

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 confirm to the Corporation's eGrants System)																	
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 05-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC123916		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHIL0010002														
5. APPLICATION INFORMATION																	
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 GRANTE <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 State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Public Allies Chicago															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Chicago, IL Cook County, IL		11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 08/01/11 END DATE: 08/31/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="WI 004"/> b.Program <input type="text" value="IL 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															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 637,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 679,794.00</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;">\$ 1,316,794.00</td> </tr> </table>		a. FEDERAL	\$ 637,000.00	b. APPLICANT	\$ 679,794.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,316,794.00	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	\$ 637,000.00																
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f. PROGRAM INCOME	\$ 0.00																
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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: 12/13/10															

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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 Chicago 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 Chicago's 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. Since 1993, Public Allies Chicago has recruited diverse young adults, ages 18-30, and placed 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. During those fifteen years, Public Allies has taken 376 Chicago Members through our 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.

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 become more effective at engaging and strengthening their communities. Our 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 to address the community's most pressing meet educational, community, economic, and health concerns.

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We also build the capacity of these nonprofit organizations by increasing volunteers, increasing their collaborations with other organizations, and providing other support that helps them enhance and expand their services.

ADVANCING DIVERSE YOUNG LEADERS: Chicago has drawn national attention in the past two years for its alarming increase in the number of violent deaths among youth. In 2007 a total of 70 people between the ages of 13 and 19 were murdered. This number dramatically increased in 2008 to 110 deaths. Violence in schools combined with violence in communities has Chicago reeling from a fourteen percent increase in homicides (Chicago's 2008 Homicide Toll Too High for Weis, Annie Sweeney, Chicago Sun-Times, January 1, 2009). Experts and city residents alike site a number of issues for this surge, most predominantly growth in gang activity among young people "disconnected" from social and educational institutions that keep communities stable.

A study commissioned by the Chicago-based Alternative Schools Network, suggests that there are over 97,000 Chicago youth "disconnected" from larger societal institutions. These young people aren't attending schools and they do not hold jobs. These rates of "disconnection" are even starker for African-American and Latino youth, and those in the foster care system. The Editorial Projects in Education Research Center suggests that at least 42.8% of African-American males and 53.4% of Hispanic males will not graduate from high school (Illinois Diplomas Count: Ready for What?, June 2007). For those young adults that do graduate from high-school, the 34% plus increase in Illinois college costs are forcing students to take on additional debt or forcing those that are low-income to abandon their college educations all-together (The College Cost Crunch: A State-By-State Analysis Of Rising Tuition And Student Debt, June 2006). Large scale immigration, changes within the traditional welfare system, and a weak economy with youth unemployment at a sixty-year high are all cited as reasons for the growing disconnection of young adults. Whatever the cause, these poorly educated and jobless young people are often not seen as contributing to the social fabric of the nation, but instead are the objects of our social critique and fear.

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In our 15 year history, Public Allies has successfully engaged youth aging out of the foster care system and other disconnected youth in our program. In "On Their Own: What Happens to Kids When They Age Out of the Foster Care System," authors Martha Shirk and Gary Stangler share the story of a Public Allies alumna, Giselle John, who after aging out of the foster care system joined Public Allies. The experience of Giselle and other young people like her demonstrates Public Allies' success in providing those much needed transitional opportunities for young people looking to establish themselves as independent, contributing members of society. Giselle recently testified to her experience in Public Allies and the power of AmeriCorps for disconnected youth during the Service Nation conference held September 11, 2008 along side Senator Chris Dodd and Representative Carolyn McCarthy. Through our AmeriCorps program we will continue to engage leaders from uncommon backgrounds such as Giselle, and provide them with the training and leadership skills required to succeed in a career within the nonprofit sector.

It is this reputation for developing leaders and effectively engaging communities that brought Public Allies' leadership together with Dr. Carol Adams, Secretary of Illinois' Department of Health and Human Services to explore a potential partnership, with a particular interest in programming related to foster care and other disconnected youth. We will continue a more detailed exploration of this potential relationship with the Deputy Secretary for the Department of Children and Families to respond to the interest we've received from Dr. Adams.

STRENGTHENING COMMUNITIES: As the third largest metropolitan area in the country, the Chicagoland area is a microcosm of the most challenging social issues facing most urban communities across the country: poverty, poor health coverage for the unemployed and working poor, inadequate education and activities for young people, public safety, economic security, environment and conservation issues, and other human needs. Public Allies Chicago has built a reputation over the past 15 years of supporting communities in addressing these compelling problems by collaborating with over 200 nonprofit organizations throughout Chicago to address the eradication of poverty and those issues

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surrounding poverty. Recent statistics suggest that greater than 21% or over 500,000 Chicago residents are living in poverty (2007 Report on Illinois Poverty: Chicago Area Snapshot, MidAmerica Institute on Poverty of Heartland Alliance). Wages for low-income workers with less than a high school or college diploma have decreased 28.7% since 1980 (The State of Working Illinois, 2007) and Chicago has recorded one of the highest foreclosure rates in the county, with over 1.6% of Chicago homes being listed in some state of foreclosure.

The service activities of our members will address these issues in through specific projects identified by our collaborating partners, expanding that organization's ability to serve its constituency. Our collaboration with these organizations and with our local leaders like the Secretary of Health and Human Services, and our advisory board members, ensures our service is being applied where most needed.

STRENGTHENING NONPROFITS: 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 the local issues. A Chicago Donor's Forum report conducted in 2008 reveals that nonprofits and grantmakers alike reported that operating revenues (for nonprofits) and assets (for grantmakers) have declined. Seventy percent of grantmakers reported that lack of asset growth or income was a very or moderately important issue for their organizations, while forty-five percent of nonprofits reported they do not have operating reserves or their reserves decreased in the last year. Meanwhile, in the past 15 years, nonprofit expenses grew by 163% and two-thirds of nonprofits surveyed reported increased requests for services. As the economy continues to weaken, unemployment rates and requests for assistance are anticipated to increase, placing greater demands for service on the nonprofit sector, while competition for the resources required to address these needs simultaneously increases. (Economic Outlook and Illinois Nonprofit Economy Report)

In their "Report on the Chicago Region's Health and Human Services Sector" (March 2007), United

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Way of Metro Chicago & Chicago Community Trust indicate that to meet the challenges of the future, Chicago's nonprofit sector must increase their levels of collaboration and coordination among agencies, donors and other stakeholders to respond to Sector challenges that are larger than any one organization can address. As the pioneer of the intermediary AmeriCorps model, 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.

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

2) Description of Activities and Member Roles

To meet community needs and fulfill our mission, Public Allies Chicago is requesting 45 AmeriCorps Members, with whom we 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 teams of seven to ten members each develop and implement a project that allows 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 have the capacity 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 \$12,000 to the living allowance of our Members (with the remainder

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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. For the 2008 program year, 31% of host site organizations had fewer than 10 employees or budgets under \$500,000, while 6% were faith-based). 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 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, 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. 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. In 2007-08, 69% of Members worked in the field of youth development, 19% served in the field of education, and 13% worked in the field of community and/or economic development. Partners for 2009 will include organizations serving five key areas: poverty (Heartland Alliance, Telpochcalli Community Education Project, Chinese American Service League), health (Imaging Englewood IF, University of Chicago Hospitals), education and youth development (Komer Youth Center, Mercy Home for Boys & Girls), foster care (SOS Children's Villages, and Environment (Center for Neighborhood Technology). Our

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Partner Organizations include affiliates of national organizations, large community organizations such as the National Runaway Switchboard, and small community and faith-based organizations such as IMAN (Inner City Muslim Action Network).

Members serve approximately 35 hours per week at their Partner Organizations, performing a variety of activities, most often planning and implementing new services, helping an organization bring an existing service to more community members through the member's service and by recruiting more volunteers, and by helping organizations build their capacity to provide enhanced and expanded services to communities. Approximately 35% of a Members time is spent on project-based work such as delivering a curriculum to youth, while 50% is spent engaging constituents and volunteers. The remaining 15% of the members' time is spent on daily administrative tasks such as filing and responding to calls or email.

Examples of our members' service include:

- o 2008 Public Allies Chicago Member Angela Chung was placed at Youth Guidance where she was responsible for coordinating and facilitating post secondary workshops and activities such as college tours with at-risk students and their parents. During her term Angela created a post-secondary scholarship database including scholarships that were applicable to her students at Youth Guidance, and arranged for numerous activities to expose the young people to their educational options. Of the young people she worked with, 100% of her assessed participants indicated they were more informed of the college entry process as a result of her activities.

- o Public Allies placed at the University of Chicago Medical Center conduct community workshops to educate the primarily low-income residents of Chicago's South Side on their health care options. The Members recruit and engage the staff of the Medical Center as volunteers to deliver information and preventative services to community residents, in an effort to improve the general health of the community and reduce the strain on the hospital which facilitates over 79,000 emergency room visits from residents, a great deal of whom (40%) are uninsured.

(2) Team Service Projects. Our Members spend one-half day each week and volunteer time on a project

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that also leads to a measurable community impact. We form teams of seven to ten 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.

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.

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 development, community impact, nonprofit capacity building and civic engagement. Each member will provide at least 1700 hours of service during the course of their 10 months with Public Allies.

Displacement: Nonprofit organizations apply to Public Allies Chicago with projects that help them create, improve or expand services. Our Partner Organization application request that a new position be created for an Ally, thus adding to staff rather than displace them. As a result of the growth in new services, eighteen percent (18%) of surveyed 2007-2008 host site organizations indicated plans to offer their Members' full-time jobs at the end of their service and 82% experienced a measurable increase in their overall service capacity. 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 Policy & Procedure Manual, 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

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descriptions, files, and perform other visits and activities to ensure compliance.

3) Measurable Outputs and Outcomes

Public Allies Chicago 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 measure Member service impact at 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 specific service impact objectives with a goal that 90% of graduating members will meet or exceed their service objectives benefiting the community as defined by supervisors at their Partner Organization (End Outcome).

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).

4) Plan for Self Assessment and Improvement

Public Allies holds continuous learning and integrity as two of our core leadership values, and has built

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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 Managers, 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 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.

As the manager of our AmeriCorps grant, Public Allies National Office employs a battery of methods and tools to support the continuous improvement of our local programs. Public Allies has established a comprehensive set of measurable program standards, which also incorporate our AmeriCorps requirements and performance measures. The National Office's training and technical assistance department delivers year-round web-based, conference call, and in-person training to sites to support

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achievement these standards. In September 2008, the National Office brought on a Director of Quality Assurance and Evaluation, who works closely with the Chief Operating Officer and local sites to develop a quality assurance system and enhance evaluation designs in order to ensure our success in achieving goals and objectives. The outcomes of this system will allow Public Allies to assess its efficiency and effectiveness, and to determine the best road map for continuous improvement. Once constructed that system will include stakeholder surveys to assess the impact and quality of our work -- including the feedback of Members, Partner Organizations, community volunteers, alumni, and staff.

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 program planning. Public Allies engages the feedback of significant stakeholders to provide guidance and support to the program. The program has an advisory board consisting of leaders in the nonprofit and business sectors. This advisory board works with the site's leadership to determine programming priorities. 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.

Throughout the course of our program year, we gather feedback from our primary constituents -- Members and Partner Organizations. The feedback shared in meetings, year end surveys and other

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venues will be used to help determine improvements to be made in our leadership development curriculum, in our partner and member recruitment and management process and other program processes.

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 AmeriCorps programs such as National Aids Fund, Project Yes, and Serve Next to implement joint recruitment, training, and planning activities. Public allies Public Allies Chicago typically has Members take leadership roles in the LeaderCorps.

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, where our program served as one of the first demonstration models when the Corporation was founded. Public Allies started ten additional sites under our national 501(c)3 between 1993 and 2004. 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 National Office continues to provide the program, evaluation, training and technical assistance and other support to the site. By shifting to this model, the start-up costs of a Public Allies site are less than

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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 opened three new sites in 2006, three new sites in 2007, and plans to expand to 3-5 communities a year through partnerships with local organizations, "Operating Partners". Public Allies Chicago will not be affiliated, but remain under the auspices of Public Allies National Office, where it will serve as a demonstration site for innovation in our program model, such as expanding our work with youth from foster care and other at-risk backgrounds.

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

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 Chicago was our second site, founded in 1993 as a demonstration project for the first AmeriCorps grants.

Public Allies National Office is currently managing AmeriCorps grants with five state commissions and has managed a growing national direct grant since 1993. Our Senior Management Team has managed AmeriCorps programs for many years, and our Program Consultants who monitor and support our local programs have extensive experience managing state commission grants.

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Public Allies 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.

(a) Program Monitoring

Public Allies has a unified vision, mission, and program standards that all sites must follow. Our 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.

In addition to monitoring program outcomes, Public Allies National Office also monitors closely the service of our Members. The staff of Public Allies Chicago 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 other monitoring activities take place. The National Office will support Public Allies Chicago in submitting its required quarterly reports to the state commission. Our

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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 include a foundation president, 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 (David Benjamin, CEO of Charter Consulting, Omar Brownson, Director of Acquisition and Underwriting, CityView, Jason Scott Director of Generation Investment Management, Kanwar Singh, VP of UBS Financial Services, and Jaime Uzeta, former leader of strategic partnerships and social causes at MTV), and three from the nonprofit sector and higher education (Melia Dicker, Executive Director, Resonate, Leif Elsmo, Executive Director of

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Community Services, University of Chicago Hospital, and Richard Murphy, Executive Director, Food Change). Three 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, COO and four Vice Presidents -- three of whom worked at local sites and two of whom are 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. Our Chief Operating Officer, Cris Ros-Dukler, is a reformer who led state regulatory departments in Texas and Wisconsin, and served as COO of a regional nonprofit overseeing \$11 million budget and 400 employees working to improve foster care services in 2 states. She was a partner in a venture that invented "electronic benefit transfer cards" for distributing government benefits, e.g. food stamps, preventing fraud and enhancing the dignity of users. Among the four Vice Presidents (Programs, Leadership Practice, Finance & Administration, Marketing & Development) are one is an alumni of our program, two who worked at local Public Allies sites, one who served as a VP of another national AmeriCorps program, and collectively 41 years of experience at Public Allies.

Public Allies Chicago is lead by Steven Sullivan. Steve comes to Public Allies with over 15 years of leadership in Chicago's nonprofit sector. Steve created and lead Cleanslate , a social enterprise of The Cara Program, designed to transform communities while empowering at-risk adults with transferable workplace skills so they may sustain quality employment. Steve's commitment to community service, quality management, and developing the potential of our community's most vulnerable make him an exciting leader for Public Allies Chicago. Steve joins a team of three Program Managers, which includes two alumni who each have been with our program for three years.

3) Plan for Self-assessment or Improvement.

As stated earlier, Public Allies has developed extensive tools and processes to continuously learn and

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improve our programs. We have also developed such tools for use organizationally. We have recently 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 in collaboration with the National Recruitment and Expansion Director, who provides guidance to our local recruitment campaigns. 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 Director of Alumni Relations supports local alumni development and volunteerism. 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.

SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

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5) 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 panelists 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.

6) 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.

SUCCESS IN SECURING COMMUNITY SUPPORT

7) Success in Securing Match Resources.

Public Allies Chicago has exceeded AmeriCorps matching requirements every year since inception. Our

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program model is designed to maximize the match from our Partner Organizations where the Allies serve, who typically raise funds to support two-thirds of each Ally's stipend. In addition, Public Allies Chicago secures matching from Chicagoland foundations and individual donors.

8) 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.

9) 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 \$13,500 for the 2008-2009 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 corporations such as Cisco Systems.

10) 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

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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.

11) 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

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

1) Corporation Cost per Member Service Year

Public Allies Corporation Cost per Member Service Year is \$12,556. 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 \$16,000 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.

2) 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.

3) 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.

4) 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

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effective fiscal management. Public Allies has fifteen years of experience operating national service.

FY09 Budget Clarification Response

1. Staff Travel- Provide more detail-eg number of trips, mileage per trip etc: See budget narrative for detail of number of trips. This travel covers the 3 staff members who meet with AmeriCorps members and placement firms on a regular basis to monitor work.
2. Rent & utilities- Provide more detail and separate expenses. Rent how many offices, square footage etc. Why charged at 83% on several line items? Is the program sharing the office and utilities with a smaller program? We have removed the utilities and only requested rent reimbursement. The office consists of a large training room and 4 offices for staff. Our cost allocation plan allocates 50% of the costs to the program based on full-time-equivalents. The remaining 50% is allocated to fundraising and to the Economic Stimulus/Recovery Program.
3. Source of Match- Provide more detail source and amount of contribution for each section. The members are placed at partnering agencies who provide an average of \$13918.04 in match funds by payrollng the members. The current list of partnering agencies includes: Center on Halsted, Mikva Challenge, University of Chicago Medical Center, Crossroads Fund, HistoryMakers, Firebelly Fdn, Telpochalli Comm Educ Project, Partnership to Educate & Advance Kids, Youth Organziations Umbrella, Gary Comer Youth Center, Latino Education Alliance, Natl Training & Info Center, BUILD Chicago, After School Matters, Puerto Rican Chamber of Commerce of IL, Young Womens Empowerment Project, Foresight Design Initiative, Southside Together Organizing for Power, and University of Chicago Charter School.
4. Please clarify why the ED is at 50% time in the budget. This has been reduced to 30%. 50% of his time is spent fundraising and is not an allowable cost. 20% of his time is spent on the Economic Recovery Project.
5. Travel to CNCS meetings should be no more than \$2,000 if requesting it from CNCS share. We

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reduced to \$2000.

6. Please itemize staff travel costs. See itemize list in budget and question #1.

7. Please clarify the role of the social worker. The social worker on contract is in place of hiring another program manager. Because we have a focus this year on working with youth aging out of the foster care system, having someone educated in social work manage that cohort of allies will provide better support and the necessary training to them to ensure retention.

8. Please elaborate on the Online Reporting Tool CNCS: This is the replacement tool for WBRS which Serve Illinois said they would be adopting and charging programs for. The OnCorps System is \$1 per ally per month.

9. Please provide the amount of match funds provided by each Partner Organization. See question # 3 and budget.

Evaluation Summary or Plan

EVALUATION PLAN

Public Allies National Office will include Public Allies Cincinnati in its external evaluation, which takes place every three years. The evaluation consists of measuring through the surveying of our constituents (Members, Partner Organizations, service recipients, and others) how we have fulfilled our goals of: increasing the leadership capacity of our Members, increasing the service capacity of local nonprofits, and meeting the service needs of communities. As a leadership development organization, a significant portion of the evaluation will include evaluating if we have adequately prepared our AmeriCorps members for a lifetime of service and work in the nonprofit sector. A mixture of primary information and secondary information will be used to assess our performance.

Evaluation Plan Overview

1. Evaluation classification:

This evaluation will be conducted as an external evaluation, conducted by a qualified consultant

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contracted by Public Allies National office.

2. Role of the evaluator:

The evaluator will review this evaluation plan and lead the actual evaluation process, providing an independent assessment of Public Allies' performance based upon the outline goals of the program.

3. Evaluator qualifications

The contracted consultant must have at least 5 years experience in producing quantitative and qualitative evaluations.

4. Evaluation timeline and completion of evaluation report:

The external evaluation will be completed at the close of the three year grant period, anticipated to be September 2012.

5. This evaluation plan aims to serve the following purposes in addition to meeting AmeriCorps funding requirements:

- o To determine if Public Allies is meeting its output and outcome goals
- o To determine if Public Allies is meeting member and community needs
- o To report to other funders
- o As a performance management and training & technical assistance support tool

6. Projected use of findings:

The findings will be used by both Public Allies Chicago and Public Allies National Office to benchmark the site's performance against those of other Public Allies programs across the network. As with our other sites, we will use the data from the evaluation's findings to determine the effectiveness of program delivery and needs for staff training and development. The evaluation will provide us with valuable information for determining if local community needs are being met in addition to national program standards. In areas where the evaluation identifies gaps in program performance, program improvement plans will be co-created with the Public Allies Chicago site and Public Allies National Office to remediate issues. The findings will be reported out to the local site staff, local funders, and

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other key stakeholders.

Amendment Justification

N/A

Clarification Summary

Clarification Response FY09

Clarification Question #1: In the application it states that all Public Allies sites are managed by a local operating partner, however the local operating partner is not identified in the application, please clarify. Please identify what organization is acting as the program's local operating partner and provide their history.

Clarification Response: Public Allies Chicago is one of the two sites in the Public Allies network that is not an affiliate site. As a corporate-run site, Public Allies Chicago's operations are managed under the 501(c)3 of Public Allies National Office. The Executive Director of Public Allies Chicago is supervised by the national COO.

Clarification Question #2: Please clarify the program's plan for recruitment that will ensure a diverse corps of members.

Clarification Response:

It is a requirement of the Public Allies program design to recruit a diverse corps of Members.

Historically, well over 60% of our participants have been people of color, 60% have been women, and on average 15% have identified themselves as lesbian, gay, bisexual or transgender. In addition, we also seek to bring together members of varying educational and socio-economic backgrounds.

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To achieve our goals for diversity we conduct a grassroots recruitment campaign that places Public Allies representatives face-to-face with potential applicants in local communities and institutions where we are most likely to make contact with them.

One element of this campaign includes outreach within Chicagoland Colleges and Universities, with a focus on student organizations that have diverse representation. Our strategy is to approach the smaller student organizations within these larger institutions. For example, at the University of Illinois Chicago, ranked nationally as one of the most racially diverse colleges in the country, Public Allies collaborates with the African Student Union, Asian American Peer mentor program, Indian Student Association, Union for Puerto Rican Students, Students for a Democratic Society and PRIDE to identify potential applicants. While these groups have a variety of students at different levels of education our "primary" focus is recruiting graduating seniors with an interest in a non-profit career, volunteerism, and direct service.

We also engage younger college students who express interest. For those not on the verge of graduating, Public Allies intends to provide an opportunity for these students to gain exposure to our program by inviting students to collaborate with Allies on service days and in team service project, as well as inviting them to join Public Allies trainings. Through these activities we hope to foster relationships with prospective Members for future classes.

On a community level, we tap into our extensive network of community based organizations to reach young adults of color that would not have access to university or even the internet on a substantive scale. We develop and maintain linkages with community youth centers and groups, after school programs and drop in centers such as:

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Build (a gang intervention and youth development), Center on Halsted (youth programming with a GLBTQ focus), Centro Sin Fronteras (an active youth council), and Batey Urbano (who provides after school programming).

These resources, along with strong Alumni connections at community organizations throughout the city help to ensure that Public Allies Chicago consistently reaches and surpasses our goals and benchmarks for diversity.

Clarification Question #3: Please clarify how the program intends to address its fluctuating member retention history.

Clarification Response: In 2007-08, Public Allies experienced an uncharacteristic decrease in our retention rate. The last program year's retention rates dropped from our average of 85% or above (retention for 2006-07 was 92%) to 50%. The majority of these losses were due to the loss of host sites early in the program year. In September 2007, just as our program was beginning, a number of Partner Organizations who committed to hosting Allies lost state funding. The loss of this funding meant that these organizations either no longer had funding for the Ally position or lost enough organizational funding that the resources they had committed for the Ally position had to be reassigned to support other organizational priorities. Having cultivated a shallow pool of Partner Organizations, Public Allies Chicago had no other organizations to host our Members.

To address this, Public Allies Chicago has adjusted their Partner Organization recruitment and engagement strategies. To start, the organization has committed to recruiting a minimum of 1.5 applications for every available Member slot. For a class of 28 Members, this requires recruiting at least

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42 organizations to host Members. With a diverse pool of applicants, should we lose host sites, we are easily able to identify substitute placements for Members.

Secondly, Public Allies began implementing a more rigorous review of Partner Organizations during the recruitment process, with a particular emphasis on assessing the sustainability of the applying nonprofit. This assessment includes a financial review to determine the level of State, Federal and private funding mix. The goal of this review is to limit Public Allies liability from partnering with organizations too heavily funded by the State of Illinois.

Other elements of the strategy include:

- * Increasing the number of site visits from 3 to at least 5 per cycle, allowing us to intervene earlier should problems arise at Ally placements
- * Executive Director site visits to each host site early in cycle and again later in cycle for honest feedback and relationship cultivation
- * Bringing Partner Organizations together for trainings and seminars to increase network strength and professional relationships. This also provides an outlet for host sites to discuss needs and an opportunity for buy-in to Public Allies' training model.
- * Recruiting larger, more strongly managed Partner Organizations that have a strong fiscal plan.
- * Implementing project-based partner recruitment (i.e. Juvenile Justice Court) for multiple Ally placements resulting in shared retention focus
- * Increased focus in host site Orientation on Partner Organization performance expectations

Thus far, the implementation of these strategies has resulted in the stabilization of Public Allies Chicago's retention. Our current year's program is maintaining a 92% retention rate.

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Clarification Question #4: Please clarify how the program addresses member supervision and the role of site staff in supervising members.

Clarification Response:

Public Allies AmeriCorps Members receive day-to-day supervision from assigned staff at the host site (Partner Organization) at which they are serving. This supervisor develops the Members' position description in collaboration with a Public Allies Program Manager, manages the Member's activities the four days per week the Member is at the organization, approves the Member's timesheets (entered via the PISD system) and evaluates the Member's service twice during the program term.

The Public Allies Program Manager acts as a support to this relationship. During those times when the Member is with Public Allies, the Program Manager acts as a supervisor, holding the Member accountable for participating in Public Allies activities and behaving in the manner expected of a Public Allies/AmeriCorps representative. The Program Manager is also a coach to the Ally, and works with the Member to create a personal and professional individual development plan in which the Member identifies goals and the steps required to accomplish those goals. When the host site supervisor and Member are experiencing challenges in their working relationship, the Program Manager often acts as a neutral support in the conflict, helping to identify solutions in the best interest of all parties.

Clarification Question #5: Please clarify the program's site visit plan and other management plans for overseeing this multi-site program.

Clarification Response:

Public Allies Program Managers conduct, in addition to the 3 Individual Development Meetings with Allies and Supervisors, a minimum of at least 2 additional site visits to our Partner Organizations. We

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also engage our partners in at least 2 training sessions per year which offers an additional opportunity for partner engagement. This year we hosted a forum discussing the impact of the economy on Chicago's nonprofit sector and had strong turnout from our partners. At each of these opportunities, our staff engages supervisors and managers regarding our Allies' performance and experience.

The Executive Director of Public Allies Chicago completes one visit early in the year to each Partner Organization and another towards the end of the year. He also surveys our host sites, gathering anonymous feedback on the quality of our relationship prior to the end of the year. In the next program cycle, the Executive Director will also conduct a survey in conjunction with both visits.

Program Managers respond quickly to performance or personal related issues that an Ally is having and will call "3-way" meetings as necessary between themselves, the Ally and the Partner Organization supervisor. This year our staff has had between 5 to 10 additional 3-way meetings. From the Executive Director's site visits, we have consistently received feedback that communication and availability between Public Allies and their staff has improved and is very good. This is also a major plank in improving our retention overall.

CLARIFICATION RESPONSE FY10

FY10 BUDGET CLARIFICATION RESPONSE

Budget Clarification Question 1: Please justify the cost of three overnight training retreats.

Public Allies retreats are part of the comprehensive training and development program designed to introduce our Allies to our mission and values. They are the space when a sense of community, collaboration and inclusion are fostered within the class.

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The opening retreat begins our Member orientation. By removing our Allies from the urban environment that they live in, we are able to establish a neutral and peaceful setting for our Allies to begin to form a bond with each other and to begin to apply our concepts of inclusion by learning about their unique life stories and engaging in teamwork activities. With a class of 49 Members, developing a sense of cohort early on is fundamental to the success of the program.

Our mid-year retreat is designed to focus on self-care and reflection on service. At this point, removing Members from the daily rigor of their service apprenticeships and the grind of the city is critical to ensure that meaningful reflection can take place.

The year-end retreat will be re-engineered to be shorted to day sessions in Chicago, but our resources for this retreat will be used to improve the quality of Ally assessment, review of impact and preparation for the Members' next steps in their careers and education. Retreat resources will be used to engage guest facilitators and activities that celebrate and unpack the year of service.

Budget Clarification Question 2: Provide justification for increased cost per MSY.

Public Allies' cost per MSY in Chicago has remained relatively flat for several years due to the limitations of funding available from CNCS. From 2008 to 2010 we only increased costs 2%, or about .7% per year. These small increases were much lower than our actual yearly increases in operating expenses. Our agency, therefore, was picking up a larger portion of the costs year after year through private fundraising.

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As private funds continue to be scarce, we have requested a 3.3% increase in our cost per MSY for 2011 in order to remain sustainable. The primary increases in costs that we have seen since 2008 are as follows. Salaries for Program Managers have increased 10% or \$4000 per position since 2008. Rental costs for our program office have increased by 50% or \$18,000. Staff travel has increased 3 fold in order to allow Program Managers to meet with AmeriCorps members at their host sites and provide the coaching component of our model. Lastly, to continue to attract host sites for members during this difficult economy, we have increased the portion of the member stipend funded by AmeriCorps by 11% or \$346 per member.

Despite the request for increase in MSY, Public Allies Chicago continues to provide match well over what is required. For the 2010-11 program year, we are proposing a 52% match--well above the 42% required.

FY10 Budget Clarification Response, Part 2

Travel to the opening day ceremonies has been moved from "staff travel" to "member travel" as requested.

FY11 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. 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

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

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.

3. Telephone lines, T1 internet, Local & Long Distance:

The site is budgeting \$4946 per year. The existing phone system is approximately 12 years old and runs on 8 analog phone lines and a DSL for internet access. We are replacing this with a T1 internet line and a rented Voice-over-IP system to provide staff with improved connection speeds and features missing from the existing system such as caller ID, direct dialing of staff, conference call hosting, voicemail, call logs, speakers phones and directories. For a system of 8 phones, a conference phone, and all monthly usage charges, we feel \$412 per month will be a very cost effective service that enables staff to operate with greater efficiency.

Continuation Changes

2010-11 NARRATIVE CHANGES

Public Allies Chicago, is requesting to grow the size of its program from 49 total Members serving in 2009 (28 base grant members and 21 Recovery Act members) to 70 members serving annually. This

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request for growth is central to Public Allies Chicago's plan to meet growing demand for the program, both from among Member applicants and Partner Organization applicants.

For the 2009-10 program year, Public Allies Chicago received 6.8 applications for every Member slot available--a total of 335 applications received. In addition, we received 73 Partner Applications, a record request in the organization's history. This growth was and continues to be fueled by two things: (1) Public Allies Chicago's growing reputation as capacity-building source for organizations looking for young, diverse talent and (2) the increasing needs of Chicago nonprofits to serve more people with fewer resources during these critical economic times. The Donors Forum of Chicago surveyed over 260 nonprofit organizations, two-thirds of whom indicated they experienced increased requests for services over the past year. Simultaneously, at least 21% of the nonprofits reported a decreased ability to meet the demand for services; the cause -- "increased costs, funding cuts, the economy in general, and lack of organizational capacity." ("Economic Outlook 2009: Economic Crisis Weighs on Nonprofit Sector," Donors Forum, 2008)

For Chicago, the need for capacity building is most necessary in the fields of youth educational attainment and assisting at-risk families and individuals secure employment opportunities. The increased pressures of violence and loss of economic opportunity are further eroding the educational and employment opportunities of Chicago's youth and their families. According to the last annual report produced by the Chicago Police Department (2006), 35% of offenders were ages 11-20; 25% of all victims were between 11-20; and almost 50% of the 277,727 arrests were young adults ages 16-24. We know these statistics have continued to climb as the death rate among Chicago area youth grows. "Since 2006, Chicago has been at the top of the country's five most populous cities in youth homicides, statistics show. If Chicago's current homicide rate continues over the last two months of this year, the city would experience almost 1.5 youth homicides per 100,000 residents in 2009, clutching the dubious distinction for the fourth year in a row." (Nov. 24, 2009, "Medill exclusive: Chicago again poised to be country's most violent city for youth", The Medill Reports Chicago, Northwestern University) Further,

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Chicago non-graduation rates for the 2007-2008 school year were 31.0%. During this same year, there were 10,642 homeless students in Chicago Public Schools, a 35% increase in 5 years. We know that Chicago area households headed by someone with only a high school diploma are 2.5 times more likely to be asset poor than those headed by someone with a bachelor's degree. (Wertheim, S., 2008, Local Asset Poverty Index for Illinois. San Francisco & Chicago: Asset Policy Initiative of California & Illinois Asset Building Group)

More and more, Chicagoans struggling to cope are being steered towards nonprofits for support instead of government institutions. The 43% growth sought by Public Allies Chicago will allow the organization to support more organizations working in the critical areas of educational attainment and employment development. With cohorts of Allies being concentrated in these two areas, we will believe our Members will be able to help make some sustainable impact towards improving the economic climate for Chicago's most vulnerable citizens. To ensure this, Allies will receive even more specialized training and work related experience to further prepare them to not only help find solutions to these challenges now, but to better prepare them as leaders in the areas of Education and Employment/Workforce Development. This is especially important during a time when, according to a 2008 study conducted by the Bridgespan Group, 77,000 senior management positions at non profits are vacant with an additional 24,000 projected have to open in 2009. It is critical that leaders be trained and prepared to fill these critical positions in the near future to meet the ever growing demand.

ENROLLMENT

Public Allies Chicago successfully enrolled 100% of its awarded slots (28) for the last program year. We have also achieved 100% enrollment for the 2009-10 program year, filling 49 total slots on both our regular and Recovery Act grants.

RETENTION

During the 2008-09 program year, we retained 89.7% of our Member slots, a 32.6% increase over our 2007-08 retention rate of 57.1%. While slightly short of our goal of 90% retention, we consider this a

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great success. Given that most of our Members are young people, many of whom have never occupied a full-time position, and the rigor of our program and the service positions they occupy, we expect approximately 10 -- 15% annual attrition. However, the quality of our Ally applicants both in terms of skills and the seriousness at which they approach this work has steadily improved year to year, thus allowing us to seek out even more complex community placement opportunities. With these changes we hope to see continued increases in our retention rate.

PERFORMANCE MEASURES

In accordance with the recommendation issued for by the Corporation in its FAQ's regarding the 2010 National Performance Measures Pilot, Public Allies will be keeping our performance measures consistent with those we submitted with our re-compete application in 2009. Based on our new focus, we believe that we will in the future be able to opt into the pilot's performance measures.

2011-12 CONTINUATION CHANGES

EXECUTIVE SUMMARY

Public Allies advances new leadership to strengthen communities, nonprofits and civic participation. We are changing the face and practice of leadership in Chicago 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 Chicago's most challenging youth development, economic and other issues.

RATIONALE AND APPROACH

As an intermediary, Public Allies Chicago has played a vital role in providing substantial numbers of Members serving in education, youth development, housing, economic development, and public health to local community and faith-based organizations addressing Chicagoland's most critical needs since

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1992. 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. Last year, Public Allies Chicago decided to shift our organizational focus to supporting two of Chicago's most critical issues--the increasing violence that awaits Chicago's youth when they are not engaged in school or constructive after-school activities, and the increasing joblessness and economic distress faced by thousands of Chicago families during these strenuous economic times. Public Allies Chicago is working to remedy these problems.

Public Allies Chicago is requesting 55 full-time Members for the 2011-12 program year, an increase of 6 slots over our 2009-10 and 2010-11 allocation. Youth in Chicago are threatened by the negative effects of substance abuse, unlawful behavior and disciplinary 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.

In addition, many families and individuals in Chicago have challenges accessing affordable and adequate housing, or the economic assistance and food supply assistance required to sustain them. Members will also serve in placements focused on assisting economically disadvantaged individuals and families with financial literacy, housing assistance, job training, and nutritional assistance.

2011-12 Members will perform service activities similar to those performed by past Allies, including, but not limited to:

- * Delivering sports programming in schools that improves student health, and supports their educational development by enhancing the critical concepts of team, discipline and exercise within students prior the start of the school day.
- * Supporting program delivery at programs such as Free Spirit Media where youth are engaged in creative projects keeping them off the streets during the critical time zones of 4:00 -- 7:00 PM when

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most crimes against youth take place. Allies push youth to work on their basic skills of writing and communication and time and project management while teaching them new media skills vital for a career in the new economy.

* Supporting outreach to local neighborhood residents about opportunities for job training and employment screenings.

Though varied in nature, the activities of our Members have demonstrable impact, as exemplified by the story of 2009-10 Public Allies Chicago Member Ben Garcia Spitz. Ben served as an "Elev8 Program" outreach worker for Greater Southwest Development Corporation. The Elev8 program prior to Ben's arrival as an Ally had only been able to provide 8 individuals with financial literacy training and support. As a result of Ben's outreach in local schools and communities, GSDC increased the number of individuals and families served to over 100. 100% of the individuals served received training in financial literacy, home foreclosure remedy and/or job readiness trainings. GSDC has credited their increased output to the 10-fold increase in outreach and connection to the community that Ben was able to deliver.

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 Chicago's most pressing challenges. Approximately 73% of the requested 2011-12 slots (40 Members) will be placed in education and youth development related service placements. The remaining 27% of the class (15 Members) will be placed in economic opportunity related service placements. 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

Public Allies Chicago enrolled 100% of its full-time Members slots during the 2009-10 program year.

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This included the 28 regular slots awarded as well as 21 Recovery Act slots. In addition, 100% of the 49 full-time member slots for the 2010-11 program year have been filled.

The request for an increase in slots for the 2011-12 program year is to help Public Allies fulfill the demand for AmeriCorps Members from our nonprofit partners. For the second year in a row, applications for Public Allies Chicago Members has far outpaced our ability to fulfill the requests. Applications for the 2010-11 program year garnered requests for 76 Members. As identified in our 2010-11 application, this increase in requests for Public Allies Members is due to our growing reputation as capacity-building source for organizations looking for young, diverse talent and the continued need of Chicago nonprofits to serve more people with fewer resources during these critical economic times. The increase in requests for Members has remained consistently high despite the narrowing of our service area focus. Our intentional relationship-building and partnerships with educational, youth-development, and economic development organizations such as Chicago Public Schools, LISC, and the City of Chicago, have resulted in deeper relationships with organizations within these fields and even greater demand for AmeriCorps Members to support these two fields of service.

RETENTION

Public Allies Chicago retained 46 of the 51 total Members during the 2009-10 program year, a 90.2% retention rate. This hallmarks one of the highest retention rates we've seen, which we directly attribute primarily to our recruitment and the Member development efforts. We are continuing our efforts to recruit up to six applicants for every Member slot we have available, which ensures we have a competitive pool of applicants and host sites to select from.

BUDGET

Public Allies Chicago is requesting an increase of \$40 in our cost per Member to help defray a portion of

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the growing costs associated with background check costs. Since we estimate approximately 70% of our AmeriCorps members will be working in educational and youth development settings, we will be subject to the new rule requiring Members to have both state and FBI checks, in addition to a check of the NSOPR. The additional cost of \$40 per Member will support the costs to have FBI checks run on our applicants.

Performance Measures

SAA Characteristics

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

Priority Areas

- Education
Selected for National Measure
 Environmental Stewardship
Selected for National Measure
 Economic Opportunity
Selected for National Measure
 Healthy Futures
Selected for National Measure
 Veterans and Military Families
Selected for National Measure
 Other
Selected for National Measure

Grand Total of all MSYs entered for all Priority Areas 39.2

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 build their organizational capacity.

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 that have a positive impact on the community issues our sites are working towards.

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

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

90% of the capacity-building service objectives assigned to graduating Members (42) will be assessed

Result: Output

as accomplished by the Partner Organization supervisor at the end of the term.

Indicator: Number of capacity-building objectives met

Target: 90% of the capacity-building service objectives assigned to graduating Members (42) will be

assessed as accomplished by the Partner Organization supervisor at the end of the term.

Target Value: 37

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 42 service objectives assigned to the estimated graduates, 37 will be assessed as being met or exceeded in the PISD system by Supervisors at the end of the service term.

Prev. Yrs. Data

Result: Intermediate Outcome

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

(37) will be determined to have experienced an increase in capacity as a result of their achieving their

intended outcomes.

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

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

objectives (37) 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 37 of our Partner Organizations will have Members who successfully met their service objectives. Of these, 31 partners will be able to demonstrate their capacity has been increased as a result of their ability to leverage the Members' achievements.

Prev. Yrs. Data

Result: Intermediate Outcome
outcomes.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable