.

The Indiana Housing and Community Development Authority (IHCDA) formerly managed the Consolidated Outreach Program, or COP, before contracting the program to the OFBCI earlier this year. COP focuses on Indiana's migrant farm worker population. Funding is derived from federal sources granted to the IHCDA, FSSA, and the Indiana Departments of Education and Workforce Development. Approximately \$18,000 in administrative funds allows the OFBCI to employ the services of a contractor as well as assist with minor administrative overhead.

The OFBCI continues to work with the Indiana Department of Homeland Security (IDHS) on a disaster preparedness and response grant. Recently, the agency submitted a request for \$600,000 to support a micro-grant program and organizational expenditures.

This year, the OFBCI agreed to become the lead state agency for the Mitch's Kids program.

STATE SOURCES

Table 3 – State General Fund (SFY 2011)

| OBJECT POINT | DESCRIPTION | APPROPRIATION | REDUCTION (15%) | ALLOCATION |
|--------------|-------------------------------|---------------------|--------------------|---------------------|
| 1 | Personal Services | \$240,327.00 | \$36,049.00 | \$204,278.00 |
| 2 | Other Services | \$14,325.00 | \$2,149.00 | \$12,176.00 |
| 3 | Services Other than Personal | \$24,150.00 | \$3,623.00 | \$20,528.00 |
| 4 | Supplies and Materials | \$9,000.00 | \$1,350.00 | \$7,650.00 |
| 5 | Equipment | \$0.00 | \$0.00 | \$0.00 |
| 6 | Lands and Structures | \$0.00 | \$0.00 | \$0.00 |
| 7 | Grants, Subsidies, and Awards | \$0.00 | \$0.00 | \$0.00 |
| 8 | In-State Travel | \$2,750.00 | \$413.00 | \$2,338.00 |
| 9 | Out-of-State Travel | \$0.00 | \$0.00 | \$0.00 |
| TOTAL | | \$290,552.00 | \$43,584.00 | \$246,968.00 |

Please refer to **Section C** of the appendices for a **national service funding schematic**.

ACCOMPLISHMENTS AND CHALLENGES

ACCOMPLISHMENT 1 | The OFBCI remained fiscally vigilant.

- In 2009, the OFBCI reverted \$38,624 to the State General Fund.
- In 2010, the OFBCI reverted \$31,711 to the State General Fund.
- The OFBCI reduced its State appropriation by \$25,000 between 2007 and 2009 without sacrificing services to its customers.
- Since 2005, the OFBCI has reduced its reliance on State appropriations by \$50,657.
- The OFBCI has diversified its revenue sources thereby reducing the percentage of State support.

ACCOMPLISHMENT 2 | The OFBCI expanded opportunities for more Hoosiers to serve in AmeriCorps*State.

- The OFBCI expanded its number of formula-funded programs from eleven (11) sub-grants to thirteen (13).
- Four (4) organizations were awarded AmeriCorps*State competitive funding, up from three (3) programs over the previous five (5) years.
- The OFBCI was able to provide an additional \$1,343,344 in program year 2010-2011. This will allow more than 800 individuals to participate in AmeriCorps*State this year alone, up from 453 Members the previous year.
- As result, AmeriCorps*State Members in Indiana will earn \$1,761,137 in federal education awards – the most ever for Indiana in an annual period.
- Indiana was awarded its first Education Award Only program by the Corporation for National and Community Service (CNCS).

ACCOMPLISHMENT 3 | The OFBCI diversified and expanded resources to community and faith-based organizations.

- In 2009, the OFBCI entered into a partnership with Division of Family Resources (Family and Social Services Administration) to create the Good Works Indiana – Strengthening Families program. The program has been immensely successful, particularly with small community groups and faith-based institutions. To date, eighty (80) organizations/municipalities have been awarded \$839,525. These awards will enable those Hoosiers who are unemployed or underemployed to tool or retool and/or become self-sufficient.
- This year, the OFBCI will assume responsibilities for the Mitch's Kids program.
- This year, the OFBCI will collaborate with the Indiana Department of Homeland Security (IDHS) to provide mini-grants to communities across the state to develop a network of Community Organizations Active in Disasters (COADs).
- This year, the Corporation for National and Community Service (CNCS) awarded the OFBCI five (5) AmeriCorps*VISTAs to assist in building the capacity of volunteer organizations, community, and faith-based groups.

ACCOMPLISHMENT 4 | The OFBCI is a more strategic agency.

- The agency created and implemented its first-ever three-year strategic plan.
- The OFBCI developed a three-year State Service Plan (SSP) with significant input from twenty (20) key statewide stakeholders, four regional focus groups, and 198 respondents to an electronic survey.

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| CHALLENGE 1 | Among surveyed groups there was minimal awareness of the OFBCI or its programs. |
| CHALLENGE 2 | Communication and content distributed by OFBCI is duplicative and currently not meeting the information needs of its target audiences. |
| CHALLENGE 3 | OFBCI's work is Indianapolis-centric and not meeting the needs of rural providers or other regions throughout Indiana. |
| CHALLENGE 4 | OFBCI and its staff are focused on too many programs and initiatives to be effective according to a survey of agency customers and constituents. |

OBJECTIVES FOR NEXT BIENNIUM

The OFBCI's key objectives for the next biennium will be to:

- Continue the implementation of the agency's three-year strategic plan, including restructuring staff responsibilities as necessary
- Implement the goals of Indiana's State Service Plan
- Strengthen the role of the Indiana Commission on Community Service and Volunteerism, especially commissioner responsibilities
- Transfer accounting functions and payroll to the State Budget Agency (SBA)
- Develop and execute a rural strategy, particularly for national and community service
- Create a regional approach to better meet the needs of local communities
- Expand the agency's social media tactics to better connect with the public, its constituents, and customers
- Tie national and community service priorities to the following focus areas: Service as a Solution; Expand Opportunities to Serve; Build Enduring Capacity; Embrace Innovation