

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE:  20-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID:  11AC123773		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHIN0010001
<b>5. APPLICATION INFORMATION</b>			
LEGAL NAME: Public Allies, Inc.  DUNS NUMBER: 797838844		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Jenise Terrell  TELEPHONE NUMBER: (414) 273-0533 2968  FAX NUMBER: (414) 273-0543  INTERNET E-MAIL ADDRESS: jeniset@publicallies.org	
ADDRESS (give street address, city, state, zip code and county): 735 N Water St Ste 550 Milwaukee WI 53202 - 4104 County: Milwaukee			
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  521759564		7. TYPE OF APPLICANT: 7a. Non-Profit  7b. Service/Civic Organization Community-Based Organization Local Affiliate of National Organization National Non-Profit (Multi-State)	
8. TYPE OF APPLICATION (Check appropriate box).  <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/>  A. AUGMENTATION        B. BUDGET REVISION  C. NO COST EXTENSION    D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:  Public Allies Indianapolis	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):  City of Indianapolis; Marion County, Indiana		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 09/01/11      END DATE: 08/31/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="WI 004"/> b.Program <input type="text" value="IN 007"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?  <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:  DATE:  <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL	\$ 348,458.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT	\$ 322,490.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 670,948.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE:  Jenise Terrell		b. TITLE:	c. TELEPHONE NUMBER:  (414) 273-0533 2968
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED:  11/30/10

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### Executive Summary

Public Allies advances new leadership to strengthen communities, nonprofits and civic participation. We are changing the face and practice of leadership in Indianapolis by identifying talented young adults from diverse and under-represented backgrounds who have a passion to make a difference, and we help turn that passion into a viable career path. Our Members serve in full-time nonprofit apprenticeships working to address Indianapolis' most challenging youth development, economic and other issues.

### Rationale and Approach

#### A. RATIONALE AND APPROACH

##### 1) Compelling Community Need

Public Allies' mission is to advance new leadership to strengthen communities, non-profits and civic participation. We achieve our mission both by building a premier pipeline for young leaders from diverse and under-represented backgrounds to begin careers in nonprofit and community service and by disseminating practices that help leaders be more effective at engaging and strengthening their communities. Our signature AmeriCorps program meets the needs of young adults concerned about their communities, by providing the support, training and hands-on service opportunities to become the next generation of engaged, equipped and empowered community and nonprofit leaders. We meet community needs by providing enthusiastic young adults to provide full-time service at community and faith-based organizations that identify how we can best help them meet educational, community, economic, and health outcomes. We also build the capacity of these nonprofit organizations by increasing volunteers, increasing collaboration with other organizations, improving personnel management, and other support that helps them enhance and expand their services. Finally, we meet the civic participation needs of our communities by preparing young leaders to act as catalysts for the involvement of others, especially by recruiting volunteers from the communities they serve.

Between 1993 and 2008, Public Allies replicated our program to 14 communities while evaluating and strengthening our model. In that time, our leadership development curriculum and assessment

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processes have been recognized as best practices by AmeriCorps and the Leadership Learning Community (a national network of leadership development programs), our Internet-based evaluation tools were recognized as a best practice by AmeriCorps and The Bridgespan Group, one of our nation's top nonprofit consulting groups, and our alumni programming was recognized as a best practice in a study by McKinsey & Company. Our success at engaging and strengthening communities through our service led the Corporation for National and Community Service to select us as the first grantee ever to become a trainer and technical assistance provider to the entire national service network. Recently, the Pew Partnership for Civic Change honored Public Allies with their prestigious Civic Change Award, and Fast Company awarded Public Allies with its 2008 Social Capitalist award, citing Public Allies as one of the top nonprofits who use business tools to solve the world's most pressing social problems, and who have demonstrated a consistent and unusually large impact on society. Our success as a leader in this field has led to increased interest to expand the Public Allies model to new communities. In 2007, the Indianapolis Neighborhood Resource Center sought out Public Allies to bring our model to the Circle City. With the support of nonprofit and civic leaders in Indianapolis, we are seeking AmeriCorps funding to launch Public Allies Indianapolis.

Our AmeriCorps program recruits diverse young adults, ages 18-30, and places them in community and faith-based organizations where they serve four days each week for ten months on projects that create, improve, or expand services with measurable results. Members also participate in an intensive leadership development program that blends individual coaching, team building, weekly training, critical reflection and team service projects in which they develop, implement and evaluate projects that also impact their communities. In 2008-2009, 379 Public Allies are serving across the country in 15 sites. In September 2009, we will launch the sixteenth Public Allies site in Indianapolis, with 30 young adults working to solve the most pressing social needs in Marion County, Indiana.

The Indianapolis metropolitan area faces the same array of challenging social issues as other urban communities across the country: poor health coverage for the unemployed and working poor,

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inadequate education and activities for young people, public safety, economic security, disaster preparedness, and other human needs. Particular communities that require focus include the Near East Side neighborhood. The recent crisis in the financial markets had a particularly hard impact on this community, which faces a high rate of abandoned homes and a high number of home foreclosures. As crime rates have risen recently, the Community Crime Prevention Task Force recommended expanding offender re-entry programs, mental health and substance abuse programs, as well as after-school, public safety and neighborhood watch programs in order to reduce the rapidly increase in violent crime and juvenile crime Indianapolis and Marion County had seen in the recent years.

The needs listed by the Task Force are varied and require the attention of the local nonprofit sector. While the size of the sector in Indianapolis appears healthy, with over 9,000 nonprofit organizations currently operating there, it still faces a number of challenges in meeting the needs of its most vulnerable citizens. As the size of the nonprofit sector grows, competition for resources forces organizations to do more with less funding and organizational infrastructure. Additionally, there is a disconnectedness between organizations in the sector which does not always allow for the most efficient or innovative response to broad community needs. Greater collaboration amongst Indianapolis nonprofits is required if the challenges facing communities are going to be addressed in a holistic manner. Because Allies will serve across the sector in a variety of nonprofits, the program will bring together a network of organizations who may not have worked together in the past, and whose interaction can help connect services across the sector.

Organizations, volunteers, and leaders committed to these issues are constantly seeking more support, especially in today's environment of philanthropic and government cutbacks. In the wake of a world-wide recession, community and faith-based organizations find themselves struggling to meet these community needs. As the economy continues to weaken, unemployment rates and requests for assistance are increasing, placing greater demands for service on the nonprofit sector, while competition for the resources required to address these needs simultaneously increases -- further exacerbating the

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sector's need for a stronger, sustainable nonprofit sector with the leadership required to meet future challenges.

Through the array of services provided by our Members, Public Allies' AmeriCorps program provides this direct service support while simultaneously meeting the four areas of need that most American communities are experiencing -- the need for identifying and developing young leaders from diverse backgrounds, the needs of low income communities for more effective and responsive services, the needs among nonprofit organizations for increased capacity to meet local community needs, and the need for more civic engagement.

Advancing Diverse Young Leaders: The Indianapolis community faces many challenges that call for service. Solving these problems will take sustained service and leadership. Yet our communities have struggled to identify, cultivate and sustain the new leadership needed to address these challenges long term, especially as a generation who built many community serving organizations begins retirement. After bringing together nonprofit leaders from throughout the State of Indiana in town hall meetings, Leadership Ventures' Nonprofit Congress Report

([http://www.leadershipventures.org/assets/userfiles/File/NPC\\_Town\\_Hall\\_Final\\_Report-Complete\(1\).pdf](http://www.leadershipventures.org/assets/userfiles/File/NPC_Town_Hall_Final_Report-Complete(1).pdf), May 2008) indicates that one of the top challenges facing the nonprofit sector in Indiana is to develop strong, prepared leaders for the sector (both professional and volunteer). A recent report by The Bridgespan Group found that the nonprofit sector will need 640,000 new leaders over the next decade. At a time when many traditional solutions to social problems are not working, economic and social disparities are increasing, and high profile ethical lapses in all sectors are compromising the public good, we must prepare leaders who can innovate in solving public problems, earn public trust and invigorate the public life of their communities.

Many leadership programs do not recognize and develop the leadership of diverse community members, especially among people of color and the poor. In Indianapolis, paradoxically, African-Americans, Asians, and Latinos make up thirty percent (30%) of the city's population, and the majority of those

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requiring social service interventions. The diversity of Indianapolis continues to grow annually, particularly among immigrant populations. According to the 2008 Community Assessment conducted by United Way of Central Indiana, the percentage of foreign-born residents in Indiana increased by 30% between 2000 and 2006. In Indianapolis, over half of the foreign-born living who immigrated to the U.S. since 2000 have incomes below 200% of poverty. The economic disparities between Whites and other ethnic groups, particularly African Americans continue to be stark. According to a Pew Research Center poll reported on by the Indianapolis Star, "Black Americans are more downbeat about their progress than at any point in the past two decades. White Americans are nearly twice as likely in 2007 to say the situation of blacks has improved, but they, too, reflect a growing pessimism."

New community leadership is required that can build bridges among diverse people and neighborhoods to form a stronger, healthier, and more vibrant community. New community leadership will require new approaches and strategies. The Public Allies model has built an effective pipeline for talented young adults from diverse backgrounds to begin careers in community and public service with values and practices that will make them effective at strengthening communities, nonprofits and civic participation across the barriers that currently exist.

Strengthening Communities: Public Allies works with the Indianapolis Neighborhood Resource Center (the local organization that will manage the Public Allies site), local advisory boards and other leaders to identify issue areas and neighborhoods where our services are most needed. Local nonprofit organizations then apply to us with projects that will create, improve, or expand services to meet critical needs they have identified. Currently, Public Allies sites across the country serve in a variety of issue areas: 30% work in the field of youth development, 26% serve in the field of education, 20% work in the field of community and/or economic development, 4% work in housing, 4% work environmental projects, and 11% work to meet other human needs.

Strengthening Nonprofits: Local nonprofit organizations often lack the capacity to effectively expand and enhance their services to better meet critical needs. Recent reports in Stanford's Social Innovation

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Review and the New York Times show that the nonprofit sector has its own "haves" and "have-nots," and that organizations who serve the poor are the least well supported. A study sponsored by UPS and the Corporation for National and Community Service finds that many nonprofits lack the capacity to effectively recruit and manage volunteers, which is not surprising when Paul Light's research from New York University's Wagner School of Public Service finds that nonprofits are not effectively recruiting and developing their own workforce. Leadership Ventures' report from the Indiana Nonprofit Congress indicates that the nonprofits in Indianapolis are looking for opportunities to identify and develop emerging nonprofit leaders earlier. As an intermediary that has placed AmeriCorps members at more than 600 nonprofit organizations nationally, Public Allies has a track record of building nonprofit capacity by assisting them with managing and developing staff, recruiting and managing volunteers, defining and measuring results, collaborating with other organizations, and enhancing and expanding services to be sustained after our Members' terms end.

Strengthening Civic Engagement: During the past five years, we have all become aware of the great need for increased civic participation in our society. Disasters such as the September 11th attack, the Asian Tsunami, and Hurricanes Katrina & Ike have shown Americans' capacity to donate time and resources, yet sustaining that commitment for the daily disasters of poverty and other social problems has proven more challenging. The 2008 presidential races have engaged the everyday citizenry in local and presidential politics more than any other time in recent United States history. The challenge going forward for nonprofit and religious organizations is to identify opportunities to tap into the energy and momentum of the newly engaged and provide opportunities for each member of our society to contribute in significant ways.

But civic engagement cannot just be about plugging the recently engaged into community improvement efforts. Attempts must also be made to build bridges among groups in communities and in particular reach out to engage those whose contributions are often neglected or marginalized -- the poor themselves. To strengthen our communities and address long-term social needs, we need the active

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engagement of people from all backgrounds working together to improve their own lives and the lives of those around them. Public Allies and Indiana Neighborhood Resource Center, through our mutual Asset-Based Community Development approaches, seek to help people -- especially those often labeled and marginalized for their needs -- identify their skills and talents and contribute them to community improvement efforts.

By achieving our mission, Public Allies will advance a new network of public-spirited young leaders from diverse backgrounds by providing them with opportunities to strengthen communities, nonprofits, and civic participation in Indianapolis through their service in AmeriCorps and for years to come.

### 2) Description of Activities and Member Roles

To meet these needs and fulfill our mission, Public Allies Indianapolis will implement three key service activities: (1) placements in community organizations, where members serve four days a week for ten months on projects that create, improve, or expand services; (2) team service projects in which three teams of 5 members each develop and implement a project on Friday afternoons that allow them a second community impact while learning how to organize projects with a diverse team; and (3) participation in service days.

(1) Community Placements. Public Allies fits the AmeriCorps description of an intermediary organization. We provide AmeriCorps Members and other support to a wide array of community and faith-based organizations who would not otherwise host AmeriCorps Members. Each spring, these "Partner Organizations" apply to local Public Allies sites with projects that enhance their ability to meet critical needs by creating, improving, or expanding their services. Partner Organizations must contribute approximately \$10,500 to the living allowance of our Members (with the remainder coming from AmeriCorps and private funds). The Partner Organization contribution levels have enabled us to recruit a diverse pool of larger and smaller organizations to host our Members. Our Partner Organizations must also commit to follow AmeriCorps regulations, provide direct supervision and support to their members, ensure that they have the proper resources to achieve their service goals, and



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participate in orientation and evaluation meetings throughout the year. Partner Organizations are also able to access and draw on a wide array of resources available from the Public Allies network.

We select our Partner Organizations through a competitive process. Their application to us identifies a direct need related to an AmeriCorps issue area, a measurable service outcome for each activity they propose for our members (we provide hours of support to our partners helping them develop results-oriented projects), the specific duties and responsibilities for the member, and the assigned on-site supervisor for the Member. We conduct a site visit in May or June with supervisors and Executive Directors, and then select finalists for our interview process. Our Member finalists interview with between three and seven organizations in July and rank them. The Partner Organizations rank the three to seven Member candidates they have interviewed and we select the best matches (see Member Recruitment section for information). Our proactive engagement with the community leaders and organizations helps ensure that our needs and projects are determined by the community and that we have a good match between our Members and their projects.

Our process also enables us to meet a variety of local needs that our partners define. Our Partner Organizations include affiliates of national organizations, large community organizations, and small community and faith-based organizations. Thus far a number of organizations have expressed interest in hosting Public Allies' at their organizations. As organizations providing support and technical assistance to Indianapolis nonprofits, both the Marion County Commission on Youth and the Indianapolis Coalition for Neighborhood Development are eager for their member organizations to host Allies. At a meeting held September 11, 2008, twenty organizations, including the Jewish Community Center, Keep Indianapolis Beautiful, Mary Rigg Neighborhood Center, and Big Brother Big Sisters of Central Indiana, attended a meeting to learn more about Public Allies. Attendees expressed great enthusiasm for the program and eagerness to host an Ally at their organizations.

Members perform a variety of activities through their service, most often by planning and implementing new services, helping an organization bring an existing service to more community members through

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the member's service and by recruiting more volunteers, and by helping organizations build their capacity to provide enhanced and expanded services to communities.

(2) Team Service Projects. Our Members spend one-half day each Friday afternoon and volunteer time on a project that also leads to a measurable community impact. We form teams of 7 to 10 Members at the beginning of the program year and solicit project proposals from nonprofit organizations who have a time-limited (typically 7 months) project that Members can plan, implement, and evaluate before the end of the program. The organizations commit a staff liaison and whatever resources are necessary and present these projects to the Member teams, who each select the one that most interests them.

As an example, the Public Allies Milwaukee class of 2008 collaborated with the Fondy Food Center, Milwaukee's largest farmer's market, located in the central city, in an outreach effort designed to attract community members and inform them about what the center has to offer. The team worked to refurbish the center in time for an event that marked the beginning of market season. The event produced by this team attracted over 1,000 attendees, who became informed about the resources available to them to support healthy eating habits.

3) Service Days. Public Allies is an active partner in Martin Luther King Junior Day, Global Youth Service Day, Cesar Chavez Day, and Make a Difference Day. Many service day activities are held in conjunction with other AmeriCorps programs. As an example of typical service day activities, in 2006, Public Allies Milwaukee and a host site organization, Friends of the Milwaukee River were recognized by USA Today and won the National Make A Difference Day Award. Derek Dunn, a Member placed at the Friends of the Milwaukee River, was featured on the cover of the USA Weekend Magazine. Derek Dunn researched Make A Difference Day and helped organize the Kinnickinnic River cleanup through Friends of the Milwaukee River. As a result of Derek's efforts, the Friends of the Milwaukee River received a \$10,000 award for their efforts.

Full-time Members: Since inception, our program model has operated with full-time members. Our program must operate full-time to adequately achieve our outcomes for member leadership

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development, community impact, nonprofit capacity building and civic engagement.

Displacement: Nonprofit organizations apply to Public Allies Indianapolis with projects that help them create, improve or expand services. Seventy-five percent of our Partner Organizations report increases in volunteerism and our Members last year generated over 105,000 hours of volunteer service for their host site agencies. Our data demonstrates that we do not displace staff or volunteers but build the capacity of nonprofit organizations to expand services and volunteerism.

Prohibited Activities: During the past decade, Public Allies has worked to ensure that our program does not engage in prohibited activities. Our Partner Organization applications, Partner Organization orientation, and Partner Organization contract all outline the prohibited service activities. We provide a Member orientation, Member handbook, and Member agreement that all outline prohibited activities. Our Program Managers work to ensure that Members and Partner Organizations abide by their agreements, and our National Office's Program Consultants review Member position descriptions, files, and perform other visits and activities to ensure compliance.

### 3) Measurable Outputs and Outcomes

Public Allies Indianapolis has one aligned performance measure that will measure the increased civic engagement and leadership capacity among our Members that comes as a result of our intensive leadership development training and community service practicum. We also have additional performance measures demonstrating the impact of our Members' service on the host site organization's ability to meet local needs and the host's site organization's capacity to recruit and manage volunteers. Our first performance measures will demonstrate the impact our Members' service has on meeting local human needs by measuring: (1) the number of people served by our Members with a goal of serving an average of 600 community participants per Member (output); (2) the Members' achievement of their pre-determined service impact objectives with a goal that at least 90% of graduating members will meet or exceed their service objectives benefiting the community as defined by supervisors at their Partner Organization (Intermediate Outcome).

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Our aligned performance measure will capture the development of the Members' capacity to be civically engaged by measuring: (1) the average hours of training and service activities engaging members in citizenship, civic responsibility and leadership development training (output); (2) the percentage of graduating Members demonstrating improvement in their practice of five core leadership skill sets and an increase in the attitudes and behaviors that contribute to being an effective citizen (intermediate outcome); and (3) the percentage of graduated Members that sustain their civic engagement both in their professional lives and in their personal lives following their term of service (end outcome).

Our final performance measure will examine our performance in strengthening communities by building nonprofits' capacity to recruit and utilize volunteers. Our performance measure will indicate the number of hours of service generated by volunteers recruited by the Members (output).

We will track our Members' accomplishments within our web-based Personal and Service Impact Documentation (PISD) system (described below). We will gauge our Members' leadership development through a 360-degree feedback assessment, completed by the Member's peers and supervisors. The growth in our Members' civic engagement will be determined by measuring the difference in responses between a pre- and post- civic engagement assessment.

#### 4) Plan for Self Assessment and Improvement

Public Allies holds continuous learning and integrity as two of our core leadership values, and has built systems to accurately report on our work, learn from it, and continuously improve. To measure the service impacts of our members, Public Allies uses a series of evaluation tools and processes, including our Internet-based Personal Impact Service Documentation (PISD) system. The system allows members to track their time, outputs, outcomes, stories of achievement and reflections on service over the course of the year. The system has two levels of control from Partner Organization supervisors (their on-site supervisor) and Public Allies Program Manager, who must each approve all data before it is entered into a reporting module. As an intermediary placing members with different organizations -- each with its own measurable outcomes -- it is almost impossible for Public Allies to aggregate service outcomes

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without diluting the impact completely by finding the lowest common denominators that these distinct placements share. Yet Public Allies is able to demonstrate the success of each member's service outcomes through a robust technology that has been recognized as a best practice in the field by AmeriCorps, Cisco Systems, and the Center for What Works and the Bridgespan Group.

In addition to the data collected in the PISD, we assess the service and leadership development of our Allies through surveys of members and supervisors, including a 360-degree evaluation of members that assesses their capacity to serve in a way congruent with that of strong leaders. Public Allies uses the data, combined with regular individual coaching sessions and three-way meetings with the Ally and the site supervisor to assess their performance and work on continuous improvement. At the end of the year, each Ally also defends how they achieved Public Allies learning and service outcomes in a Presentation of Learning before their fellow Allies, Partner Organization staff and other community members.

Public Allies has established a comprehensive set of measurable program standards, which also incorporate our AmeriCorps requirements and performance measures. Public Allies' training and technical assistance department delivers year-round web-based, conference call, and in-person training to sites to achieve these standards and National Office program consultants conduct formal site visits using a comprehensive assessment tool to ensure that the sites are adhering to our program standards. We also contract with a university research center to conduct an external evaluation of our organizational effectiveness every three years. Our national Program Consultants, and Senior Management Team use the site visit reports, annual program reports, and requests for support to identify program trends, design training, form teams to share or improve practice, or otherwise lead program improvement efforts.

### 5) Community Involvement

In order to determine specific needs in our community, we include a variety of stakeholders in our planning process. Public Allies is working closely with our local Operating Partner, the Indianapolis

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Neighborhood Resource Center to develop a group of local champions to partner with us to implement and support the site. A local Advisory Board will be formed consisting of Public Allies graduates, business leaders, and other nonprofit leaders. With the Site Director, the Advisory board will create a local vision for how the program can best impact the Indianapolis community. Our Partner Organizations determine the specific needs we address by identifying how their organization can best leverage our AmeriCorps Members to create, improve, or expand their services. Our Members, who are most often from the communities they serve, participate by selecting the organization where they would like to interview for their placements. Our Member selection process involves dozens of volunteers, and our Member Development activities are carried out with pro bono support and partnerships with other organizations.

Indianapolis Neighborhood Resource Center has worked to connect the new Public Allies with ongoing local initiatives in an effort to support the sustainability of those projects. Public Allies Indy will work closely with GINI (the Greater Indy Neighborhoods Initiatives) to support the neighborhood improvement plans recently constructed in the Near Eastside, Southeast side, Near Westside, West Indianapolis, Binford, and Crooked Creek areas, helping to sustain the momentum of engaging local citizens in projects to revitalize their neighborhoods.

### 6) Relationship to other National and Community Service Programs

Public Allies has always worked actively with other national and community service programs. At a national level, we work actively with groups such as the Hands On Network, Teach for America, Jumpstart, City Year, Youthbuild and NASCC in many ways. Our President and CEO, Paul Schmitz, is the co-chair of Voices for National Service, working collaboratively with AmeriCorps State Commissions and other national and state grantees to ensure that national service remains strong. Through the Training and Technical Assistance grant we received from the Corporation for National and Community Service for the Leadership Practice, Public Allies built even more relationships with the field. At the local level, we work collaboratively with other programs to implement joint recruitment, training, and

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planning activities. For example, we have done joint recruitment with City Year, service projects with City Year and Teach for America, recruited members among graduates of City Year and Youthbuild, and conducted joint trainings with other local AmeriCorps and national service programs. Public Allies Indianapolis will follow in this model and reach out to other organizations. INRC is already working with the Marion County Commission on Youth, who is a former AmeriCorps grantee, to identify youth serving organizations in need of capacity building support.

### 7) Potential for Replication

Public Allies is positioned better than ever to replicate our program. After being founded in 1992, Public Allies replicated our first expansion site in Chicago in 1993 and began ten additional sites under our national 501(c) (3). In 2000, our Delaware program affiliated with the University of Delaware, and in 2004, after completing a strategy process with the Monitor Group, we decided that all existing and new sites would be managed by an Operating Partner in each community (either a university or a nonprofit organization). These partnerships have increased local program capacity, improved local management and streamlined operating costs for our program. Public Allies continues to provide the program, evaluation, training and technical assistance and other support to the sites. By shifting to this model, the start-up costs of a Public Allies site are less than half of what they were previously and the program is much better positioned for replication to new communities. A case study on our growth and replication was published last year by the Bridgespan Group and is available on our website.

Since 2005, Public Allies has worked to replicate our model in communities that have expressed interest in our program. With a robust and successful program model, Public Allies plans to expand to 3-5 communities a year through partnerships with local organizations, "Operating Partners," like the Indiana Neighborhood Resource Center, who will operate our program model in Marion County.

### **Organizational Capability**

#### II. ORGANIZATIONAL CAPABILITY

##### A. SOUND ORGANIZATIONAL STRUCTURE

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### 1) Ability to Provide Sound Programmatic and Fiscal Oversight

Public Allies was founded in 1992 to serve as a pipeline for a new generation of diverse young leaders to begin careers working for community and social change. Public Allies is regarded as having a comprehensive program model that blends community service, nonprofit capacity building, civic engagement and leadership development with best practice evaluation processes. Public Allies has since expanded to over a dozen communities with over 2,400 AmeriCorps members having served to date. Our results over the last fifteen years, as shared throughout this proposal demonstrate our ability to achieve our mission.

Public Allies National Office is currently managing AmeriCorps grants with five state commissions, a growing national direct grant since 1993, and a new Professional Corps grant. Our Senior Management Team has managed AmeriCorps programs for many years, and our Regional Directors who monitor and support our local programs have extensive experience managing state commission grants. Public Allies has received for two years consecutively a four-star rating from Charity Navigator. This rating indicates that Public Allies exceeds industry standards and outperforms most charities in its service category. Our Public Allies Indianapolis site will be operated by our partner, the Indianapolis Neighborhood Resource Center. INRC offers training and technical assistance to help grassroots neighborhood organizations address issues that impact the quality of life in their neighborhoods. Established in 1994 as a private, not-for-profit organization, INRC provides support and resources to neighborhood-based organizations to strengthen, develop and empower neighborhoods. Using the same principles of Asset Based Community Development as Public Allies, INRC supports residents and other stakeholders as they build community upon the strength of their neighborhood. Through training sessions, the provision of technical assistance, and individual coaching, INRC supports neighborhood-based organizations as they map their community's assets and mobilize its capacities. Through this work, grassroots community leaders are creating and strengthening institutions, relationships and processes that support healthy, viable and sustainable communities. INRC's understanding of Indianapolis' most



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critical community needs, and their relationships with local Indianapolis community and faith-based organizations, and their reputation as a leader in civic engagement, will position the Public Allies program well in Indianapolis. In INRC Public Allies has not only a thought-partner for how to advance the civic engagement of local communities and train the next generation of civic leaders, but also a local partner in our effort to monitor Public Allies programs.

### (a) Program Monitoring

Public Allies has a unified vision, mission, and program standards that all sites must follow. Our Ally Program Team annually reviews a set of program baselines and standards that lay out what all Public Allies programs must implement and strive for. Our National Management Team and local Executive Directors then approve these for the entire organization. The program standards cover all AmeriCorps and Public Allies program requirements while leaving room for sites to respond to different local needs and issues. Each of our operating sites signs an agreement with Public Allies to comply with our program baselines and standards, and participate in all of our evaluation activities, which are monitored by our Vice President of Programs and Program Consultants. Much of our work nationally is carried out by teams that include representation from all of our sites, including recruitment, continuous learning, and other ad hoc teams. We also host regional and national staff development activities and retreats throughout the year and have an intranet portal to enhance camaraderie and share challenges and best practices among our local staffs.

Public Allies National Office also monitors closely the service of our Members. The staff of Public Allies Indianapolis works with our Partner Organizations to establish clear position descriptions for each Member with performance measures, and by providing comprehensive orientations to our Members and Partners. Our Internet-based evaluation tool enables staff locally and nationally to continuously monitor the service activities of our members individually, by site, and nationally. A national staff person will make one official site visit each year, during which time file reviews, meetings with Members and Partner Organization supervisors, attendance at trainings and team service project meetings and

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other monitoring activities take place. Quarterly, the Public Allies Indianapolis site submits a Site Monitoring Tool to the National Office that assesses how the site is meeting each of our program standards. These visits include. Our high-tech and direct monitoring activities enable us to support the continuous learning and improvement of our programs.

Public Allies has the national staff capacity both in structure and experience to provide effective program assistance. We also create forums through our Continuous Learning Team, Recruitment Team, and Site Directors Team for our sites to share best practices and problem solving. Finally, our online staff portal is a growing intellectual memory for our program with a program guide divided into eight chapters, each with a description of our program methods and standards and folders for sharing files, web links, stories, and other resources among sites.

### (b) Fiscal Monitoring

All Public Allies grants are fiscally administered by the national Vice President of Finance and Administration. All AmeriCorps budgets are approved by the National Office prior to submittal to evaluate they are sound and meet AmeriCorps requirements. The National Office also conducts annually either a desk or in-person audit of each local site, to ensure records and accounts are being properly maintained. Public Allies undergoes annually and A133 audit, conducted by and independent auditor.

### 2) Board of Directors, Administrators and Staff

Public Allies National Board of Directors includes a diverse group of leaders who bring a wealth of experience and expertise to Public Allies. Our board includes a foundation presidents (Board Chairman Bill Graustein of the William Caspar Graustein Memorial Fund), two members who have led giving programs at major foundations, (Cindy Gibson from the Carnegie Corporation and Audrey Rowe from the Rockefeller Foundation and Lockheed Martin), five members of the private sector including Kanwar Singh, VP of UBS Financial Services, and three from the nonprofit sector and higher education (including alumna Melia Dicker, Executive Director, Resonate, and alumnus Leif Elsmo, Executive

## Narratives

Director of Community and External Affairs, University of Chicago Hospital). Two of our board members are alumni of the program, one is a former site director, five served on local site boards, two supervise Allies at their organizations, and they live in six communities where Public Allies operates programs. Their bios are on the Public Allies website.

Public Allies National Senior Management Team includes the President & CEO and four Vice Presidents -- three of whom worked at local sites and one who is an alumni of our program. President & CEO Paul Schmitz founded Public Allies Milwaukee in 1993, was promoted to VP and Chief Strategist nationally in 1997 and has served as CEO of the national organization since 2000. Among the four Vice Presidents (Programs, Leadership Practice, Finance & Administration, Marketing & Development) are alumni of our program, and former staff of local Public Allies sites.

Jenise Terrell, Director of AmeriCorps Grants will oversee the grant and has a great deal of experience in program development and support. Jenise is a Public Allies AmeriCorps alum -- graduate of Public Allies Milwaukee in 1998. Jenise's prior experience includes leadership roles in community and economic development organizations, with a specialization in nonprofit management.

The Public Allies Indianapolis staff is also well qualified to deliver our AmeriCorps program. Anne-Marie Predovich is the Executive Director of INRC. Before coming to INRC in 2004, she was employed with the Community Alliance of the Far Eastside, Inc. (CAFE), a resident-driven, community-based organization in which she served as the Executive Director since April 1999. Anne-Marie has over fifteen years of experience with neighborhood-based, resident-driven, not-for-profit organizations.

Anne-Marie is an AmeriCorps alumnus. The Public Allies Indianapolis program will be lead by a Program Director, Amy Tompkins, current Neighborhood Development Specialist for INRC. Amy has over ten years of experience delivering youth development and community development programming.

### 3) Plan for Self-assessment or Improvement

As stated earlier, Public Allies has developed extensive tools and processes to continuously learn and improve our programs. We have also developed such tools for use organizationally. We have recently

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designed a Performance Management System using the Balanced Scorecard approach to assess the health of our local sites and national organization using financial, internal process, program customer and community engagement standards. As with the Allies, Public Allies staff have measurable goals and outcomes they are responsible for each year established through our annual planning process and tied directly to our four long-term strategies. Staff track their performance with managers and also participate in 360-degree reviews and other continuous learning activities to improve their performance.

### 4) Plan for Effective Technical Assistance

Public Allies has a wide range of expertise we can call upon for effective technical assistance. First, our Ally Program Team has six staff with local and national experience running AmeriCorps programs, and our other departments have many staff with experience working in and supporting the field. Our Marketing and Development department develops all recruitment and program marketing materials, guide our local recruitment campaigns, and provide fundraising training and technical assistance. Our Finance and Administration department manages all accounting and grant management activities, and trains and supports local Operating Partners with following AmeriCorps policies and proper record keeping. The department also supports local sites' use of all of our technology including our web portals and virtual private network for sharing documents and files. Our Alumni Leadership Network team supports local alumni development and volunteerism and are often called upon for other support as together they have 18 years of experience with Public Allies locally and nationally. Our Leadership Practice team conducts research and development for the Ally program, develops all staff training and retreats and connects us to our faculty of former Public Allies staff and faculty of the Asset-Based Community Development Institute at Northwestern University. Through our Training and TA grant with the Corporation, we have also learned more about the resources of other TA providers we can access for support of our programs.

## B. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

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### 1) Volunteer Generation and Support

Public Allies sites utilize volunteers in many capacities, generating hundreds of hours of service each year. Public Allies utilizes volunteers as Ally recruiters, Ally interviewers, Ally Trainers, and panelist for Ally Presentations of Learning. In addition, each Public Allies site has an Advisory Board that assists in fund development, strategic planning, and program oversight.

### 2) Organizational and Community Leadership

As stated above, Public Allies is nationally regarded as a leader in the development of young nonprofit professionals. We were selected as one of the first demonstration projects for national service by former President Bush's Commission on National and Community Service and identified as a model for AmeriCorps by President Clinton. Between 1993 and 2005, Public Allies replicated our program to 10 communities while evaluating and strengthening our model. During that time, our leadership development curriculum and assessment processes were recognized as best practices by AmeriCorps and the Leadership Learning Community (a national network of leadership development programs), our Internet-based evaluation tools were recognized as a best practice by AmeriCorps and The Bridgespan Group, one of our nation's top nonprofit consulting groups, and our alumni programming was recognized as a best practice in a study by McKinsey & Company. Our success at engaging and strengthening communities through our service led the Corporation for National and Community Service to select us as the first grantee ever (under the name of The Leadership Practice) to become a trainer and technical assistance provider to the entire national service network. Recently, the Pew Partnership for Civic Change honored Public Allies with their prestigious Civic Change Award and Fast Company Magazine is recognizing us this year with their Social Capitalist award for innovative and effective organizations.

### 3) Success in Securing Match Resources

Public Allies has a sound fundraising track record and has exceeded AmeriCorps matching requirements every year since inception. Our program model is designed to maximize the match from our Partner

## Narratives

Organizations where the Allies serve, who typically raise funds to support two-thirds of each Ally's stipend. In addition, Public Allies Indianapolis is seeking local support for the AmeriCorps program.

### C. SUCCESS IN SECURING COMMUNITY SUPPORT

#### 1) Collaboration

Collaboration is a core value of Public Allies and everything we do is based upon leveraging and supporting the resources of other organization. Collaborative relationships bring tremendous resources to Public Allies while our partners gain access to diverse young talent and a successful program model. At the community level, Public Allies also collaborates extensively. Allies all serve in community-based organizations where create, improve and expand services. Public Allies also collaborate with organizations for member recruitment, training and team service projects. By bringing Allies from different organizations together each week and bringing in trainers from other community organizations, they become aware of the wide variety of resources in their communities they serve and learn how to utilize them to enhance and expand services.

#### 2) Local Financial and In-Kind Contributions

Our match has three primary components. As mentioned earlier, each Partner Organization contributes 30% of the stipend costs at their organizations as well as FICA taxes, the total average of \$11,276 for the 2007-2008 program year, and we expect these rates will continue for the next three years. Second, Public Allies raises significant private resources for our program.

Finally, we receive a tremendous amount of in-kind support. For example, our trainers donate over 100 hours of training each year per site. We also have received in kind technology support from Cisco Systems, advertising from the Leo Burnett Agency, marketing from Ralph Lauren Polo and more.

#### 3) Wide Range of Community Stakeholders

In order to determine the specific needs we will address, we include a variety of community stakeholders in our planning process. We have local advisory Board members, alumni of our program, Partner Organization supervisors, trainers, donors, and other leaders from the community we serve. Our

## Narratives

community stakeholders assist in creating a vision for how our program can best impact their community and help us identify partners. Because all of our service is carried out in direct partnership with community-based organizations, they determine the specific needs that we will help them create, improve and expand services to meet.

Other Public Allies stakeholders include our trainers, volunteers and advisory board members. We also reach out to local elected officials to educate them on our program (and at times invite them to train our members on how government works), and our local donors are some of our strongest advocates and champions for our programs.

#### 4) Special Circumstances

Public Allies does serve primarily low-income urban communities. Because the vast majority of our match comes from Partner Organizations, we do not fully reflect the diversity of donors in our community since our Partner Organizations often raise money from multiple funders to support their portion of each Member's stipend.

### Cost Effectiveness and Budget Adequacy

#### III. COST EFFECTIVENESS AND BUDGET ADEQUACY

##### A. Corporation Cost per Member Service Year

Public Allies Corporation Cost per Member Service Year is \$12,400. Public Allies seeks the maximum AmeriCorps grant per MSY for three reasons. First, our program model is expensive. The extensive leadership development and nonprofit capacity building activities we undertake, especially with smaller community organizations, make our program model more expensive than others. Second, we serve a very diverse corps of young people with about half college graduates and half with a high school diploma or GED and provide more extensive support to our members as a result. Third, we pay a higher stipend than most programs with an average about \$15,000 for 1,700 hours. We believe that such a stipend is important to make our program available to diverse young people and to reward the individual placement work they are doing at organizations. It should be noted that our net cost per member (total

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cost per member minus stipends and benefits) is lower than many comparable organizations that do not provide the extensive leadership development and nonprofit capacity building that we do.

### B. Diverse Non-Federal Support

During the past fifteen years, Public Allies has relied mostly on private foundations, corporate giving, and our Partner Organizations to support our local programs. We have also begun a major initiative to increase individual giving locally and nationally to develop broader and more sustainable support for our programs. We have begun annual fundraising events and annual appeals in several sites and have a national board task force that is designing a national-local individual donor strategy to further diversify our revenue. By increasing our reliance on individual giving, it also frees up foundation and corporate giving for our Partner Organizations, who often apply to the same donors for stipend matching dollars that we apply to for program dollars. Currently, Public Allies National Office is working with INRC to identify local foundations to procure funding to support the Public Allies Indianapolis program. Within year one, we will secure at least \$50,000 of non-federal support for the program.

### 1c) Decreased Reliance on Federal Support

Public Allies has increased the matching support from our Partner Organizations over the past fifteen years by over 100%. We have also raised over \$25 million nationally during that same period from private philanthropy, exceeding AmeriCorps matching requirements (often doubling them) since inception. The Public Allies program continues to exist as a public-private partnership that relies on the public investment to stimulate the other funds necessary to operate our program. Through our new Operating Partnerships, we will seek to innovate new ways of operating that may enable us to decrease our reliance on federal support to operate our program. Our growing Leadership Practice will also enable us to support other program models to use the training and support methodologies we have developed at Public Allies. At the same time, the federal support we receive has allowed over 600 community-based organizations to sustainably enhance and expand their services (87% of organizations



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each year have reported that they will sustain the services created, improved or expanded by their Public Ally) with about half of them able to hire on their Public Allies at the end of their service terms as permanent staff. The federal funding we receive allows these community organizations to take on new projects they could not afford to do otherwise and with the success of these projects, they are able to raise the necessary funds to continue them.

### C. Budget Adequacy

The budgets we have submitted are adequate to meet the Public Allies program standards and our AmeriCorps Performance Measures. Our greatest expense is staffing because of the intensive coaching, training, evaluation, and capacity-building activities our staff provide to our Members and Partner Organizations. The other costs cover the basic operations, Member Development activities and other incentives. Public Allies has been recognized with Charity Navigator's 4-star rating for our efficient and effective fiscal management. Public Allies has fifteen years of experience operating national service.

### Evaluation Summary or Plan

n/a

### Amendment Justification

N/A

### Clarification Summary

FY09 CLARIFICATION RESPONSE

Clarification Question: Please clarify the community need, as no sources are cited to justify the need as compelling.

Clarification Response:

Public Allies cited the following Indianapolis-based sources within its application narrative to demonstrate the compelling need for our program.

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\* Indianapolis Community Crime Prevention Task Force - a blue-ribbon panel organized by The Greater Indianapolis Progress Committee on behalf of the Mayor of Indianapolis aimed at studying the root causes of crime and recommending strategies to address those causes.

\* Leadership Ventures' Nonprofit Congress Report -

([http://www.leadershipventures.org/assets/userfiles/File/NPC\\_Town\\_Hall\\_Final\\_Report-Complete\(1\).pdf](http://www.leadershipventures.org/assets/userfiles/File/NPC_Town_Hall_Final_Report-Complete(1).pdf), May 2008); Leadership Ventures is an Indianapolis based nonprofit organization dedicated to advancing collaborative leadership and developing organizational capacity in Indiana's nonprofit sector.

\* 2008 Community Assessment conducted by United Way of Central Indiana

The Indianapolis metropolitan area faces the same array of challenging social issues as other urban communities across the country: poor health coverage for the unemployed and working poor, inadequate education and activities for young people, public safety, economic security, disaster preparedness, and other human needs. Particular communities that require focus include the Near East Side neighborhood. The recent crisis in the financial markets had a particularly hard impact on this community, which faces a high rate of abandoned homes and a high number of home foreclosures. As crime rates have risen recently, the Community Crime Prevention Task Force recommended expanding offender re-entry programs, mental health and substance abuse programs, as well as after-school, public safety and neighborhood watch programs in order to reduce the rapidly increase in violent crime and juvenile crime Indianapolis and Marion County had seen in the recent years.

The needs listed by the Task Force are varied and touch several facets of the local nonprofit sector. While the size of the sector in Indianapolis appears healthy, with over 9,000 nonprofit organizations currently operating there, it still faces a number of challenges in meeting the needs of its most vulnerable citizens. As the size of the nonprofit sector grows, competition for resources forces

## Narratives

organizations to do more with less funding and organizational infrastructure. Additionally, there is a disconnectedness between organizations in the sector which does not always allow for the most efficient or innovative response to broad community needs. Greater collaboration amongst Indianapolis nonprofits is required if the challenges facing communities are going to be addressed in a holistic manner.

Because Allies will serve across the sector in a variety of nonprofits, the program will bring together a network of organizations who may not have worked together in the past, and whose interaction can help connect services across the sector.

The Indianapolis community faces many challenges that call for service. Solving these problems will take sustained service and leadership. Yet our communities have struggled to identify, cultivate and sustain the new leadership needed to address these challenges long term, especially as a generation who built many community serving organizations begins retirement. After bringing together nonprofit leaders from throughout the State of Indiana in town hall meetings, Leadership Ventures' Nonprofit Congress Report

([http://www.leadershipventures.org/assets/userfiles/File/NPC\\_Town\\_Hall\\_Final\\_Report-Complete\(1\).pdf](http://www.leadershipventures.org/assets/userfiles/File/NPC_Town_Hall_Final_Report-Complete(1).pdf), May 2008) indicates that one of the top challenges facing the nonprofit sector in Indiana is to develop strong, prepared leaders for the sector (both professional and volunteer). A recent report by The Bridgespan Group found that the nonprofit sector will need 640,000 new leaders over the next decade. At a time when many traditional solutions to social problems are not working, economic and social disparities are increasing, and high profile ethical lapses in all sectors are compromising the public good, we must prepare leaders who can innovate in solving public problems, earn public trust and invigorate the public life of their communities. Civic engagement expert Richard Harwood of The Harwood Institute has articulated this need well: "Americans are walking away from the public square because leaders no longer reflect the reality of average peoples' daily lives in their words and actions."

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Many leadership programs do not recognize and develop the leadership of diverse community members, especially among people of color and the poor. In Indianapolis, paradoxically, African-Americans, Asians, and Latinos make up thirty percent (30%) of the city's population, and the majority of those requiring social service interventions. The diversity of Indianapolis continues to grow annually, particularly among immigrant populations. According to the 2008 Community Assessment conducted by United Way of Central Indiana, the percentage of foreign-born residents in Indiana increased by 30% between 2000 and 2006. In Indianapolis, over half of the foreign-born living who immigrated to the U.S. since 2000 have incomes below 200% of poverty. The economic disparities between Whites and other ethnic groups, particularly African Americans continue to be stark. According to a Pew Research Center poll reported on by the Indianapolis Star, "Black Americans are more downbeat about their progress than at any point in the past two decades. White Americans are nearly twice as likely in 2007 to say the situation of blacks has improved, but they, too, reflect a growing pessimism."

Clarification Response FY11

FY11 Budget Clarification Response

Section 1C: Travel

Please provide a calculation for CNCS Staff Travel costs. See budget narrative.

Please explain what member travel costs for retreats cover. Member travel costs include mileage reimbursements to members traveling to 2 yearly trainings.

Section 1G: Training

What is the purpose of the Trainers/Trainings cost for member training? Please verify that these costs

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do not duplicate the trainer costs for the retreats. These costs are separate from the over-night trainings, and cover weekly leadership trainings on conflict resolution, resume development, diversity, inclusion and other topics within the curriculum.

### Section 11: Other

Please provide a calculation for member recruitment costs. See budget.

Please explain the member graduation event. This item was removed.

Please verify that the criminal history checks will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations. We anticipate that all of our Members will have access to vulnerable populations, and thus require FBI fingerprint checks in addition to NSOPR and statewide checks. We intend to have all background checks completed prior to our Members beginning their service, and thus we will conduct background checks on each of our finalists (approximately 40 applicants). All new staff will also have FBI, state and NSOPR checks conducted on them.

### FY11 Narrative Clarification Response

#### 1. Start Date and Member Enrollment Period

We request a grant award start date and member enrollment start date of September 1, 2011.

2. Please explain the "business redevelopment" activities mentioned in the application, and include the purpose.

In this instance, business redevelopment refers to providing assistance and support to neighborhood based organizations charged with increasing the quality of life for a community by helping to support an environment where local economic exchange can occur. Activities that support this sort of business

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redevelopment include convening and facilitating neighbors in a community around discussions on pedestrian access in a commercial corridor as well as serving with key community stakeholders to determine effective uses of green space that encourage participation in a commercial corridor. These activities were identified by the residents in the community for which the AmeriCorps member served and complied in a Quality of Life Plan. The Quality of Life Plan, while developed by the ideas and concerns of community residents, is being implanted in part by the AmeriCorps members host organization. Accordingly, the AmeriCorps member's service pays some attention to these activities.

### 3. Corrective action plan for 2010 member exits.

At the point of determination that a member will be exited, the Public Allies Indianapolis Site Director will issue an e-mail to the member's Program Manager with a list of items to ensure a compliant exit of said member. The e-mail will include the member's exit date as well as the deadline for exiting the member in compliance with AmeriCorps rules and regulations. The Site Director will also issue a calendar event with weekly reminders for the member's Program Manager leading up to the deadline for exiting the member in compliance with AmeriCorps utilizing Microsoft Office technology. Our goal will be to exit members within one week of their exit date.

### 4. Performance Measures

As an intermediary, the primary goal of Public Allies is to deploy our Members to deliver direct and indirect services that increase the capacity of local nonprofit organizations to meet the most compelling needs of our communities that our program has chosen to address. These compelling needs are aligned with the Corporation's six issue areas. Because our primary outcome is related to building the capacity of our nonprofit partners, we have withdrawn our "Meeting Community Needs" performance measure and instead focused on our "Nonprofit Capacity Building" measure and our ability to measure the extent

## Narratives

to which we have helped organizations increase their capacity to impact the six priority areas.

Our "Nonprofit Capacity Building" measure is aligned with one output (the number of capacity building service objectives achieved by our Members) and one intermediate outcome (the percentage of capacity building outcomes achieved by our Partner Organizations). Previously, our outcome was based on the percentage of members achieving capacity building outcomes. We changed the basis of our measure to reflect the number of objectives achieved because this will give a more complete assessment of the extent to which our Members have met the goals assigned to them. Each of our Members will be assigned at least one capacity-building service objective and each Partner Organization will have at least one goal for increasing organizational capacity.

### FY11 PROGRAMMATIC CLARIFICATION, PART 2

Performance Measures.

Each of our Members will be assigned at least one capacity-building service objective and each Partner Organization will have at least one goal for increasing organizational capacity. Each of the capacity-building objectives undertaken by our Members is reviewed and approved by staff prior to the launch of Member service to ensure that Members will not be engaged in prohibited activities, including those that are outlined in OMB Circular A-122. During the execution of the Member's service, semi-monthly service reports are also reviewed by staff to ensure Member's are complying with prohibited activity regulations.

### Continuation Changes

2010-11 CONTINUATION CHANGES

PROGRAM DESIGN

There are no proposed changes to the Public Allies Indianapolis program design for the 2010-11 program year.

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### PERFORMANCE MEASURES

We've made slight adjustments in our performance measures for the 2010-11 program year. These changes are intended to narrow the number and scope of our performance measures, so there is clear alignment between our program's intended impact (developing the next generation of civic leaders) and our primary performance measures. As such, our aligned performance measure will focus on Member civic and leadership development. We will also retain our performance measure related to volunteer generation and management. Per the Corporation's latest guidance and Frequently Asked Questions regarding common performance measures, Public Allies, as a continuation applicant will not opt into the common performance measures.

### ENROLLMENT

In its first year of operation, Public Allies Indianapolis achieved a 90% enrollment rate (27 of 30 full-time slots enrolled). Although this falls short of our goal of achieving 100% enrollment, the program launched a successful a recruitment campaign in the three months between being notified of funding and the program launch. Seventy-seven young adults applied to become Public Allies AmeriCorps members. Another 35 organizations submitted applications to host 38 Member positions, the result of outreach to over 75 nonprofit organizations in Marion County, Indiana.

However, despite our efforts, we ultimately were unable to retain enough Partner Organizations to host 30 members. A number of Partners declined to host Members due to an inability to pay the required match for a Member's stipend. Potential partners also indicated our recruitment period didn't provide them enough time to properly include the cost for a member in their budget planning.

We've used the feedback from our partners to make changes to our recruitment process. Instead of



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recruiting partners seasonally, we've begun recruiting Partner Organizations year-round. Partner Organizations are being recruited a full-year out from the program start date to ensure that organizations can incorporate the stipend contribution in their organizations' budgets. We've also expanded the number and scope of organizations we will be reaching out to, again, to ensure that we're recruiting at least two organizations for every Member position we have to fill. With these changes, we are confident that we will achieve 100% enrollment for the 2010-11 program year.

### RETENTION

Public Allies Indianapolis has, at the time of this application, has a 100% retention rate for the 2009-10 program year.

### PERFORMANCE MEASURES

We've made slight adjustments in our performance measures for the 2010-11 program year. These changes are intended to narrow the number and scope of our performance measures, so there is clear alignment between our program's intended impact (developing the next generation of civic leaders) and our primary performance measures. As such, our aligned performance measure will focus on Member civic and leadership development. We will also retain our performance measure related to volunteer generation and management. Per the Corporation's latest guidance and Frequently Asked Questions regarding common performance measures, Public Allies, as a continuation applicant will not opt into the common performance measures.

### 2011-12 CONTINUATION CHANGES

### RATIONALE AND APPROACH

As an intermediary, Public Allies Indianapolis has begun to play a vital role in providing substantial

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numbers of Members serving in education, youth development, housing, economic development, and public health to local community and faith-based organizations addressing the Circle City's most critical needs. This has allowed us to expand the opportunities for more diverse young adults and community-based organizations to participate in national service across issue areas, where they may otherwise not be able to. In our third year of operation, Public Allies Indianapolis plans to continue operating as an intermediary, facilitating bringing together varied organizational partners with Members serving in a variety of capacities, while simultaneously beginning to focus the majority of our Member placements on service that addresses the problems impacting Indianapolis' youth and community economic needs.

Youth in Central Indiana are threatened by the negative effects of substance abuse, unlawful behavior and disciplinary problems. In addition, many families and individuals in Indianapolis have a challenge accessing affordable and adequate housing, or the economic assistance and food supply assistance required to sustain them. Public Allies Indianapolis will work to remedy those problems.

Our requested Members will serve in educational and youth development settings -- schools, community learning centers, community-based afterschool programs, charter schools and other places supporting efforts to combat the impact of youth-involved crime and substance abuse and youth-involvement in the other risky behaviors that keep them from the path of graduating from school and becoming productive Members of society. Members will also serve in placements focused on assisting economically disadvantaged individuals and families with financial literacy, housing assistance, job training, and nutritional assistance.

While our Members' activities will be focused in two primary issue areas--education and economic opportunity--as an intermediary, Public Allies will continue to place our Allies in a variety of nonprofit organizations, who will each propose service activities for Members that are designed to address the Circle City's most pressing challenges. 2011-12 Members will perform service activities similar to those performed by past Allies, including, but not limited to:

\* Developing and implementing an evidenced-based and comprehensive internship program for

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Undergraduate students who will assist in an afterschool and summer program for youth from low-income communities that have a history of disciplinary issues.

\* Serving as a mentor to youth from low-income communities that have a history of disciplinary issues as they participate in service projects in their communities.

\* Providing support in housing development, business redevelopment, volunteer management and promotion of an Indianapolis neighborhood which has been adversely affected by a declining economy.

\* Supporting outreaches to local neighborhood residents about opportunities for home owner repair and improvements, through a home owner repair program. Providing information and education about a forthcoming opportunity that provides grants or low-interest loans for energy efficiency home improvements.

Though varied in nature, the activities of our Members have demonstrable impact, as exemplified by the story of 2009-10 Public Allies Indianapolis Member Conrad O'Brian. Conrad served his term with the Mary Rigg Neighborhood Center, helping maintain their food pantry operations and other food security programming. Upon hearing about the shutdown of a lunch program that fed senior citizens with low incomes in the Mary Rigg Neighborhood Center catchment area, Conrad saw an opportunity to build a meaningful connection. At the same time that the senior citizen food program ended, an after school dinner program began. While the after school dinner program was geared towards youth, Conrad noticed that they were actually throwing away left-over food from the dinner program. Utilizing some collaboration and inter-generational skills gained during the Public Allies Training Curriculum, Conrad connected the senior citizens with the youth for dinner. Today, not only is the program ensuring that youth and senior citizens are being properly nourished, but the seniors and youth have built rare intergenerational relationships through the dinner program. These new friendships have added depth and richness to that community in ways never before imagined.

Approximately 30% of the 2011-12 class (9 Members) will be placed in education and youth development related service placements. Another 33% of the class (10 Members) will be placed in

## Narratives

economic opportunity related service placements. Thirteen percent of the Members (4) will be placed in each of the categories "Healthy Futures" and "Environmental Stewardship", while the remaining 30% (3 Members) will be placed in other service placements that align with the Serve America Act priority areas. This estimate is based upon the distribution of past Member service placements. As our class is finalized and Allies are matched with host site organizations (August 2011), we will be able to update this information to reflect the actual distribution of Members across the priority areas.

### ENROLLMENT

In its inaugural program year (2009-10), Public Allies Indianapolis filled 90% of its awarded slots (27 of 30). We attribute our enrollment rate to the challenge of recruiting and retaining partnering host agencies during times of economic hardship.

Recruiting Members is not a challenge for Public Allies Indianapolis. For the 2009-10 and the 2010-11 program years Public Allies Indianapolis had between a 1:3 and a 1:5 slot to Ally applicant ratio. We have clearly experienced a good deal of success in recruiting Member applicants. Conversely, we've at most experienced a 1:1.3 slot to host-site position ratio. To illustrate our past challenge, after securing applications from organizations to host 35 Members for the class of 2010-11, we lost 15 Member positions when host sites pulled out in the few weeks prior to the program's launch because they were unable to fulfill the financial commitment to support the position.

To address our challenges retaining committed Partner Organizations, Public Allies Indianapolis has focused on beginning Partner Organization recruitment sooner, to allow organizations enough lead time to build the cost to host an Ally into their annual budgets and secure the funding to support the position.

In addition, Public Allies Indianapolis has engaged three of the largest philanthropies in Indianapolis-- United Way of Central Indiana, the Central Indiana Community Foundation, and the Nina Mason Pulliam Charitable Trust--and successfully secured commitments from each that they would honor a

## Narratives

request to support the cost to host an Ally from local nonprofits they currently fund. We believe these two key initiatives, along with a general campaign to improve the visibility of Public Allies Indianapolis will result in our ability to guarantee 100% enrollment for the 2011-12 program year.

### RETENTION

Public Allies Indianapolis retained 85% of our members (23 of 27) in the 2009-2010 program year. Given the rigor of our full time program, and that it was our inaugural program year, we feel good about this retention rate. However, we are working to address the causes for the few Member losses we did experience. Based on our review, we believe that the primary reason for member attrition stemmed from host placements that did not understand the process for addressing performance issues with their Ally. Accordingly, we gave detailed focus to the coaching and mentoring communications between Partner Organization Supervisors and Members during our 2010-11 Partner Organization and Ally orientation sessions. Additionally, Public Allies Indianapolis staff members are making more frequent contact with Partner Organizations supervisors to ensure that the communication lines are familiar and open.

### BUDGET

Public Allies Indianapolis is requesting for an increase of \$91 in our cost per Member to help defray a portion of the growing costs associated with our program operations. An additional \$40 per member has been added to the budget for increased background check costs related to securing both state and FBI checks for our Members working with vulnerable populations. An additional \$51 per member has been added due to the increased cost of employee fringe benefits. Health insurance rates rose significantly in Indianapolis. In the previous program cycle health insurance rates were approximately 25% of salaries and are now 30%.

## Performance Measures

### SAA Characteristics

- AmeriCorps Member Population - None  Geographic Focus - Rural  
 Geographic Focus - Urban  Encore Program

### Priority Areas

- |   |                          |   |                          |
|---|--------------------------|---|--------------------------|
| <input checked="" type="checkbox"/> Education                 | <input type="checkbox"/> | <input checked="" type="checkbox"/> Healthy Futures     | <input type="checkbox"/> |
| <i>Selected for National Measure</i>                          | <input type="checkbox"/> | <i>Selected for National Measure</i>                    | <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Environmental Stewardship | <input type="checkbox"/> | <input type="checkbox"/> Veterans and Military Families | <input type="checkbox"/> |
| <i>Selected for National Measure</i>                          | <input type="checkbox"/> | <i>Selected for National Measure</i>                    | <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Economic Opportunity      | <input type="checkbox"/> | <input checked="" type="checkbox"/> Other               | <input type="checkbox"/> |
| <i>Selected for National Measure</i>                          | <input type="checkbox"/> | <i>Selected for National Measure</i>                    | <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 20

### Service Categories

Other Human Needs Primary  Secondary

## NonProfit Capacity Building

**Service Category:** Other Human Needs

**Measure Category:** Strengthening Communities

### Strategy to Achieve Results

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

Local nonprofit organizations often lack the capacity to effectively expand and enhance their services to better meet critical needs. As government and philanthropic resources become more strained, organizations of all kinds need greater support to address local issues. The direct and indirect services of our Members will be designed with the goal of helping our Partner Organizations

Public Allies will develop strategic partnerships with each Partner Organization where we will place members. In doing so, we will work intently to develop a clear understanding of our Partner Organizations' needs and think critically about where a Public Allies AmeriCorps member can be most impactful in helping the organization achieve results.

We will collect baseline data through a diagnostic self-assessment tool that will assess the

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

organizations' existing capacity in the areas of (a) organizational infrastructure & resources; (b) community awareness & engagement; (c) community growth & scaling; and (d) program delivery & development.

Completion of the diagnostic self-assessment will be followed by a site visit from Public Allies. We will utilize the baseline data to engage in a conversation about the organization's current capacity, and co-create the related intentions for the member's term of service. This conversation will center on (1) developing a shared understanding of the results of the diagnostic self-assessment and what opportunities and challenges it presents for the organization; (2) clarifying the partner organization's capacity-building goals and strategies; and (3) agreeing upon the appropriate member activities that, when leveraged sufficiently, will accelerate the organization's achievement of its capacity-building goals. Specifically, the conversation will produce:

' One or more outcome statements that articulate what within the organization's capacity will be increased or improved by the end of the Member's term of service;

' An output statement that clarify the expected output that the member's activities will directly produce

' A set of objective statements that outline the service activities that will be carried out by the member to produce the outputs and move the organization toward reaching its capacity-building outcomes

At the end of the service term, a follow-up capacity assessment will be conducted at the end of the term by Public Allies staff in coordination with operations managers or human resources executives of the Partner Organization. This assessment combined with documentation provided by the Partner Organization will determine if the intended capacity-building outcome has been reached.

**Results**

**Result: Intermediate Outcome**

85% of Partner Organizations with graduating Members that completed capacity-building objectives (21) will be determined to have experienced an increase in capacity as a result of their achieving their intended outcomes.

**Result: Intermediate Outcome**

Indicator: Percentage of organizations assessed as meeting their intended capacity building

Target: 85% of Partner Organizations with graduating Members that completed capacity-building

objectives (21) will be determined to have experienced an increase in capacity as a result of their achieving their intended outcomes.

Target Value: 85%

Instruments: At the end of the service term, a follow-up capacity assessment will be conducted at the end of the term by Public Allies staff in coordination with operations managers or human resources executives of the Partner Organization. This assessment combined with documentation provided by the Partner Organization will determine if the intended capacity-building outcome has been reached. The capacity building post-assessment will determine capacity growth in the areas of (a) organizational infrastructure & resources; (b) community awareness & engagement; (c) community growth & scaling; and (d) program delivery & development.

PM Statement: Prior to receiving a Member, potential Partner Organizations will take a diagnostic self-assessment to determine their capacity-building needs. This assessment will be used to establish Member service objectives and Partner Organization capacity-building outcomes that will be achieved through the leveraging of the Members' service activities. At the end of the term, those Partner Organizations where graduating Members are placed will be given a post-assessment to determine if the intended capacity has been built over the course of the term. We predict that 20 of our Partner organizations will be able to indicate their capacity has been built.

Prev. Yrs. Data



**Result: Intermediate Outcome**

outcomes.

**Result: Output**

90% of the capacity-building service objectives assigned to graduating Members (23) will be assessed as accomplished by the Partner Organization supervisor at the end of the term.

Indicator: Number of capacity-building objectives met

Target: 21 capacity-building service objectives assigned to each graduating Member will be assessed as accomplished by the Partner Organization supervisor at the end of the term.

Target Value: 21

Instruments: Capacity-building service objectives for each Member will be captured in our PISD system, a web-based Member time and service activity system. Member position descriptions and performance objectives are entered in the PISD. Each member tracks their progress toward achieving capacity-building performance objectives. Partner Organization Supervisors and Public Allies staff review and verify service data twice each month.

PM Statement: Each Public Allies Member will be assigned a service objective that outlines the activities that will be carried out by the member. Each of the service objectives will have specific, measureable output goals that at the end of the term will be evaluated by the Member's supervisor. Of the 23 service objectives assigned to the estimated graduates, 21 will be assessed as being met or exceeded in the PISD system by Supervisors at the end of the service term.

Prev. Yrs. Data

## Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable