

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		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): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ND126015	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 10NDHMA001														
5. APPLICATION INFORMATION																
LEGAL NAME: New Sector Alliance, Inc. DUNS NUMBER: 127752553 ADDRESS (give street address, city, state, zip code and county): Lower Level 711 Atlantic Ave Boston MA 02111 - 2809 County:	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Laura Clancy TELEPHONE NUMBER: (617) 963-8142 FAX NUMBER: INTERNET E-MAIL ADDRESS:															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 043570463	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Volunteer Management Organization															
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: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: New Sector AmeriCorps															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): *In Massachusetts: Norfolk, Plymouth, Suffolk, Middlesex, & Essex counties *In California: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, & Sonoma counties	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="MA 008"/> b.Program <input type="text" value="MA 008"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	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															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 530,395.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 1,081,628.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 1,612,023.00</td> </tr> </table>	a. FEDERAL	\$ 530,395.00	b. APPLICANT	\$ 1,081,628.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,612,023.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 530,395.00															
b. APPLICANT	\$ 1,081,628.00															
c. STATE	\$ 0.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 1,612,023.00															
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: Hollis Van Inwagen	b. TITLE: Senior Manager	c. TELEPHONE NUMBER: (617) 488-4973														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/05/11														

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Executive Summary

New Sector's full-year and summer-long AmeriCorps programs recruit, train, and support diverse emerging leaders and business volunteers to build individual, nonprofit and community capacity, improving outcomes across AmeriCorps Focus Areas. At the same time, we provide transformative experiences to program participants, fostering lifelong civic engagement by embracing innovative approaches to solving problems.

Rationale and Approach

1. COMMUNITY NEED

Half of Americans today -- more than ever before -- believe that we live in a nation of "haves" and "have-nots" (2009 Gallup Minority Rights and Relations Survey). The recent recession has brought to light disturbing images of this growing disparity: excessive banker's bonuses and million-dollar office renovations clash with news of overfilled homeless shelters, growing waitlists for job training programs, and increased demand for affordable childcare. Every day, more Americans in need are turning to nonprofit organizations and their leaders who, yet again, are being asked to do more with less.

America's nonprofits address our communities' most pressing challenges, ranging from educational and health needs to environmental issues. Community-based organizations, both individually and collectively, provide a critical safety net for Americans in need. Today, however, many of these groups are being strained beyond capacity and are at risk of closing. As a recent Chronicle of Philanthropy report stated, "The nonprofit world is about to face the toughest year in its history. By every measure, 2010 could be far more painful for charities and the people they serve than any other they have known."

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As a result of the economic downturn, needs for the services that nonprofits provide -- including food, shelter, education, health, and job training -- have risen dramatically. Recent studies conducted by The Bridgespan Group, Guidestar, the National Council on Nonprofits, the Nonprofit Finance Fund, and Johns Hopkins University provide clear evidence that nonprofits currently face increased demand for services, escalating operating costs and declining revenues. To maintain our nation's safety net, many nonprofits must rethink the way they identify and use resources - doing more with less to deliver critical services to Americans in need.

New Sector AmeriCorps is a national service program that recruits, trains, and supports diverse talent - in the form of both AmeriCorps members and volunteers from the business world -- to help nonprofits meet community needs and to close the gap between "haves" and "have nots" in this country. In 2010-11, New Sector AmeriCorps members will serve at community-based service sites in Greater Boston, MA and the San Francisco Bay Area, CA. By 2013, we hope to expand the program to serve communities in need across the country.

In no two American metropolitan areas is the divide between "haves" and "have nots" more apparent than in Greater Boston and the San Francisco Bay Area. These regions are home to some of the nation's most profitable and respected companies and prestigious, highly-endowed academic institutions, but also to under-resourced nonprofits serving struggling communities. The most recent report of the Boston Indicators Project, which monitors community-level data, was titled "A Great Reckoning: Healing the Growing Divide" and stated: "Widening inequality in the nation and, more starkly, here in MA and in Boston, can partly be explained by our Information Age successes. Greater Boston's knowledge economy rewards those with a good education more handsomely and offers fewer

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opportunities to those without than occurs in most regions in the nation." Thousands of miles away, the CA Budget Project recently published "A Generation of Widening Inequality," citing similar trends in CA and the San Francisco Bay Area.

The typically resilient and innovative nonprofit sectors of Boston and San Francisco are struggling to cope with the economic crisis. Faced with shrinking resources, they must serve communities who are more acutely in need of their services than ever before. Today, in Boston's census tract that contains the greatest concentration of children and households of color, 40% of families with young children have incomes below the poverty level, while over 50% of San Francisco's students qualify for free or reduced lunch. 20% of high school students in Boston and 28% in San Francisco drop out each year (Boston Indicators Project, kidsdata.org.) Meanwhile, due in large part to high housing costs, both cities are in the top 10 of the national cost-of-living index (Kiplinger Cost of Living Index.)

In 2009, New Sector conducted a formal assessment of Greater Boston and the San Francisco Bay Area to clearly understand community needs in the current economic environment, and to identify how we could best address these needs through our AmeriCorps programming in 2010 and beyond. Between January and December 2009, we gathered qualitative data through conversations with over 200 community leaders. In December 2009, we collected quantitative data by surveying 103 community-based leaders in Boston and 123 in San Francisco.

Our findings clearly document that Boston and San Francisco nonprofits working across all five of AmeriCorps 2010 priority areas -- education, environment, health, opportunity, and veterans -- currently face significant barriers to addressing community needs. Almost all respondents have been hurt by the recession: over 80% of reporting nonprofits in both Boston and San Francisco have had significant funding cuts. 72% of Boston and 81% of San Francisco nonprofits are experiencing increased

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demand for their services, but only 24% and 33% respectively of these organizations can meet community needs with current resources.

We found that Boston and San Francisco nonprofits would be better equipped to meet community needs if they had support in several areas that our members and business volunteers are well equipped to address:

****Volunteer engagement:** In San Francisco, 79% of the nonprofits we surveyed reported that their need to better recruit and manage volunteers was significant. Similarly, 81% of Boston nonprofit leaders surveyed reported that they could use help engaging volunteers to "do more with less." In fact, many nonprofits that we interviewed felt that fully accessing the skills of current volunteers could partially offset declining revenues.

****Using technology effectively:** In both Boston and San Francisco, 88% of nonprofits we surveyed indicated an organizational need to more effectively use technology for greater impact in the community. Of the community leaders we spoke with, a majority reported hearing that a bad economy is a great time for nonprofits to improve their use of technology, but they also expressed concern about potential productivity costs involved in implementing new technology without dedicated support.

****Performance measurement:** Our surveys reported that 84% of organizations in Boston and 87% in San Francisco have a need for additional resources dedicated to performance measurement. In our interviews and surveys, we also consistently heard that many nonprofits are finding that performance measurement has taken a backseat to simply staying open.

****Collaboration and partnership development:** 96% of San Francisco organizations and 85% of Boston

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organizations we surveyed currently need additional resources to source and collaborate with potential partners. New Sector has had countless conversations with community leaders about the need for support across a spectrum of collaboration opportunities, ranging from preliminary assessment of external relationships to investigating potential mergers and alliances.

These findings mirror the focus of our programs to date, which have evolved in concert with needs we identify in collaboration with community-level partners.

2. ACTIVITIES, PERFORMANCE MEASURES, CONTINUOUS IMPROVEMENT

CONTEXT

New Sector was founded in 2000 by volunteers in Boston and San Francisco to bring together community leaders from the business, academic, and nonprofit sectors to meet urgent local needs. We have developed an effective, low-cost model that leverages in-kind donations and volunteers from academia and the business sector, specifically management consulting firms.

In 2006, we were awarded an AmeriCorps State Education Award grant in MA to pilot a summer program for quarter-time members. In 2007, building on interest in and the success of this program, we were awarded a three-year MA State formula grant to offer both full-year and summer opportunities for AmeriCorps members. Through this grant, we currently run two programs that recruit, train, and support diverse AmeriCorps members to help nonprofits meet critical community needs. Our AmeriCorps Residency program places diverse, competitively selected college graduates and young professionals at community-based nonprofit service sites, where they serve as full-time AmeriCorps members, completing a minimum of 1700 service hours over the course of a full year. Our AmeriCorps

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Summer Fellows program places diverse, competitively selected undergraduate and MBA students at nonprofit service sites, as quarter-time AmeriCorps members, serving at least 450 hours over the summer.

Through these programs, we have supported 232 AmeriCorps members to serve at 187 service sites. Thus far, 100% of our sites have reported that, as a direct result of their member's service, they can better meet the needs of the constituents and communities they serve.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Today, New Sector seeks to expand our AmeriCorps Residency and Summer Fellows programs to respond to urgent community needs in Greater Boston and the San Francisco Bay Area as the first step in a national expansion process. We propose to place a total of 85 full-time and 85 quarter-time AmeriCorps members with service sites across Greater Boston and the San Francisco Bay Area, with a goal of serving more communities across America by 2013. All members work in a scattered-site model; full-time members serve for a full-year while quarter-time members serve for a summer. We are requesting a mix of Education Award only slots and "regular" slots, since some service sites have a greater willingness to and ability to pay -- this considerably lowers our cost per MSY and ensures that our program is as accessible as possible for smaller nonprofits. The living allowance, benefits and member activities do not change based on whether or not they are only being funded by an EAP-only or a "regular" slot -- the only difference is the match funding we raise.

Through a community-wide Request for Applications process detailed later in this application, we will ensure that every member has a clearly defined role aligned with community needs, does not duplicate staff or volunteer roles and leads to measurable outputs and outcomes. The process also allows us to

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ensure that our member roles comply with rules on prohibited services activities and that our program does not violate non-duplication, non-displacement, and non-supplementation requirements.

All New Sector AmeriCorps member service activities will help improve lives, strengthen communities, and foster civic engagement. As their primary service activity, each member will be matched with a community-based nonprofit service site to complete a service project that addresses the primary needs identified by community leaders in our most recent Boston and San Francisco community needs assessments. New Sector designs each project to be in full compliance with OMB Circular A-122 and AmeriCorps regulations on appropriate capacity building roles.

****Volunteer engagement:** Through volunteer engagement projects, members will help service sites generate and/or better manage mission-critical volunteers..Based on our experience, member service will focus on short-term, ramped up volunteer strategy projects, with the goal of sustainable improvements in the long-term volunteer management for resource-constrained organizations. New Sector AmeriCorps members will research, pilot and evaluate new programs and policies that promote better use of volunteers' time, improve volunteer deployment and increase their impact. For example, a recent service site, The Codman Square Health Center, struggled to engage volunteers who were not medical professionals. Our Member Grace Moore worked from within their human resources department to design ways to effectively recruit, train and retain volunteers throughout the organization. This respected local community health center now is utilizing a broader range of volunteers to conduct outreach in the community and ensure healthy todays and tomorrows for the local community.

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****Using technology effectively:** New Sector AmeriCorps members are 20-30 year old college-educated future civic leaders who bring energy and ability projects that involve the use of technology for greater social impact. Members will launch new or improved technological systems that will make critical service delivery more efficient. Screened for exceptional communication skills and a willingness to learn, our members will develop new systems for resource-strapped organizations that automate operations, and implement technology platforms that allow struggling nonprofits to identify, attract and keep track of a critical client or supporter base, among other activities. Ensuring the sustainability of systems long after their service, members will also translate new technology systems into manuals and how-to guides for time-strapped nonprofit staff. For example, Just a Start Corporation, a current service site, reaches hundreds of Cambridge residents through its various economic development initiatives. Member Derica Arceneaux is implementing a technology system to track who is served by each program (and how), with implications for streamlining both current services and identifying new clients.

****Performance measurement:** New Sector AmeriCorps members will carry out performance measurement projects in order to help organizations capture and improve their community-level impact. Members will conduct community stakeholder and staff interviews to identify opportunities for improvement, research cutting-edge best practices, and evaluate the costs and benefits of tools that can more efficiently measure impact on constituents. For example, the Boys & Girls Clubs of Boston wanted to capture data for each of its area clubs to reflect their impact on neighborhoods served and aggregate data across clubs to better understand city-wide impact and remaining community needs. Member Mike Davis created metrics that were reasonable for club managers to monitor as well as ways that all employees could track impact on the community.

****Collaboration and partnership development:** New Sector AmeriCorps members, backed by New Sector's institutional knowledge and notably recent experience, will research, plan, implement, and

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evaluate sustainable partnerships and collaborations so that organizations with limited capacity can pool and magnify their impact in needy communities. As stated in AmeriCorps regulation 45 CFR 2520, member activities will focus on "developing collaborative relationships with other organizations working to achieve similar goals in the community". For organizations looking to maximize results during these difficult times, a New Sector AmeriCorps member would offer the capability to build the partnerships that could help sponsoring organizations scale, be sustainable, and save resources. For example, Year Up, which offers job training to young adults, understood that no matter how much they grow, they will never reach every young person in need of their services. Resident Dan Adler is helping senior leadership identify partners such as community colleges who can offer a lighter touch version of their program model, affordably meeting community needs outside of their planned expansion.

Any resource generation activities undertaken by members as part of their service will be in full compliance with all AmeriCorps regulations including 45 CFR 2520.40; members will raise resources only in direct support of service activities, such as securing in-kind donations or a grant proposal to support a community-run job training program. These would all qualify as direct costs under the OMB Circular A-122.

Our "Social Change Leadership Curriculum," described more in detail later in this application, provides a mix of hard and soft skills training to ensure that members are attuned both to specific analytical tools that are useful for tackling these types of projects and to the larger context of reducing inequality. To magnify the impact and effectiveness of each member's service activities and to bring new skills and perspectives into resource-constrained nonprofits, each member will be paired with a highly skilled volunteer advisor from one of New Sector's partner management consulting firms, including Accenture, Bain & Co., BCG, The Bridgespan Group, Deloitte, and McKinsey & Co. Volunteers will be matched with members based upon their relevant expertise in the area of each member's service project, and will

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spend at least 1-2 hours a week supporting members and their service sites

Each member will also be paired with a supervisor (a full-time senior staff member at their service site) and a New Sector AmeriCorps staff member. Both are responsible for providing day-to-day supervision of member activities as well as mentoring, training and development to help members achieve their service goals. Over the past three years and thanks to technical assistance from Project STAR and the Mass Service Alliance, we have been able to refine our performance metrics to ensure that they directly link to member activities, and improve our plan for self-assessment as described in the next section.

PERFORMANCE MEASURES

Over the past three years, New Sector has developed and used detailed AmeriCorps performance measures to track our short-term and long-term impact on the communities we serve. We align and track outputs and outcomes in: (1) Primary needs and service activities, (2) member development, and (3) Strengthening communities/volunteer recruitment. Our performance measurement system collects data using the tools described in the Self Assessment and Improvement section below, including member timesheets, confidential online surveys, focus groups, and interviews, as well as appropriate back up documentation as needed. Performance data is stored in New Sector's online knowledge management system and locked files in our Boston headquarters office.

As an example:

Need: Community-based nonprofits need support on volunteer engagement, technology, performance

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management, and partnership development to serve more people in their target communities and increase their capacity to meet critical human needs

Output: # of people served (as a direct result of member's service), tracked on member timesheets

Intermediate Outcome: % of service sites with increased capacity to meet critical community needs (as a direct result of member's service), reported in end-of-service supervisor surveys

End outcome: % of service sites with increased capacity to meet critical community needs that is sustained beyond member's service term, reported in one year follow-up surveys

In 2010-11, New Sector AmeriCorps will address all five priority areas, and will be opting into the 2010 National Performance Measures Pilot for Health, using Measure 4. New Sector is also currently working with Public Allies and Project STAR to create standard national performance measures for member development and nonprofit capacity building. We plan to share these measures with CNCS and other AmeriCorps grantees this spring and test them with other AmeriCorps grantees in 2010-11.

PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

New Sector uses online and interpersonal performance management tools to track service results and member development outcomes. We gather data before, during, and after each program cycle to identify

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strengths and weaknesses, resolve problems, and gather feedback from and provide feedback to our members, service sites, and partners:

AmeriCorps members:

- Timesheets that track member service hours and activities completed every two weeks -- signed by member, supervisor and New Sector staff, who monitor the activities described and hours completed
- Surveys of members throughout their service term (every two weeks, after each training session)
- Facilitated Learning Team meetings (in person small-group reflection discussions) and workshops, which ensure that each member has face-to-face contact with New Sector program staff and fellow members at least once a week
- One-on-one coaching sessions with New Sector staff, held at least once a month
- Formal presentations, whereby members share and discuss their community impact with supervisors, service site staff, New Sector AmeriCorps program managers, and fellow AmeriCorps members and other community stakeholders (three for full-time, two for quarter-time)
- End of service comprehensive feedback process, including confidential online surveys, member interviews, and focus groups designed to ensure continuous program improvement
- Post-service surveys of our alumni, as well as meetings with our Alumni Board and its subcommittees to share feedback

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Service sites:

- Written formal evaluations of members (three over course of year for full-time members, two for quarter-time members)
- Surveys of supervisors at the end of service term
- Post-service interviews with service sites, partners, and other stakeholders
- One-year follow-up surveys that allow us to assess the sustainability of our members' impact on the community

Volunteers and other community partners:

- Surveys of consultant advisor volunteers at the end of service term on hours committed, satisfaction, perceived community impact, and likelihood of sustaining a lifetime of service and civic engagement as a direct result of their New Sector AmeriCorps volunteer experience
- Interviews and focus groups with community partners, facilitated by our Community Advisory Boards

Our AmeriCorps program management staff have a standing meeting each week to discuss successes and challenges that our members and service sites are facing and do group brainstorming around potential solutions to any problems.

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4 (i) TARGET COMMUNITY INVOLVEMENT

We involve target communities through local Community Advisory Boards (CABs) in both MA and CA. CABs help us both identify local needs and continue to improve the design of our members' activities. Each CAB is composed of a diverse group of community members familiar with and representative of our target communities' needs and the people who live there, and local leaders familiar with New Sector's mission, policy and procedures, the national service movement, and AmeriCorps. In MA, our CAB includes local community-based nonprofit leaders who are experts in each of AmeriCorps' five priority areas, leaders from The Boston Foundation, Associated Grantmakers of MA, The Council of MA Human Service Providers, and The MA Nonprofit Network, and representatives from New Sector's local university and management consulting firm partners. In CA, our CAB consists of local issue-area experts in each of AmeriCorps' five priority areas, leaders from The East Bay Community Foundation, The San Francisco Foundation, The Center for Excellence in Nonprofits, The Family Independence Initiative, The Volunteer Center, CAVolunteers, and representatives from our local academic and management consulting firm partners.

Our CABs' roles and responsibilities include identifying community needs, helping to select appropriate service site partners, serving as community ambassadors, enhancing the New Sector AmeriCorps program's community visibility, and assisting in resource generation. They were central in completing our recent Greater Boston and San Francisco Bay Area community needs assessments, and they have helped us shape member activities that meet both their identified needs and AmeriCorps' mission. We will continue to engage our community partners and stakeholders throughout the three-year program

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period by involving CAB members in identifying, selecting, and monitoring services sites in each of our target communities. We will also engage our CABs in the ongoing evaluation of our AmeriCorps program components, organizational sustainability, and community impact. As an example, knowing that community development corporations often struggle to attract the volume and caliber of talent they need, we engaged Daniel LeBlanc, Executive Director of Somerville Community Corporation, to help us identify other CDCs who have similar needs but may lack access to or knowledge of programs like ours. Danny connected us to several groups, including Madison Park CDC and others, whom we engaged in conversation about how our program might increase their ability to foster development in under-resourced areas.

4(ii) RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

We have consistently collaborated with other service programs, e.g. through a recruiting and alumni program partnership with Teach for America, and participation in City Year service days. We are part of America Forward, Service Nation, and Voices for National Service. We work with groups like Taproot Foundation and Deloitte on business volunteerism efforts such as "Reimagining Service." We have partnered with Public Allies to create critical new standard national performance measures for CNCS, as well as recruiting, training, and alumni programming.

In 2009, to ensure that New Sector AmeriCorps systematically builds on, prevents duplication, and collaborates with other service programs, New Sector's Boston and San Francisco Executive Directors consulted extensively with the MA Service Alliance (MSA), who indicated to us formally that our consultation process is complete, CAVolunteers (CV), and other AmeriCorps experts. We met with MSA staff at different levels to identify and implement improvements to our current programs, discuss expansion possibilities in parts of the state under-served by AmeriCorps, and significantly refine our

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program model to prepare to be a strong multi-state National Direct grantee. Consultations with staff and Board members of CV resulted in refinements to our programs to best address the CA context, attended CV AmeriCorps training and technical assistance sessions, and recently partnered on a new capacity building program to support minority-run nonprofits addressing economic recovery issues. We also consulted with leaders at Citizen Schools, City Year, CNCS, Jumpstart, Public Allies, and Teach for America.

4(iii) POTENTIAL FOR REPLICATION

New Sector's AmeriCorps Residency and Summer Fellows programs are designed to be replicated. Our quarter-time Summer Fellows program was already piloted successfully last year in San Francisco, and will be piloted in New York and Washington DC this coming summer in partnership with UNCF (the United Negro College Fund) (see below). To replicate in MA and CA, we are currently working with the state AmeriCorps commission to identify low-income communities which do not currently have adequate access to AmeriCorps resources, as well as local partners in these communities. We have engaged a pro bono team from McKinsey & Co., a top-tier management consulting firm and significant corporate contributor to our AmeriCorps programs, to help us identify and connect with more local partners (including State Commissions). We plan to continue our replication planning process during the spring and summer of 2010 in consultation with prospective local community-based partners, State Commissions, CNCS, and other national service leaders.

Many national service leaders that we have already talked to are excited by the possibility of New Sector's growth. We have repeatedly heard from our Community Advisory Board members that our services should be expanded, and their comments have been reinforced by others in the service world. Emily Haber, CEO of the MA Service Alliance, recently said, "New Sector allows AmeriCorps to reach

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many small nonprofits who might not be able to administer a full AmeriCorps grant themselves, but would love to have members." Paul Schmitz, CEO of Public Allies and chair of Voices for National Service, shared with us, "This [New Sector] is exactly the kind of AmeriCorps programming that's needed...if AmeriCorps is going to achieve the Serve America Act goals of enlisting 250,000 members in the next eight years, it needs more programs like New Sector which brings new people and perspectives into the national service movement."

Organizational Capability

1. SOUND ORGANIZATIONAL STRUCTURE:

BRIEF ORGANIZATIONAL HISTORY

New Sector was founded in 2000 by volunteers in Boston and San Francisco to bring together community leaders from the business, academic, and nonprofit sectors to meet pressing community needs. In 2001, we incorporated as a 501c3 and raised funding to hire staff and run volunteer programs in Boston and San Francisco.

From 2002-07, we managed a VISTA grant and hosted 16 VISTAs who built the capacity of our organization and matched MBA students and business volunteers with poverty-alleviating nonprofits in Boston and San Francisco. In 2006, we were awarded an AmeriCorps State Education Award grant in MA to pilot a summer program for quarter-time members. In 2007 we were awarded a three-year MA State formula operational grant to support both full-time and quarter-time members. We have supported 232 AmeriCorps members to serve at 187 service sites.

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ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

Throughout our history, our partners from the business, academic, and nonprofit sectors have contributed significant resources. Our Board and staff have gained significant experience managing AmeriCorps grants. When we first began our relationship with AmeriCorps, we expanded a preexisting relationship with a nonprofit bookkeeping agency experienced with AmeriCorps to create fiscal compliance systems. Our CFO is an expert in AmeriCorps; he has worked alongside our Treasurer, CEO, and Financial Director/Accounting Administrator to make sure our systems are ready for National Direct. We also have pro bono legal support to ensure 100% compliance. We have also reviewed our programmatic and financial systems for monitoring service site compliance with AmeriCorps experts at Citizen Schools, City Year, and Public Allies.

SERVICE SITE SELECTION

We select service sites through a collaborative, community-driven Request for Application (RFA) process. This ensures that each member is matched with a service site and clearly defined service project to maximize community impact (in a role distinct from other staff/volunteer roles). New Sector will distribute the RFA to all nonprofits in our target communities in AmeriCorps' 2010 priority areas (education, environment, health, opportunity, and veterans) this spring.

We evaluate sites based upon how well they meet criteria of organizational capability (e.g. quality,

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innovation, sustainability, quality of leadership, past performance, community involvement). We will then filter applications for projects that directly increase the organization's ability to meet community needs by generating and/or better managing volunteers, using technology to increase efficiency, improving performance measurement systems, and facilitating collaboration and partnership development, along with other ways that nonprofits and AmeriCorps members can work together towards better community outcomes. We will conduct site visits to meet with prospective supervisors, communicate the goals of AmeriCorps, develop individual service descriptions and service goals for each member, assess the work environment, and ensure that supervisors understand AmeriCorps' fiscal and programmatic requirements and the common program standards New Sector has established to ensure consistency between sites. Through this process, we will ensure that every member has a clearly defined role that is aligned with community needs and that leads to measurable outputs and outcomes.

Our service site contracts, signed by service site supervisor, Executive Director and New Sector, detail all fiscal and programmatic requirements. We reinforce these themes and build connections among sites in our mandatory pre-service "supervisor orientation." Our staff monitor compliance and make sure member activities fall within AmeriCorps regulations through weekly meetings, bi-weekly timesheets, member evaluations, and regular site visits.

1 (ii) BOARD, ADMINISTRATORS, AND STAFF

New Sector has a sound organization structure with clearly defined roles for our Board of Directors,

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administrators, and staff. Our Board governs policies, leads strategic planning processes, oversees our CEO, ensures the availability of adequate financial resources, examines and approves annual budgets and audits, ensures compliance with regulations such as the Sarbanes-Oxley Act and resulting changes in IRS Form 990 for nonprofit organizations, and is accountable to community stakeholders for our organizational organization's performance. Our Board Treasurer reviews AmeriCorps financials in detail in monthly meetings with New Sector's Boston and San Francisco Executive Directors, part-time CFO, and AmeriCorps Financial Director/Accounting Administrator. The Board Treasurer reports to the full Board of Directors in quarterly meetings on the financial status of the organization and whether policies and procedures are being observed as planned.

New Sector AmeriCorps will be run by two full-time Executive Directors (EDs) -- one in Boston; one in San Francisco. Both are current New Sector senior staff members. Each holds an MBA, 10+ years of nonprofit management experience, experience running AmeriCorps programs, grassroots connections in the community, and relationships with our key sources of volunteers. Each will provide critical oversight on matters related to service site selection, member development, program evaluation and fiscal compliance. The EDs will work in partnership with three full time Program Managers (PMs), each with an undergraduate degree from one of New Sector's partner academic institutions and several years of relevant work experience. For the past two years, one of these PMs has served as New Sector's AmeriCorps State Program Director; another has served as our Financial Director/Accounting Administrator.

Each staff member will facilitate two Learning Teams and oversee 12 full-time members and 12 quarter-time members. Experienced MBA students will provide additional support for quarter-time members and facilitate their Learning Teams. Our current Financial Director/Accounting Administrator will continue to oversee fiscal management and grant progress reporting. Based on past experience, the PMs

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will each lead at least one core function, including service site selection and management, human resources (member recruitment, selection, eligibility and enrollment, tracking member hours, and exiting members), member training, supervision, and evaluation.

1 (iii) SELF-ASSESSMENT AND IMPROVEMENT

New Sector's relationships with consulting firms provide pro bono expertise on systems, efficiency and effectiveness that we use in our self-assessment and improvement efforts. We use a Balanced Scorecard (BSC) to assess our organizational (as opposed to program-specific) systems, structure, staffing, and other capabilities. We conduct annual 360 degree staff performance evaluations and quarterly "pulse checks," and foster a culture of continuous feedback and improvement. We also engage in organizational self-assessment through periodic strategic planning. In partnership with McKinsey & Co., we are about to launch our next strategic planning process to assess our progress to date and which new opportunities are the right fit with our mission and capabilities.

1 (iv) PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE (TA)

New Sector considers training and TA to be core to our expertise, but recognize that we always have room to learn more. When we first began our relationship with AmeriCorps, we expanded a preexisting

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relationship with a nonprofit bookkeeping agency experienced with AmeriCorps grants to ensure that we created the right systems for fiscal compliance. We have secured pro bono assistance from a top law firm to ensure that our AmeriCorps programs and operations are in compliance as well. We provide mandatory financial and programmatic orientation training and ongoing, as needed TA to our service sites. Locally we have been recognized by The Boston Foundation as a preferred TA provider.

2. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION:

2(i) VOLUNTEER GENERATION AND SUPPORT

Our accomplishments to date have been largely driven by the diverse volunteers we generate and manage to run our programs and increase organizational capacity. Some are activists who live in the neighborhoods we serve, while others bring us capabilities and assets from other communities across MA, CA, and the rest of the country. Our volunteers help maintain a strong volunteer generation and support infrastructure. Surveys have shown that the majority of our new volunteers are recruited by a colleague who spoke highly of their experience.

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Our unique partnerships with management consulting firms, academic institutions, and community-based nonprofits provide a consistently strong source of volunteers. Often after engaging with New Sector through our AmeriCorps members, volunteers from these diverse organizations are interested enough in the New Sector model to give their time internally. Recent volunteers have helped us improve our internal project management capabilities, perform in-depth financial and efficiency analyses, and strengthen our staff and volunteer management systems. Volunteers representing our academic, service sites, and other community-based partners frequently lead workshops.

2(ii) ORGANIZATIONAL AND COMMUNITY LEADERSHIP

New Sector has received numerous awards demonstrating our leadership as an organization and in the communities we serve. New Sector was declared a "groundbreaking" innovation by the Digital Opportunity Initiative, a public private partnership between Accenture, The Markle Foundation, and The United Nations Development Programme. We have been recognized by Ashoka's Changemakers, The Leader to Leader Institute, the Yale School of Management/Goldman Sachs Foundation Partnership on Nonprofit Ventures, JP Morgan's Good Venture Competition, and as a Best Small Workplace by the Wall Street Journal. Our community impact has been featured in publications such as Bay Windows, Commonwealth Magazine, and the McKinsey Quarterly.

2(iii) SUCCESS IN SECURING MATCH RESOURCES

N/A -- see local financial and in-kind contributions for our success in securing match resources for our

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formula-funded program in MA

3. SUCCESS IN SECURING COMMUNITY SUPPORT:

3(i) COLLABORATION

Through our members' service, New Sector has developed collaborative relationships with a broad range of community organizations who provide referrals for and help support our AmeriCorps members' service. Partnership with local community foundations, including The Boston Foundation, The East Bay Community Foundation, and the San Francisco Foundation provide referrals and match funding to increase the quality and reach of services we provide at service sites. The supervisors at our service sites - leaders in the community tackling issues as diverse as community development and affordable housing, college readiness and elder services - come together around the same table at our service site orientation. We know that our service site organizations value the increased collaboration opportunities and exposure our program offers because they asked us to create an email listserv specifically for them, through which they can communicate more regularly with each other.

3(ii) LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

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According to the Mass Service Alliance, we are more successful than any of their other grantees at securing match. This year we raised \$23K per full-time member and \$1.5K per quarter-time member from service sites and local foundations, corporations, and other donors. Our program has consistently exceeded the required match, reaching levels as high as 60% in cash. The in-kinds that we secured (consistently over \$1 million each year) far exceeded grant requirements, including in-kind commitments of consultant time, resources, and training space from Accenture, The Boston Consulting Group, Deloitte, and McKinsey and legal services from Hogan & Hartson LLP. After three years, we have built a wide network of host organizations that support us both financially and with increasingly important donations of training space and expertise. We have seen an increased willingness of our community partners to host our training events or to collaborate with us to deliver training. Our auditor recently confirmed that New Sector attracted close to \$1.6M worth of pro bono services in FY2009.

3(iii) WIDE RANGE OF COMMUNITY STAKEHOLDERS

Community partners are central to our ability to succeed. They regularly participate in large-scale surveys that we design and smaller focus groups and conversations to give us feedback about how we are doing in meeting community needs. Our rigorous member development model is only made possible thanks to the generous donations of time by trainers and space by our partner academic institutions, management consulting firms, and local nonprofits. These contributions have expanded and diversified.

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At the start of our AmeriCorps program, these donations were made almost entirely by our corporate partners, but now a considerable number of community organizations lend us their expertise and space, including Asian CDC, Boston's Nonprofit Center operated by Third Sector New England, Citizens Schools, East Bay Community Foundation, East Bay Asian Local Development Corporation, the MA Center for Charter Public School Excellence, Net Impact, the Nonprofit Finance Fund, the Phillips Brooks House Association at Harvard, the San Francisco Foundation, the University of CA, and Year Up. This increasing in-kind contribution can be tracked through our annual audits, which shows the value of space contributions from nonprofits soaring from \$500 three years ago to over \$7,000 today. Our decision to assemble Community Advisory Boards in each city we operate in, and the investment of time and energy we put into recruiting a diverse array of stakeholders, is our greatest testament to our community commitment. To improve how we to strengthen communities, we've increased the target number of volunteers our members bring in to their service sites and the time spent in training members to engage community-based volunteers.

Cost Effectiveness and Budget Adequacy

1. COST EFFECTIVENESS:

1(i) CORPORATION COST PER MSY

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The Corporation cost per MSY for the New Sector AmeriCorps program is \$7,514. We plan to use Education Award only slots to decrease our cost per MSY while making our program accessible to the most diverse group of grassroots nonprofits and members possible.

We will use "full award" slots to place members at small and medium-sized community-based nonprofits that do not have the ability to fully cover the cost of participating in our program. We will use Education Award only slots to place members at sites that have access to greater financial resources.

All service sites will fulfill New Sector AmeriCorps program selection criteria outlined earlier. All members will go through the same recruiting process and receive the same member development, training, support, and supervision. Per the Application Instructions, the full Education Award only member costs are not reflected in our attached budget. These costs include member living allowances and other expenses required to support Education Award only members. Additional costs will be covered by contributions from service sites and/or third party funders (foundations, corporations, individuals). As described in the sections below, we have planned for and can raise the additional resources we need to manage and operate a successful AmeriCorps program, based in large part on our past success in securing cash match beyond required levels.

1(ii) DIVERSE NON-FEDERAL SUPPORT

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Our past success in securing match funds specifically for our AmeriCorps program (exceeding 60% at times) mitigates the risk of over-dependence on AmeriCorps funds. Service sites contribute a significant portion of the required resources (either directly or with the support of a third-party funder). We also work with local, community based funders to subsidize match funding for service sites that would otherwise be financially unable to participate in the program. The Boston Foundation specifically earmarks funds for New Sector on an annual basis to ensure that innovative nonprofits who could most use a member can afford one. They have told us that they appreciate the low cost and high impact of investing in New Sector AmeriCorps.

Furthermore, we have already secured commitment from current pro bono partners to continue to provide their enormously valuable in-kind donations specifically to our AmeriCorps program. In 2009 we secured a total of \$659,933 worth of services and resources as recognized by our auditor, not including donations received for our non-AmeriCorps programs. More specifically, we have in-kind commitments of \$527,922 in consultant advisor time from Accenture, Bain & Company, The Boston Consulting Group, Deloitte, and McKinsey & Company, among other firms; \$1,829 in training resources from professors at Harvard Business School, McKinsey & Company, and others; \$16,489 in office and training space rentals; \$11,844 in legal services from Hogan & Hartson LLP; \$42,600 from EMC2 to capture knowledge coming out of each member's project through their technology projects, and \$11,040 from the Salesforce Foundation to employ their cutting-edge Customer Relationship Management system to manage relationships with and track alumni for long term impact. Specific donated training material includes full access to Career Leader, a proprietary career assessment tool used by top MBA programs and developed at Harvard Business School. Our members are able to use this tool to shape the

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next steps in their public service career, based on long-term interests, current strengths, and future goals.

We have generated a total of \$49,000 in "volunteer generator" revenue by using AmeriCorps members as Somerville Community Corporation, Codman Square Health Center, and Building Impact.

The non-AmeriCorps remainder of New Sector's organizational budget is covered by a diverse array of fee-for-service arrangements with local nonprofits covering our non-AmeriCorps consulting practice.

2. BUDGET ADEQUACY

We believe that the budget included in this application is an excellent roadmap for our future with AmeriCorps, based on our past experience in MA and taking into account limited and reasonable start-up costs in CA. Over the past three years while running an AmeriCorps program in MA, we have adjusted our chart of accounts to easily allow us to track direct and indirect costs related to the grant, and this is clearly reflected in our budget. New Sector itself has gone through a "learning curve" in administering an AmeriCorps program and we have streamlined the staff time dedicated to this project, thanks to making key investments in infrastructure (e.g. creating and customizing an online application system to handle the large number of applications we receive.) Through these investments, we have

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realized significant economies of scale in staffing and minimized administrative and indirect costs.

On the revenue side, given our proven success in securing match funding from our AmeriCorps service sites, our budget reflects an anticipated match amount that is low enough to allow service sites of all budget sizes to participate in the program, and yet is significantly above our required match of 24%, reducing our dependence on federal support.

Member costs make up the majority of our budgeted expenses charged to the grant. This estimation of member costs reflects 1) our prior experience in managing an AmeriCorps budget, 2) guidance from technical assistance providers in creating our budget, and 3) a member stipend that is slightly higher than traditional AmeriCorps programs, due to the cost of living in Boston and San Francisco, as well as fact that all members must be college-educated to serve in our program. Staff allocated to our AmeriCorps program will focus exclusively on AmeriCorps operations. This allocation will simplify our time reporting procedures and documentation efforts, and allow staff to specialize in our AmeriCorps programming. Over time, we hope to reduce to the staff/member ratio on the grant as a result of improved systems, institutional knowledge, and low staff turnover.

NOTE ON SOURCE OF FUNDS

Our economic model relies on deep financial commitment from host sites. Match funding is comprised of fees paid by Host-Sites and/or third party funders (foundations, corporations, or individuals) who subsidize the service activities of New Sector's Full-Time and Quarter-Time AmeriCorps Members. The

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enclosed budget proposes average match funding of \$22,000 per regular full-time member (which is less than our current, achieved average of \$26,000+ per full-time member through our Mass Service Alliance Grant) as well as average match funding per quarter-time member of \$2250 (our current average.)

Evaluation Summary or Plan

We have secured two bids and plan on securing one more from an external evaluator. Based on these bids, we believe we can conduct a solid third party evaluation of the program's impact for \$15k.

Amendment Justification

We have adjusted the MSY allocation across the priority areas to reflect our commitment to education (though we will not be participating in the performance measures pilot) and a reduced number of FT placements in veterans and in health than was originally proposed. This is reflected both for FT and QT placements this year, some of which were originally classified as economic opportunity but are more well aligned with measures ED9, ED10 and ED11. We would like to request the ability to place 1 MSY (1 FT member) into disaster services, which is why the current MSY count totals 59.59.

Clarification Summary

CLARIFICATION 5.05.11:

Our expanded range of capacity building activities, which align with what we understand as VISTA project types, are designed to both serve a wide array of community and organizational needs and conform to relevant rules and regulations, e.g. Sec. 2520.40, 2420.45, 2540,100, and OMB Circular A-122.

Summaries of allowable activities and the rules surrounding them (e.g. 10% time cap on certain types of fundraising, PR/marketing efforts not being focused on the organization as a whole) are enumerated in

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the "performance milestones matrix," which is the document we share publicly with potential host nonprofits to share acceptable types of projects. We work one on one with each potential host site to draft a project scope that aligns with these regulations and allowable activities. These project scopes become the member job descriptions (and part of the member agreement). An important part of the application process revolves around understanding why this is not a staff role (due to duration and other factors) and a frequent reason for rejecting a project as a match with our AmeriCorps program is that we have determined that it should be a staff role. Our supervisor orientation goes through relevant rules and regulations, and our host site agreement enumerates these parameters as well.

Adherence to these scopes is ensured by members' weekly check-ins with consultant advisors, who are oriented to allowable activities, biweekly check-ins with New Sector staff members through learning teams, timesheet monitoring, three written summaries of activities and evaluations given over the course of the full-year program (and two over the course of the summer program), and ongoing one on one member coaching. When activities seem to be happening that are not within the acceptable scope, New Sector staff begins the corrective conversation with host sites and members to ensure that we are all on the same page. From the start of the conversation with potential host sites, we track in Salesforce what focus area the host site targets, how to track performance, the evaluations, etc. Using a comprehensive set of touchpoints and tracking mechanisms, we are able to monitor alignment with these regulations.

REMOVED ORIGINAL CLARIFICATIONS from 2010, per Amy Hetrick

CLARIFICATION 5.02.11:

Budget Clarifications:

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Staff Travel Justification:

The vast majority of our recruiting efforts do not require travel; our limited travel is focused exclusively on building a pipeline of diverse future social sector leaders in order to address one of the most pressing problems in the sector - the under-representation of diverse talent among leadership of social sector organizations not only in Boston and in San Francisco, but across the country. The reality within the social sector (as articulated in studies by CommonGood Careers and Compasspoint, among others) is that diversity among social sector leaders lags behind both the diversity of leaders in the for-profit sector and the population as a whole. Commonly cited obstacles to achieving better representation of people of color and other diverse backgrounds include, notably, a lack of professional networks or affinity groups to tap into and a lack of resources committed to ensuring the ability of management to provide the necessary professional development for rising diverse leaders within an organization. We believe firmly that our program provides just that opportunity to allow resource-constrained organizations to access well supported, diverse young leaders. While we do attract applications from local students and professionals of color, and are continuing to strengthen partnerships that connect us to this talent, we know we have to widen the pipeline even further.

Since our program is unique in that we require a college degree (or enrollment in a 4 year college degree program, in the case of our quarter-time members), if we can invest even just a few resources into travelling in order to gain access to the biggest possible pool of diverse talent seeking an opportunity to serve their communities, we can tap into partner networks like UNCF (United Negro College Fund) member universities, many of which are located primarily in areas of the country other than the cities where we currently run our program, including the southern and southwestern states of the country. For this reason, we have included a small budget line item to travel to those places and get the word out about our program by attending events like career fairs and conferences, with the goal of increasing the

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number of qualified, diverse applicants and, ultimately, participants in our program. If we commit to investing these resources, we buck the trend of under-investing in, and undermining, efforts to promote and support the formative experiences, like service in our program, for diverse future leaders of social change.

Audit Costs:

To clarify, AmeriCorps is the only funding source for our organization that will necessitate the A-133 audit and therefore no cost allocation applies.

Unemployment Tax Costs:

It is required that we contribute to unemployment insurance through taxes applied to our payroll and our members payroll in both CA and MA.

Programmatic Clarifications:

Additional capacity-building activities:

We would like to include all of the project types outlined in our performance milestones matrix (based in large part of Project STAR's previous work on VISTA and conversations with other AmeriCorps grantees that focus on capacity building), and use the matrix and the other monitoring tools in place (including pre- and post-assessments described below) to monitor impact:

- Human capital management (strengthening the organization's use of human assets, particularly volunteers, to achieve mission), measured by the development of protocol, evaluation methods,

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coaching, and feedback loops to improve staff productivity, satisfaction and retention

- Financial resources (enabling a more diversified funding stream), measured by the development of a fundraising plan, identification of resources, increased project funding and improved service

- Community awareness (expanding community knowledge of effort), measured by complete public relations media plan, creation or expansion of a partnership network leading to increased community support and resources

-Community assessment (environmental scan of context and need), measured by completion of survey of neighborhood or locale, delivery and incorporation of recommendations to program or service delivery

- Policies and procedures, measured by the development and approval of a manual, improved work flow and quality of work

- Community training and curriculum development, measured by execution of trainings leading to increased leadership capability

- New program development, measured by improved delivery of programming

- Strategic Planning (forward-looking business planning), measured by strategic plan design and approval, business plan and budget creation, roll out of plan and ongoing progress reporting.

Rigor of performance measures: Why a score of 75?

The performance rubric we designed, based on Project STAR's work with the VISTA program and aligned with CNCS's emerging "capacity-building performance measures" is broken down into three phases: planning, implementation, and sustainability. Each phase of each member project is "scored" according to the level of completion, and that score is given based on a scale from 0-100, with a score of 0 meaning incomplete, 25 meaning poorly completed, 50 meaning partially completed, 75 meaning satisfactorily completed and 100 meaning exemplary completion. Host site supervisors score the project

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concurrently with our trimesterly member evaluations. (This will represent a slight change from this program year, where the rubric scoring is completed at the end of the term of service; we are hoping to get a more accurate and more nuanced evaluation by collecting data on a trimesterly basis.) We are targeting an 80% achievement of an average score of 75 or higher to set the ambitious goal that the overwhelming majority of our members will successfully complete their projects and leave their host organization better able to serve their constituents. If most members are scoring OVER 75, this means that they are exceeding the expectations of supervisors by demonstrating service that is beyond simply satisfactory. We believe that we can, and should, work towards this ambitious goal of having most of our members going above and beyond the call of duty in their service projects.

Proposed new tool to more rigorously measure change at host site:

We recognize that a self-reported survey of supervisors on whether or not change has occurred is not a quantifiable measure of the amount of change that has occurred at a given host site. We also recognize the incredible difficulty of standardizing what capacity means to different organizations, serving different communities, with very different resources and priorities. Therefore, we would propose that we replace the survey with a pre-service organizational/departmental/project assessment and reflective post-assessment, in order to work towards becoming more rigorous and quantifiable in measuring the impact of our members on the host organizations. The pre-assessment would be completed by potential host organizations during their application process. Each organization would indicate a level of sustainability for the proposed initiative that the member would take on. For many of our host organizations, this level would be 0 at the outset. At the conclusion of the member's service, the organization would be given a reflective post-assessment to complete in which they would be reminded of the level at which they rated themselves when they started, and rate the progress that the member has made in working towards the sustainability of that particular initiative or impact, and we would measure

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the change in percentage. Though the results would still be self-reported, the use of percentage of change in level of sustainability would begin to allow us to apply a more uniform assessment across sites and project types.

We would welcome any technical assistance from CNCS on how we might bolster the rigor of this approach, given the inherent challenges of measuring capacity building activities. For example, perhaps having New Sector staff 'spot audit' and pressure test several of the pre- and post-assessments more in depth would help us calibrate without creating an unwieldy administrative burden. The inherent difficulty of objectively measuring an increase in the "capacity" of the organization is one of the reasons we are so excited to be participating in the working group on developing a standardized set of performance measures for capacity building programs like ours across the country. Our current efforts are right in line with CNCS's most recent proposal of standardized measures, which we examined and discussed as a group on April 27th. We look forward to continuing to participate in and add our experience to these rich discussions about the impact that our programs have on nonprofits, the communities they serve, and our members and volunteers.

Continuation Changes

We are truly grateful for the support of CNCS in our first year as a national direct grantee. We request the following changes to better serve our communities in year 2:

1. Increase scope of member activities to more directly align with AmeriCorps priorities
2. Increase in member living allowance / cost per MSY
3. Increase response to community needs: Add 9 quarter-time (QT) slots and convert 10 full-time (FT) Ed Award Only slots to regular FT slots
4. Other budget changes

1. INCREASE SCOPE OF MEMBER ACTIVITIES

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We would like to increase our scope of member activities, prioritizing AmeriCorps' Education Focus Area, to make our program design more directly expose members to underserved and economically disadvantaged communities, and to ensure that member activities have a measurable impact on community problems as defined by AmeriCorps National Performance Measures. Our host sites will be required to ensure that AmeriCorps members have significant ongoing contact with people served, focused on achieving AmeriCorps priorities. We have revised our host site application and agreement to ensure that host sites give members this opportunity.

This year, over 1/3 of our placements are in Education. Continuing this year's trend, we plan to have a large % of members in the Education Focus Area, specifically host sites focused on improving academic outcomes for children, youth, and young adults, particularly those in low-performing schools. We will also create three Education-focused service days. Organized primarily by members, our service days will be designed to have a direct, measurable impact within the Education Focus Area and ensure a transformative service experience. We are committed to deepening our impact in Education and helping CNCS achieve the 2011 National Performance Measures in the Education Focus Area.

We are also asking for permission to add as allowable activities capacity-building projects outlined in 2520.30. While most projects will focus on the activity areas outlined in our original application - volunteer generation & management, performance measurement, partnerships & collaboration, and using technology effectively - we hope to make explicitly allowable capacity-building activities that fall outside of those exact categories but fit AmeriCorps regulations. These will be included in our performance milestones matrix and measured to ensure continued impact on local communities and compliance with AmeriCorps regulations.

Our changes directly respond to community needs surfaced during the first year of our grant, and will

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provide our AmeriCorps members with the most transformative service experience possible.

2. INCREASE IN MEMBER LIVING ALLOWANCE / COST PER MSY

After much consideration, we hope to increase our FT member living allowance from \$19,000 to the maximum allowable stipend of \$24,200. This will increase other member support costs pegged to stipend amount (see section 4 below). We propose this change for three main reasons:

A) Our program operates in Boston and the San Francisco Bay Area, two of the most economically and socially stratified regions in the nation. As a result, the underserved and economically disadvantaged communities we serve within these regions have tremendous need for our innovative program design and approach to solving problems, but impose an additional financial burden on our members.

According to the Council for Community and Economic Research, the overall cost-of-living in the San Francisco Bay Area exceeds the national average by 62%. Housing, groceries, and transportation costs exceed the national average by 162% (in San Francisco) and 94% (in Oakland), 16%, and 11%, respectively. Similarly, CCER's studies demonstrate that the cost-of-living in Boston also surpasses the national average by 32%, where housing (49%), utility costs (47%) and groceries (18%) are also higher.

B) We are deeply committed to furthering CNCS's goal of expanding opportunities to serve, making our programs as diverse and inclusive as possible, and incorporating members from low-income backgrounds, particularly the economically disadvantaged communities we serve. This year, we launched an intensive recruiting effort to bring more diversity and connectedness into our member population by recruiting more broadly and deeply locally from these communities, engaging Craigslist and community colleges among other partners. Comparable national direct programs (e.g. Playworks and Public Allies) pay the maximum living allowance to their members in the regions we serve and also receive the maximum cost per MSY from CNCS. We are confident that we can increase the diversity of

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our corps and simultaneously increase our impact on AmeriCorps priorities and performance outcomes by doing the same.

C) We remain committed to recruiting and retaining the most talented and committed members possible and achieving the most significant impact (aligned with AmeriCorps priorities) in the communities we serve. Our members perform an average of 43.5 service hours per week, amounting to an average of 2,045 hours over the course of the year, well above the 1,700 hour requirement. Many of our members regularly average 49-hour weeks, serving in excess of 2,300 hours over their term. The quality of service provided by our members is also exceptional, as evidenced by evaluations provided by current supervisors (e.g., 100% reported that our current members have already had a measurable impact on their organization and the communities they serve within the first third of their service term). A higher living allowance reflects both the quantity and quality of service by our members.

3. INCREASE RESPONSE TO COMMUNITY NEEDS: ADD 9 QT SLOTS AND CONVERT 10 FT ED AWARD SLOTS TO REGULAR FT SLOTS

The nonprofit sectors of Boston and San Francisco continue to struggle with the economic crisis. With shrinking resources, they serve communities more acutely in need than ever before. Our 2009-10 needs assessment shared data from surveying over 300 Boston and San Francisco community leaders. Those conversations served as a starting point for us to continually monitor community need and how our program can best address need vis a vis AmeriCorps priorities.

Today, Boston and San Francisco nonprofits working across all AmeriCorps Focus Areas, and especially within the Education Focus Area, continue to face significant barriers to meeting community needs. According to the Nonprofit Finance Fund 2010 State of the Sector Survey, only 44% of nonprofits were

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able to meet demand for their services and over 70% reported increased demand for their services.

A recent survey of our 2010-11 host sites shows our impact and opportunity to increase our response to community need:

- * 100% of supervisors claimed that their AmeriCorps members had a measurable impact on their organization and the communities they serve

- * 87% expressed strong interest in additional QT members to help them better meet community needs, and

- * 83% expressed strong interest in additional FT members to help them better meet community needs.

Our survey also surfaced qualitative feedback, e.g.:

- * "Our small organization benefits greatly from the high-energy and vision-driven young people sent to us through New Sector. The members' contributions are invaluable to us, and help build our growing work with underserved American youth."

- * "We feel strongly that the New Sector AmeriCorps experience simultaneously builds our capacity and gives a future leader a priceless experience in working with low-income, underserved communities. Several of the programs we implemented or expanded this year would still be in the design phase if not for the passionate commitment of New Sector members brought to these projects. Thank you, on behalf of our entire community, for making this possible."

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QT MEMBERS: We are requesting an addition of 2.38 MSYs to increase our number of QT members from 41 to 50. We have heard from our nonprofit partners how important QT members are to meeting community need. In 2009-10 when New Sector was funded by the Mass Service Alliance for 32 slots in a single site, we had 37 potential placements that met host site and project requirements, more than 185% of our current allocation of QT slots to Boston. In prior years, we supported between 32 and 47 QT members in a single site. Our QT expansion request essentially brings us back up to slightly below pre-2011 levels in one of our two sites.

FT MEMBERS: To better meet the community need described above and to simplify reporting requirements, we would like to convert our 10 Ed Award Only MSYs to regular cost-reimbursement MSYs. This will have an impact on our budget, raising our cost per MSY and average match per host site. Our sliding scale of match funding described in our original application will continue to ensure that we are able to serve small, resource-constrained nonprofits aligned with AmeriCorps Focus Areas and performance outcomes, particularly within the Education Focus Area. We propose this move with the advice of our program officer and peer AmeriCorps programs, as it will reduce the complexity of our grant.

4. OTHER BUDGET CHANGES:

In addition to the changes above, we hope to make the following budget changes:

- a. PERSONNEL EXPENSES: Modified staff structure based on what we have learned this year; benchmarked salary and staffing ratio data for other AmeriCorps programs shows that these are reasonable modifications
- b. STAFF TRAVEL: Increased support for trips to financial management institute and national AmeriCorps grantee meeting, travel in SF Bay Area for staff site visits, and one cross-coast staff training
- c. MEMBER TRAVEL: We will run our pre-service orientation and training for FT members in each site

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(rather than the combined training we offered in Boston in 2010), decreasing our member travel line item; we will also support exceptional travel costs for San Fran members attending workshops

d. SUPPLIES: Purchase of two computers, one for new staff member and one per replacement schedule

e. CONTRACTUAL AND CONSULTANT SERVICES: Increased costs associated with compliance and A133 audit, funding for electronic timesheets, member development contractors

f. EVALUATION: No services needed

g. OTHER PROGRAM COSTS: Background check costs have gone up with new AmeriCorps regulations and our expanded service roles; Combined rent and utilities line items for Boston and San Francisco

h. MEMBER SUPPORT COSTS: Increased stipend has also led to increases in line items pegged to stipend, e.g., FICA, SUI, and worker's comp

CONSULTATION:

We have benefited greatly from our CA and MA state consultations. In CA, we've added appropriate CaliforniaVolunteers (CV) staff to our mailing list, invited other local AmeriCorps grantees to our training and other events, and completed the formal consultation form sharing details of our host sites and training. We'll be meeting with CV in Sacramento to discuss our participation in the annual needs assessment, state service plan, and training/other events. In MA, we have a long-term relationship with the Mass Service Alliance (MSA) as a former AmeriCorps State grantee. We've attended MSA's annual kickoff event, shared our host sites and training dates, and invited other local AmeriCorps programs and VISTAs to attend our trainings. We were told that no consultation form was needed given the information they already have. We'll be meeting with MSA staff this spring to discuss further collaborations.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 63.23

Service Categories

- Other Education Primary Secondary
 Other Community and Economic Development Primary Secondary

Capacity building performance milestones

Service Category: Other Community and Economic Development

Measure Category: Needs and Service Activities

Strategy to Achieve Results

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

All New Sector AmeriCorps member service activities will help improve lives, strengthen communities, and foster civic engagement. As their primary service activity, each member will be matched with a community-based nonprofit service site to complete a service project that addresses one or more of the primary needs identified by community leaders in our most recent Boston and San Francisco community needs assessments: volunteer engagement, using technology effectively, performance measurement and collaboration and partnership development.

Results

Result: End Outcome

n/a

Indicator: n/a

Target: n/a

Result: End Outcome

Target Value: 0

Instruments: n/a

PM Statement: n/a

Prev. Yrs. Data

Result: Intermediate Outcome

Nonprofits report increased capacity as a result of AmeriCorps member capacity building projects,

indicated by an increase in % of progress towards sustainability

Indicator: Percent of participating nonprofits (host sites) who report at least a 30% increase in

Target: 80% of Host Sites assess themselves at 30% increased level of sustainability as measured by

the change from pre- to post-service assessments of the level of sustainability of the initiative a

member supports.

Target Value: 80%

Instruments: All host sites will be complete a pre- and post-service assesment of sustainability of the organization, department, project, or initiative that the member is supporting. At the end of service, we will measure the change in % of sustainability of that member-supported initiative and we will aim for a target of 80% of our host sites achieving at least a 30% increase in sustainability over the course of a term of service.

PM Statement: 80% of participating nonprofits (host sites) will report increased capacity as a result of AmeriCorps member capacity building projects by answering demonstrating a significant increase (at least 30% in sustainability) as indicated by the change in levels of sustainability on a pre- and post-service assesment

Prev. Yrs. Data

Result: Intermediate Outcome

progress toward sustainability of their organization, department, initiative or project as

Result: Intermediate Outcome

a result of AmeriCorps member capacity building projects.

Result: Output

AmeriCorps members will successfully complete capacity building projects.

Indicator: % of members that satisfactorily complete their capacity building projects (score of 75

Target: 80% of members will satisfactorily complete their capacity building projects (score of 75 or greater). Since we are projecting to have 100 members, this implies a target of 80 members satisfactorily completing their projects

Target Value: 80

Instruments: Program generated measure: Individual Performance Milestones Rubric. Rubric will be completed by member supervisor at end of year of service.

PM Statement: 80% of members will satisfactorily complete their capacity building projects, as indicated by a score of 75 or greater on the Individual Performance Milestones Rubric.

Prev. Yrs. Data

Result: Output

or greater on our rubric).

National Performance Measures

Priority Area: Education

Performance Measure Title: ED1. Number of students who start in an education program

Service Category: Other Education

Strategy to Achieve Results

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

Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Not Applicable
Federally Approved Indirect Cost Agreement	Not Applicable
Labor Union Concurrence	Not Applicable