

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: 12-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC123982		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHOH0010003														
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 GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Public Allies Cincinnati															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Hamilton County, OH; Warren County, OH; Butler, OH; Clermont County, OH;		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="OH 001"/>															
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;">\$ 518,505.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 461,384.00</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;">\$ 979,889.00</td> </tr> </table>		a. FEDERAL	\$ 518,505.00	b. APPLICANT	\$ 461,384.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 979,889.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
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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: 11/22/10														

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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 Cincinnati by identifying talented young adults from diverse and under-represented backgrounds who have a passion to make a difference, and we help them turn that passion into a viable career path. Our Members serve in full-time nonprofit apprenticeships working to address Cincinnati's most challenging educational and economic issues.

Rationale and Approach

A. RATIONALE AND APPROACH

1) Compelling Community Need

Public Allies' mission is to advance new leadership to strengthen communities, non-profits and civic participation. We achieve our mission both by building a premier pipeline for young leaders from diverse and under-represented backgrounds to begin careers in nonprofit and community service and by disseminating practices that help leaders 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. 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. Finally, we meet the civic participation needs of our communities by preparing young leaders to act as catalysts for community improvement and the involvement of others.

For the past ten years, Public Allies Cincinnati 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

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months on projects that create, improve, or expand services with measurable results. During those ten years, Public Allies has taken over 220 Cincinnati 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.

Metropolitan Cincinnati faces the same array of challenging social issues as other urban communities across the country: poor health coverage for the unemployed and working poor, inadequate education and activities for young people, public safety, economic security, environment and conservation issues, and other human needs. According to its "Progress Report on Human Relations in Greater Cincinnati" (May 2008), BRIDGES for a Just Community found that 38% of 1600 Cincinnati residents surveyed crime and safety to be the top issue facing the region, while 16% indicated the economy was the top issue. Organizations, volunteers, and leaders committed to these issues are constantly seeking more support, especially in today's environment of philanthropic and government cutbacks. In the wake of a world-wide recession, community and faith-based organizations find themselves struggling to meet these community needs. As the economy continues to weaken, unemployment rates and requests for assistance are anticipated to increase, placing greater demands for service on the nonprofit sector, while competition for the resources required to address these needs simultaneously increases.

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

Strengthening Communities: The most pressing issues facing the Cincinnati region are crime and safety, economics, education and school reform, race relations, and police/community relations. As

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indicated above, 38% of Cincinnati residents believe crime and safety to be the most important issue facing the region (Progress Report on Human Relations in Greater Cincinnati, May 2008). In 2007, Cincinnati ranked sixth in the nation for foreclosures rates, a statistic that is estimated to worsen in light of recent troubles in the housing market ("Funds help offset foreclosures", Cincinnati Enquirer, Jane Prendergast, October 1, 2008). In January 2008, Education Week highlighted Cincinnati public high schools' remarkable turnaround in the past eight years, increasing their city-wide graduation rates from 51% in 2000 to 79% in 2007, and essentially erasing the gap between White and Black graduation rates ("How Cincinnati Turned Its Schools Around", Joe Nathan). However, despite these impressive gains within high schools, Cincinnati's youngest and most vulnerable still demonstrate a significant achievement gap, with at least a 20% difference existing between reading and math proficiencies between White students and their Black counterparts in the fourth and eighth grades ("Cincinnati in Black & White 2007", Greater Cincinnati Foundation).

Public Allies Cincinnati is uniquely positioned to address most of these issues because of our affiliate relationship with BRIDGES for a Just Community, the local organization contracted to operate the Public Allies Cincinnati program. BRIDGES and Public Allies share a philosophy that true community improvement occurs by engaging people where they are (through service), identifying the assets they have to bring about change (self awareness & relationship building), and creating opportunities for individuals, groups or organizations to utilize those assets (leadership development) to catalyze the change they'd like to see.

With the support of BRIDGES and other leaders, Public Allies Cincinnati has identified the issue areas and communities where our services are most needed. For the 2009-10 program year, Allies will be focused in three areas: youth leadership development, economic justice, and employing creativity for change. Members addressing youth development needs will work on diversity education in schools and expanding after school and mentoring programs. Members focused on economic justice will help Cincinnati residents address housing needs, serve the homeless, and help citizens connect to programs

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addressing poverty and the health care disparities in communities. The third cohort of Allies will involve Members using specific skills and talents, such as artists or technology experts who will use those specific talents to address community needs.

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. As one of the only intermediary AmeriCorps models that has placed AmeriCorps members at more than 150 nonprofit organizations across Cincinnati, Public Allies has a track record of building nonprofit capacity by assisting them with managing and developing staff, recruiting and managing volunteers, defining and measuring results, collaborating with other organizations, and enhancing and expanding services to be sustained after our Members' terms end.

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

But civic engagement cannot just be about plugging the recently engaged into community improvement efforts. Attempts must also be made to build bridges among groups in communities and in particular reach out to engage those whose contributions are often neglected or marginalized -- the poor themselves. A recent study by Harvard Sociologist Robert Putnam found that there is an inverse

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relationship between diversity and civic engagement -- people lack the capacities to engage and work with each other for the common good. According to the Progress Report on Human Relations, "The Greater Cincinnati area is diversifying slowly but steadily, which over time should increase the amount of contact among different social groups." However, at this current time, Cincinnati residents of different racial and ethnic groups have little contact with people of other groups. "Without contact with people who belong to different social groups than one's own, the amount of mutual understanding will be limited." To strengthen our communities and address long-term social needs, we need the active engagement of people from all backgrounds working together to improve their own lives and the lives of those around them. Because the leadership training for Public Allies Members is grounded in our core values of asset-based development, collaboration, continuous learning, diversity/ inclusion, and integrity, they are uniquely prepared to build relationships with those unlike themselves and bring underrepresented groups into the civic dialogue.

Advancing Diverse Young Leaders. Solving the social challenges facing Cincinnati will take sustained service and leadership. Yet our communities have struggled to identify, cultivate and sustain the new leadership needed to address these challenges long term, especially as a generation who built many community serving organizations begins retirement. A recent report by The Bridgespan Group found that the nonprofit sector will need 640,000 new leaders over the next decade. At a time when many traditional solutions to social problems are not working, economic and social disparities are increasing, and high profile ethical lapses in all sectors are compromising the public good, we must prepare leaders who can innovate in solving public problems, earn public trust and invigorate the public life of their communities.

To earn the public trust, civic leaders must begin to reflect the fact and tone of those they are serving. Civic engagement expert Richard Harwood of The Harwood Institute has articulated this need well: "Americans are walking away from the public square because leaders no longer reflect the reality of average peoples' daily lives in their words and actions." Public Allies believes that in an increasingly

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diverse world, leaders must look like America looks, and be able to connect across cultures. Many leadership programs do not recognize and develop the leadership of diverse community members, especially among people of color and the poor. The Cincinnati region is becoming increasingly more diverse, with the population of Asian and Hispanic residents growing exponentially -- respectively 34% and 49% between 2000 and 2006 (BRIDGES Progress Report on Human Relations in Greater Cincinnati, May 2008). New community leadership is required that can build bridges among diverse people and neighborhoods to form a stronger, healthier, and more vibrant community. The Public Allies model has built an effective pipeline for talented young adults from diverse backgrounds to begin careers in community and public service with values and practices that will make them effective at strengthening communities, nonprofits and civic participation across the barriers that currently exist. By achieving our mission, Public Allies will advance a new network of public-spirited young leaders from diverse backgrounds by providing them with opportunities to strengthen communities, nonprofits, and civic participation in Cincinnati through their service in AmeriCorps and for years to come.

2) Description of Activities and Member Roles

To meet community needs and fulfill our mission, Public Allies Cincinnati 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

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must contribute approximately \$9,500 to the living allowance of our Members (with the remainder coming from AmeriCorps and private funds). The Partner Organization contribution levels have enabled us to recruit a diverse pool of larger and smaller organizations to host our Members. For the 2008 program year, 78% of host site organizations had fewer than 10 employees or budgets under \$500,000, while 22% 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, 30% of Members worked in the field of youth development, 43% served in the field of education, 7% worked in the field of community and/or economic development, 10% worked in housing, and 7% served to meet other human needs. Our Partner Organizations include affiliates of national organizations such as Big Brothers Big Sisters of Greater Cincinnati, large community organizations such as Cincinnati Youth Collaborative and Jewish Family Services, and small community and faith-based organizations such as

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Winton Place Youth Center and Washington United Church Of Christ.

Members perform a variety of activities through their service, most often by planning and implementing new services, helping an organization bring an existing service to more community members through the member's service and by recruiting more volunteers, and by helping organizations build their capacity to provide enhanced and expanded services to communities. Examples of our members' service include:

o 2008 Public Allies Cincinnati Member Yasin Southall was placed at National Underground Railroad Freedom Center where he was responsible for recruiting, orienting and managing volunteers to support the Center's educational programs. As a result of his efforts Yasin recruited 115 volunteers who served 149 hours providing services to over 800 Cincinnati residents.

(2) Team Service Projects. Our Members spend one-half day each week and volunteer time on a project 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 Cincinnati with projects that help them create, improve or expand services. Thirty-three percent (33%) of surveyed 2007-2008 host site

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organizations indicated plans to offer their Members' full-time jobs at the end of their service and 100% have 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 descriptions, files, and perform other visits and activities to ensure compliance.

3) Measurable Outputs and Outcomes

Public Allies Cincinnati 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. As an intermediary, the impact of our Members' community service can vary greatly, depending upon where the Member is placed. To capture our service impact, we will demonstrate that Allies will positively impact and improve the lives of thousands of Cincinnati residents by measuring : the number of people served by our Members. Our goal is to serve an average of 600 community participants per Member (output). At each service placement, our Members are provided specifically defined service objectives to meet over their term of service. For example, 2008 Cincinnati Public Allies Mike Taylor's performance outcomes stated he was to coordinate a winter coat drive to ensure that "Men, Women and Children will receive adequate coats for the Cincinnati Winter Season." His service benchmark was the

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distribution of approximately 700 coats, to be tracked utilizing a web-based client tracking system. By the end of Mike's term of service, he exceeded his service goals and distributed over 960 coats during the winter season. Each Public Allies Cincinnati Member will have specific service objectives such as Mike's developed for them and regularly monitored. As an intermediate outcome, we will demonstrate that 90% of our graduating members will meet or exceed their community-benefiting service objectives as defined by their supervisors. Our end outcome will demonstrate that at least 80% of our Partner Organizations indicate our Member increased the capacity of their organizations to provide critical community services.

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 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

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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 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

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system will include stakeholder surveys to assess the impact and quality of our work -- including the feedback of Members, Partner Organizations, community volunteers, alumni, staff, and BRIDGES for a Just Community.)

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 Cincinnati staff, the staff of our local Operating Partner, BRIDGES for a Just Community, and their Board of Directors, made up of over 30 Cincinnati area leaders, have recently engaged in a strategic planning process. As a result of this process the staff, Board of Directors and community participants have created a local vision for how the program can best impact the Cincinnati community. Within the three focus areas for service, 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.

Public Allies Cincinnati is also engaged in other city-wide efforts will help expand their impact. Agenda 360 and Vision 2015 are regional efforts to create action plans for making our region more diverse, inclusive and desirable for business and other interests. BRIDGES plays a key role in chairing the Inclusion Oversight Committee to ensure that this effort is a real opportunity to civically engage Cincinnati residents. Allies have been placed at Vision 2015 for the past 2 years.

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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. At the local level, we work collaboratively with other programs to implement joint recruitment, training, and planning activities. Public Allies Cincinnati typically has Members take leadership roles in the State Wide AmeriCorps Gathering and in the Intercorps Council. In the past Public Allies Cincinnati has been the lead organizer of our City-Wide Gathering, working with other AmeriCorps programs from throughout the regions.

7) Potential for Replication

Public Allies is positioned better than ever to replicate our program. After being founded in 1992, Public Allies replicated our first expansion site in Chicago in 1993 and began ten additional sites under our national 501(c) (3). In 2000, our Delaware program affiliated with the University of Delaware, and in 2004, after completing a strategy process with the Monitor Group, we decided that all existing and new sites would be managed by an Operating Partner in each community (either a university or a nonprofit organization). These partnerships have increased local program capacity, improved local management and streamlined operating costs for our program. Public Allies Cincinnati became affiliated with BRIDGES for a Just Community in August 2007. 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 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

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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 like the BRIDGES. Public Allies Cincinnati's reputation as a program has generated interest in developing programs in the Covington area of Northern Kentucky and in Cleveland. Public Allies National Office is currently exploring these opportunities.

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

1) Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight. 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. Since 1992 we have expanded to over a dozen communities and graduated over 2,400 AmeriCorps members. Our results over the last fifteen years, as shared throughout this proposal demonstrate our ability to achieve our mission. Public Allies Cincinnati was founded in 1999.

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.

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

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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.

Our Public Allies Cincinnati site will be operated by our partner, BRIDGES for a Just Community (formerly the Cincinnati branch of the National Conference of Christians and Jews). BRIDGES brings people together to achieve inclusion, equity and justice for all who live and work in the Greater Cincinnati community. BRIDGES has been the region's leading human relations organization since 1944 and recently co-founded the National Federation for Just Communities, a new national organization providing education and advocacy to more than 20 member organizations around the country. BRIDGES has been operating the Public Allies Cincinnati site since August 2007 and has worked closely with Public Allies National Office to ensure program design standards and outcomes are being met. In addition to monitoring program outcomes, Public Allies National Office also monitors closely the service of our Members. The staff of Public Allies Cincinnati 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

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support Public Allies Cincinnati in submitting its required quarterly reports to the state commission. Our high-tech and direct monitoring activities enable us to support the continuous learning and improvement of our programs.

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

(b) Fiscal Monitoring

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

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 (including Kanwar Singh, VP of UBS Financial Services,), and three from the nonprofit sector and higher education (including Leif Elsmo, Executive Director of Community Services, University of Chicago Hospital). 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

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six communities where Public Allies operates programs. Their bios are on the Public Allies website.

BRIDGES for a Just Community is lead by a board of over 30 Cincinnati community leaders. The board is lead by Dr. Mitchel D. Livingston, Vice president for Student Affairs for the University of Cincinnati and also includes in its membership civic leaders such as Carol Aquino, Vice President of Marketing for United Way of Greater Cincinnati.

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.

BRIDGES for a Just Community, the Public Allies Cincinnati Operating Partner, is lead by Robert "Chip" Harrod, President & CEO of BRIDGES for a Just Community, Inc. Harrod is in his second term as chief executive officer of the local NCCJ (now BRIDGES) after serving a brief tenure as NCCJ's National President & CEO in New York City, during which time he successfully directed the national organization through a major re-structuring and downsizing to help preserve its long-term viability. An attorney, Harrod has directed the local BRIDGES office for over two decades. While in Cincinnati Harrod directed the NCCJ's efforts to improve police-citizen relations in the aftermath of Cincinnati's civil unrest of 2001. And in 1994 he originated the concept and was founding President of the \$114

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million National Underground Railroad Freedom Center, which opened to the public in August of 2004 as one of our country's new "museums of conscience."

Public Allies Cincinnati's programming is lead by BRIDGES Vice President of Programs, David Weaver. In 1998, he became the founding executive director of Public Allies Cincinnati. David left Cincinnati for California in September of 2000 to become the Western Regional Director for Public Allies National Office and left the organization in 2005 after serving 3 years as its Vice President of Leadership Development. David supervises the Director of Programs Shawn M. Jeffers, a Public Allies Cincinnati Alum, and manages to local relationship with the state commission.

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

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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.

2. Sound Record Of Accomplishment As An Organization

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.

2) Organizational and Community Leadership

As stated above, Public Allies is nationally regarded as a leader in the development of young nonprofit professionals. We were selected as one of the first demonstration projects for national service by former President Bush's Commission on National and Community Service and identified as a model for AmeriCorps by President Clinton. Between 1993 and 2005, Public Allies replicated our program to 10 communities while evaluating and strengthening our model. During that time, our leadership development curriculum and assessment processes were recognized as best practices by AmeriCorps and the Leadership Learning Community (a national network of leadership development programs), our Internet-based evaluation tools were recognized as a best practice by AmeriCorps and The Bridgespan Group, one of our nation's top nonprofit consulting groups, and our alumni programming was recognized as a best practice in a study by McKinsey & Company. Our success at engaging and

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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.

BRIDGES has been regarded for over 60 years as a social and civic leader for justice in Cincinnati. After the 2001 civil unrest, BRIDGES worked behind the scenes with police and community leaders resulting in a three-year grant to continue work in improving police/community communications and to design and deliver new projects to meet critical community needs. BRIDGES has twice been a finalist and also a category award winner for Principles in the local ONE Awards, a rigorous, two-part evaluation and review similar to that used for the Malcolm Baldrige National Quality Awards. The ONE Award, which stands for Organizations of Noteworthy Excellence, is presented by the Business Courier to recognize outstanding local nonprofit organizations that operate using strong business strategies and processes. Success in Securing Match Resources. Public Allies Cincinnati has a strong fundraising track record and has exceeded AmeriCorps matching requirements every year since inception. Our program model is designed to maximize the match from our Partner Organizations where the Allies serve, who typically raise funds to support two-thirds of each Ally's stipend. In addition, Public Allies Cincinnati has secured multi-year matching grants from Procter & Gamble, Macy's and the Charles Dater Foundation through 2010 for a total of \$50,000. Grant secured for the 2008-09 program year include grants from Toyota, Starbucks and the City of Cincinnati, of which Toyota and Starbucks have expressed interest in the development of multi-year support. We will be submitting a new request for continued city funding this year.

3) SUCCESS IN SECURING COMMUNITY SUPPORT

Collaboration. Collaboration is a core value of Public Allies and everything we do is based upon

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

2) Local Financial and In-Kind Contributions

Our match has three primary components. Each Partner Organization contributes 30% of the stipend costs at their organizations as well as FICA taxes, the total average of \$9,500 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.

3) Wide Range of Community Stakeholders

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

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reach out to local elected officials to educate them on our program (and at times invite them to train our members on how government works), and our local donors are some of our strongest advocates and champions for our programs.

4) Special Circumstances

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

Cost Effectiveness and Budget Adequacy

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

1) Corporation Cost per Member Service Year

Public Allies Corporation Cost per Member Service Year is \$12,460. 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 \$13,500 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 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

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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.

C. Budget Adequacy

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

Evaluation Summary or Plan

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

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(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.

Amendment Justification

N/A

Clarification Summary

FY09 CLARIFICATION RESPONSE

Clarification Question 1: Clarify the stated need which does not appear to be compelling to the greater community, rather the needs addressed are those of the community partners that have a relationship with the applicant. The applicant appears to cite only one source to justify the need as compelling.

Clarification Response:

The City of Cincinnati finds itself at a crossroads regarding the ongoing support of economic & community development initiatives that maintain the safety net of social services and resource development for those in our community who have the least. Over the years, City of Cincinnati funding of human services was established as a viable strategy for accomplishing city goals to reduce homelessness, crime and violence, and other urgent human needs, and 1.5% of the city budget was set aside to accomplish this. In recent years, Council has cut more and more from the 1.5% funding set-aside, increasing the pressure on many human service providers to find alternative resources to sustain vital community based services and support the achievement of the city's goals. The Department of Community Development has, for the past 8 years, provided funding through the Human Services

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Commission for 74 local non-profit organizations to provide vital community services that align with the cities priority areas:

- * Emergency Services
- * Homelessness
- * Youth
- * Youth Violence
- * Realignment
- * Disabilities
- * Ex-Felons

For fiscal year 2009-10 that number was cut to 26 organizations. While this decision provided those organizations with 100 plus percent of what they requested and shows a focused approach and commitment to reducing service duplication, it disregards the interdependence that exists between the funded and not funded groups and severely compromises the safety net that supports human services work in the Greater Cincinnati community. Both organizations who received funding and those that did not (Develop Cincinnati) went before City Council to emphasize this relationship estimating that nearly 170,000 local residents would be adversely impacted by the cuts and discontinuation of services that would result from this decision. Thus a compromise was reached, providing 85% of the funding to organizations that currently receive city money as well as 85% to the requested amount to those receiving awards through the 2009-10 process. As city council and the Department of Community Development continue to debate the priority areas, many of the city's human service providers are searching for a more intentional way of working collaboratively to deliver more with less.

Public Allies Cincinnati provides AmeriCorps members to nearly one-third of the organizations that

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receive funds and works in some collaborative fashion with 80% of the 74 non profits in the city's portfolio. As we continue to integrate Public Allies Cincinnati into the work of our affiliate organization, BRIDGES for a Just Community, we have realigned our program model to enhance our collective focus, reach and impact. Our Member Cohorts (a united group of members sharing a common area of programmatic focus) provide an intentional means through which community based organizations can be linked, common goals can be tracked, and broader impact can be measured. As the City debates its final set of priorities, Public Allies Cincinnati's member cohorts will focus on the following three areas:

Youth Leadership Development -- In January 2008, Education Week highlighted Cincinnati public high schools' remarkable turnaround in the past eight years, increasing their city-wide graduation rates from 51% in 2000 to 79% in 2007, and essentially erasing the gap between White and Black graduation rates ("How Cincinnati Turned Its Schools Around", Joe Nathan). However, despite these impressive gains within high schools, Cincinnati's youngest and most vulnerable still demonstrate a significant achievement gap, with at least a 20% difference existing between reading and math proficiencies between White students and their Black counterparts in the fourth and eighth grades ("Cincinnati in Black & White 2007", Greater Cincinnati Foundation). The Youth leadership development cohort will be focused on activities that enhance the self awareness, ability, and/or opportunities of youth to acquire the 40 Developmental Assets (Search Institute) that serve as a foundation for making a successful transition into adult life. These activities can be in the form of after school programs (cultural enrichment and academic enhancement), mentoring programs, equity education (diversity and inclusion retreats, conflict resolution, peer mediation, service learning) or character development initiatives.

Economic Justice -- This cohort will be focus on activities that provide direct service to those suffering from issues of poverty, homelessness, hunger and lack of employment (or underemployment). In 2007,

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Cincinnati ranked sixth in the nation for foreclosure rates, a statistic that is estimated to worsen in light of recent troubles in the housing market ("Funds help offset foreclosures", Cincinnati Enquirer, Jane Prendergast, October 1, 2008). In addition, services that raise individual awareness, provide interpersonal skills and resources, and institutional remedies to address health care disparities that result from lack of access, lack of education or environmental conditions that may be systemic in nature.

Advancing the Next Generation Creative Class -- This cohort will be focused on creating relationships, venues and opportunities for young professionals with skills in technology, alternative social media and the arts to enhance the services or capacity of non-profit organizations to serve those in need. In addition, the activities of this cohort should use these various art forms to raise awareness about the need for volunteer action and prompt more civic participation and citizen engagement.

Through the intentional placement, coaching, and collaboration of our members, Public Allies Cincinnati will serve as a vital conduit between the community-based organizations that serve as the human services safety net city, creating more focus, broader reach and measurable impact in many of the city's priority areas.

Clarification Question 2: Clarify the program's plan for recruitment that will ensure it has 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 via local communities, institutions, and people whom are most likely to be in contact with our targeted population. This grassroots strategy includes:

- * Active engagement of our Alumni. Working within the assumption that our graduates know best what it takes to be successful in the Public Allies program, we encourage their outreach to their peers and family members.
- * Our Partner Organization engagement ensures that many of the people who benefit from the service of our Members can in turn become Members themselves. Our host sites post our recruitment materials, make referrals and provide insights to those young adults they feel may benefit from the program.
- * Board engagement is a pivotal way to secure participants and well as create champions for the program---as there is no stronger sales person for a program than the proud parent of a graduate. Our Board Members represent both the private and non-profit sectors and are provided with materials, testimonials and a weblink to our YouTube recruitment video.
- * Public Allies Cincinnati actively engages next generation technology to reach young people through the means by which they are used to communicating. We utilize Facebook, MySpace, Twitter, and as noted above, a You-Tube video to provide a snapshot of the life as a Public Allies Member and graduate. These brief web-based touch points often lead to more substantive communication between interested Members and our program.
- * We utilize traditional the recruitment method of appearing on college campuses, in coffee shops, gyms, community centers, and places of worship to engage potential participants.

Finally, our screening practices reflect our core values and place equal value on skills, knowledge,

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education, ability, and character of each potential member. Our focus on whether our applicants demonstrate an ability to embrace our core values (a focus on assets, collaboration, continuous learning, and the practice of diversity and inclusion, and integrity) provide us a working framework that allows us to bring together a diverse cohort.

Clarification Question 3: Clarify member supervision and the role of site staff in supervising members as it is not adequately addressed in the application narrative.

Clarification Response:

Each Public Allies AmeriCorps Member has two (2) supervisory supports--their Public Allies Program Manager and their Partner Organization Supervisor. Monday through Thursday, during their appointed service hours at their host site, the Partner Organization Supervisor will manage the Member to their position description--ensuring the member completes the tasks and actions necessary to achieve the goals and objectives set forth in the position description. The Partner Organization Supervisor provides time sheet oversight, daily supervision, guidance, and on site mentoring for the member. In addition, they provide feedback to the member in the form of a 360 evaluation twice per year to assess task performance, teamwork, organizational knowledge and community engagement.

The Public Allies Program Manager engages the Member each week during education and training sessions held every Friday. The Program Manager also provides coaching for the member in how to manage/balance/navigate the myriad responsibilities that Members must assume while monitoring their personal and professional development. The Program Manager meets with each member one-on-one at least once per month for an Individual Development Plan (IDP) sessions. During these meetings Allies and Program Managers discuss the Members' progress towards meeting their placement objectives and obstacles or successes that they have experienced. They discuss the personal and

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professional development needs of the member so that they might identify learning opportunities as they arrive. They review Members' hours to assure completion of their 1700 service hour and monitor training time.

The Program Managers meet 3 times per year with the Member and the Partner Organization Supervisors to ensure that member understands that there is a partnership aligned for their success. The Program Manager and the Partner Organization Supervisor will also communicate via phone, email and individual meetings as frequently as necessary for the benefit of the member. The Program Manager reviews member hours and accomplishments through the Personal Impact and Service Documentation online system and uses this information to inform all IDP and 3-Way meetings with both the member and the POS. The Program Manager is the ultimate decision maker in determining if a member has met all of the requirements of the program for graduation (manage all member paperwork and personnel files).

Between IDP and 3-way meetings, Public Allies Program Managers are meeting with Allies one-on-one at least 13 times over the course of the term of service, of which at least three take place on-site.

FY09 Budget Clarification Response

1. Please confirm criminal background checks will be completed for staff as well as members. Yes - all BRIDGES staff have such checks.
2. Itemize the various fringe benefits. Health insurance \$26,423.16, Dental/Vision insurance \$2,215.92, AD&D/LTD \$1,374.92, Life Insurance \$156.00
3. Clarify travel costs to CNCS sponsored meetings line item. OCSC requires programs to budget \$1000. We created a separate line for that, as well as the required travel costs for OCSC Program

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Director meetings.

4. Remove food costs from staff travel line item. We removed \$243 from Training Retreats and \$87 for the Program Director meetings and re-listed those under "Staff Training." These meetings and training are all day events and require providing of food to attendees.

5. Describe and itemize office supplies. This includes: member and partner organization handbooks, paper, binders, dividers, folders, flip charts, markers, paper, tape, general office supplies, printer cartridges/toner, pens/markers, envelopes. Cost is \$83.33 per month x 12 months = \$1000 total cost.

6. Clarify the amount budgeted for workers' compensation as it appears to be low for a 35-member program. Our rate is .3928% x \$479990 stipends = 1885

7. Provide the amount of match funds provided by each partner organization. Donated training time needs additional detail- how much/ \$ per hour etc...Partner Organizations -how many? List? Partner Organization provide an average of \$9839.86 in match x 35 organizations = \$344395. Partner Organizations include: Children Inc., Center for Holocaust and Humanity Education, Washington United Church of Christ, Big Brothers/Big Sisters, Peaslee Neighborhood Center, Xavier University Center for Engaged Learning, Gorman Heritage Farm, Winton Place Youth Center, National Underground Railroad Freedom Center, Imago Earth Center, Holly Hill Children's Home, Free Store Food Bank, University of Cincinnati Economics Center, Early Intervention Program-University Hospital, Center for Closing the Health Gap, Legal Aid Society of Cincinnati, Jewish Family Service, Su Casa, Harmony Garden, Ink Tank, Urban League, Happen Inc. Media Bridges, WCET, Fine Arts Fund, Vision 2015, ArtWorks, Know Theatre Company, Sunrock Farm, and Innovations.

8. Clarify Member training- Trainers- Is this contractual 2 X 250 members-2X etc. We have two line items, one for paid trainers and one for donated trainers. All trainers generally work a half day or full day on Friday when the members are not at their placements. The inkind trainers are budgeted at \$250 each x 20 trainings = \$5000. The paid trainers are \$250 each x 2 trainings = \$500. Estimate number of trainings is 22.

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9. Provide detail for non-profit Leadership Conference-Are members attending? This is for staff, so we moved the line item to staff training.

10. Clarify evaluation expenses- How many hours? Calculation comes out to 4.629? Cost is \$500 per day for 5 days= \$2500

CLARIFICATION RESPONSE FY10

Budget Clarification Question 1: Please provide state requirement to charge unemployment.

The State of Ohio requires that unemployment be collected from AmeriCorps members and thus reflected in the budget. The Ohio Community Service Council (OCSC) has provided the written documentation to the Program Officer at the Corporation for National & Community Service (CNCS) assigned to Ohio.

Budget Clarification Question 2: Please clarify why the program is requesting a higher cost per MSY from the previous year.

The cost per MSY in Cincinnati has remained relatively flat for several years due to the limitations of funding available from CNCS. From 2008 to 2010 we only increased costs .1% in total. This did not cover our yearly increases in operating expenses. Our agency, therefore, has been picking up a larger portion of the costs year after year through private fundraising. As private funds continue to be scarce, we have requested a 4% 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. The cost of employee fringe benefits has increased from 20% of salaries to 28%. Much of this relates to the increase in healthcare costs. In total, the employee benefits have increased by \$9000 since 2008. Space rental within Cincinnati has also increase in 4 years by 57%. Part of this is due to the increase in members we serve

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and the space needed for Program Managers and for training. The total increase in four years was \$6000. Background checks for members has increased from \$16 per member to \$30 per member. Lastly, member healthcare costs have increased from \$1480 per member to \$1580, a 7% or \$4000 increase.

Despite the request for increase in MSY, Public Allies Cincinnati continues to provide match well over what is required. For the 2010-11 program year, we are proposing a 45% match; above the 42% required.

Programmatic Clarification Question 1: Please verify that you will conduct criminal history checks on all members and grant-funded staff.

It has always been Public Allies Cincinnati's policy to conduct background checks on all Members. We will continue to conduct criminal history checks on all members and grant-funded staff in a manner compliant with AmeriCorps regulations.

FY11 CLARIFICATION RESPONSE

1. In the Clarification narrative field, please confirm your desired grant award start date and member enrollment period start date.

We are requesting a grant award start date of August 1, 2011 and a member enrollment period start date of September 1, 2011.

2. Please describe a corrective action plan to achieve a 100% enrollment rate.

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Public Allies Cincinnati filled 39 of 40 allotted slots in 2010-11. The challenge that left us having one slot to fill was a shallow applicant pool and reserves who were questionable in terms of their ability to successfully complete the program. As a result, we are likely to graduate 92% of our members with our early exits primarily being individuals who came from this questionable group.

Our action plan for recruitment of the 2011-12 class is two fold: 1) increase the venues and opportunities for potential awareness and member engagement and 2) increase the number of positions descriptions received from potential host sites. Alumni participation in recruiting has always been a strength, however, increased outreach and preparation of our board members is yielding a broader applicant base. More community based venues for information sessions has also yielded a more diverse interest pool than in prior years. Our screening process remains strong, but the key is having enough applicants we feel can successfully complete their term of service.

Potential host sites have been encouraged to think about multiple members as they develop their position descriptions, and we're attempting to re-engage former host organizations who have successfully partnered with us in the past but dropped out of the program for financial or timing reasons.

Thus far, our recruitment efforts have resulted in the receipt of 72 Member applications. In addition 21 of our current host organizations have applied to host a 2011-12 Member and we're still accepting applications from new host sites through the end of May 2011. With this strong showing in applicants, we believe we will be able to successfully enroll 100% of our Member slots.

3. Please provide a timeline for hiring new staff.

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In December, 2010 we terminated our Director of Recruitment and Admissions. This position was filled by January 15, 2011 with former program manager and AmeriCorps Council member, Patrice Pennington. Patrice left Public Allies in June 2009 to care for her family, but was eager to have an opportunity to return to the organization.

4. Please describe a corrective action plan to submit reports on time.

Our progress reporting process requires that our local team compiles the data and provides this information to Public Allies National office five (5) days in advance of the report due date. It is reviewed by staff from the National Office who then modify or request modification from the local staff before submitting the final version. This process appears to be working well, and ensures that reports are both timely and well prepared.

5. Performance Measures

As an intermediary, the primary goal of Public Allies is to deploy our Members to deliver direct and indirect services that increase the capacity of local nonprofit organizations to meet the most compelling needs of our communities that our program has chosen to address. These compelling needs are aligned with the Corporation's six issue areas.

Because our primary outcome is related to building the capacity of our nonprofit partners, we have withdrawn our "Meeting Community Needs" performance measure and instead focused on our "Nonprofit Capacity Building" measure and our ability to measure the extent to which we have helped organizations increase their capacity to impact the six priority areas. Our "Nonprofit Capacity Building" measure is aligned with one output (the number of capacity building service objectives achieved by our Members) and one intermediate outcome (the percentage of capacity building outcomes achieved by our

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Partner Organizations).

Previously, our outcome was based on the percentage of members achieving capacity building outcomes. We changed the basis of our measure to reflect the number of objectives achieved because this will give a more complete assessment of the extent to which our Members have met the goals assigned to them.

FY2011 Clarification Response, Part 2

1. Member Exits

We recognize that a previous weakness in our management system is that we had no protocol to address an exit that took place outside of the normal Member timeframe. To address this, we are developing an early/late exit protocol that Program Managers must implement. The checklist for this protocol is designed to result in a Member being appropriately exited within the 30-day window and takes into consideration internal communication and the communication needs of our State Commission. Our Site Director, Shawn Jeffers will follow-up with Program Managers to make sure that staff are on target to complete the exits in a compliant fashion.

2. Performance Measures

Each of our Members will be assigned at least one capacity-building service objective and each Partner Organization will have at least one goal for increasing organizational capacity. Each of the capacity-building objectives undertaken by our Members is reviewed and approved by staff prior to the launch of Member service to ensure that Members will not be engaged in prohibited activities, including those that are outlined in OMB Circular A-122. Each host site supervisor participates in an orientation to Public Allies and AmeriCorps, prior to the beginning of the term, during which time Supervisors are oriented to our Public Allies Policies and Procedures Manual, which outlines prohibited activities in detail. Following the review of this material, our partners sign off that they have been oriented to the material and agree to uphold Public Allies policies. During the execution of the Members' service, semi-

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monthly service reports are also reviewed by staff to ensure Members are complying with prohibited activity regulations.

Continuation Changes

2010-11 CONTINUATION APPLICATION NARRATIVE

RATIONALE AND APPROACH

Description of Activities and Member Roles:

Public Allies Cincinnati is interested in expanding their 2010-11 Member class from the 35 full-time Member slots allocated for 2009-10, to 40 full-time Member slots. This expansion would allow the site to maintain the expanded class size it achieved as a result of additional slots granted via American Recovery and Reinvestment Act funding.

ENROLLMENT

During the 2008-09 program year, Public Allies Cincinnati filled 28 of 30 AmeriCorps slots, a 93.3% enrollment rate--uncharacteristic for the site which typically fills 100% of its slots. This shortfall in enrollment was due to an inability to identify enough nonprofit organizations to serve as host sites to our members. Some host sites that were slated to host members were ultimately unable to do so due to funding cuts and an inability to pay the stipend match. We succumbed this shortfall by extending the timeline for recruiting Partner Organizations and increasing the number of Partner Organization applicants. Our efforts have resulted in our meeting the goal of enrolling 100% (35 of 35) of our 2009-10 Member slots. In addition, Public Allies Cincinnati filled 100% (5 of 5) of the ARRA Member slots, bringing the total of currently serving Members to 40.

RETENTION

During 2008-09 Public Allies Cincinnati retained 89% of our Members. Based on rigor of our program,

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this actually exceeds our goal 85% retention. Thus far, Public Allies Cincinnati has retained 100% of the 35 Members enrolled for the 2009-10 program year.

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 2009 application. We will not at this time be opting into the Standardized Performance Measure Pilot, but look forward to doing so in the future.

2011-12 CONTINUATION APPLICATION NARRATIVE

RATIONALE AND APPROACH

For a third consecutive year, Public Allies Cincinnati will focus its efforts on strengthening youth leadership development opportunities for children ages 5-18; helping individuals attain economic justice in the areas of housing, health care, employment and generational poverty; and advancing the next generation creative class by linking young leaders to organizations who will use their technological and artistic talents to foster greater awareness and create linkages between those providing the above mentioned services and those in need of them.

Our members will serve in educational settings--schools, community learning centers, community-based afterschool programs, charter schools and other places supporting efforts to improve reading skills, introduce service learning models and work with staff and parents to create more welcoming and inclusive school/community environments for all children. In addition, our members will partner with community based organizations to meet unmet needs relating to economic opportunity for economically disadvantaged individuals within communities including financial literacy, housing assistance, job training, and nutritional assistance.

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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 Cincinnati region's most pressing educational and economic challenges. 2011-12 Members will perform service activities similar to those performed by past Allies, including:

* Member Ben Darby assisted with strategic program development, delivery and assessment for the purpose of building resilience in the children served through Winton Place Youth Center. The students in their after school program showed decreases in the behaviors that are considered precursors for involvement in alcohol/chemical abuse and violence by 30%, consistent with national results for those using the Promoting Alternative Thinking Strategies (PATHS) program.

* Member Ben Schuermann worked with the Legal Aid Society of Greater Cincinnati, and recruited volunteers throughout the Hamilton County area, working with the United Way of Greater Cincinnati and other community organizations, businesses, schools, and social service agencies. The volunteers Ben recruited worked with adults 19-55, adults 56+, and families eligible to receive the Earned Income Tax Credit. The volunteers helped qualified residents receive free, quality tax preparation, which in turn helped the residents improve their overall economic stability.

* Member Joseph Manning worked with the St. Vincent DePaul Society where he interviewed clients to determine their eligibility for assistance. He documented contacts according to agency requirements and worked with very low income individuals struggling to address their most basic needs such as food, shelter and clothing. His primary clients were adults with varying levels of education, life experiences and challenges. Joseph was able to provide his clients with emergency food, clothing, household items, identification, transportation and rent/utility assistance. As a result, the clients gained access to the resources necessary to navigate a path to stability.

Approximately 50% of the 2011-12 class (20 Members) will be placed in education and youth development related service placements. Another 40% of the class (16 Members) will be placed in

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economic opportunity related service placements. Five percent (5%) of the Members (2) will be placed in health related service placements and the remaining will be placed in other service placements that align with the Serve America Act priority areas. This estimate is based upon the distribution of past Member service placements. As our class is finalized and Allies are matched with host site organizations (August 2011), we will be able to update this information to reflect the actual distribution of Members across the priority areas.

ENROLLMENT

Public Allies Cincinnati enrolled 100% of its full-time Members slots during the 2009-10 program year. This included the 35 regular slots awarded as well as 5 Recovery Act slots. For the current program year, we have enrolled 39 of 40 (98%) Member slots.

RETENTION

Public Allies Cincinnati retained 38 of 40 Members during the 2009-10 program year, a 95% retention rate. This hallmarks one of the highest retention rates we've seen, which we 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.

Our programmatic supports for Members are key to ensuring we continue to achieve high retention rates. In a year-end survey taken by our 2009-10 program graduates, 88% of Members responding to the survey indicated "Overall, PA provided supportive mechanisms that helped me deal with difficulties encountered in my personal/professional development." We will continue our comprehensive Member development program so that despite the rigor of the program, our Members will feel thoroughly supported throughout the entire term.

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30-DAY ENROLLMENTS AND EXITS

During 2009-10, Public Allies Cincinnati enrolled 97% (34 of 35) Members within the 30-day time limit and exited 89% (30 of 35) Members within the 30-day time limit. The single late enrollment was the result of a complication with the Member's enrollment process. The Member was erroneously enrolled in a previous term, but never served hours, and thus we were unable to enroll him within egrants. Our enrollment too extraordinarily long while we worked with the Ohio State Commission and National Service Trust to resolve the discrepancy.

Most of the late exits took place in cases where the Member was suspended during the term of service. Ensuring that staff recalculate portal exit dates based on service suspensions is a challenge we have addressed by designating two staff to manage the portal exits, suspensions and approvals. Putting a member on suspension remains challenging as it is not always clear when this process is complete. Suspensions go into a "pending status" and then must be approved to be official. Now that we have clarity on this process, our two designees will have responsibility for suspending and then approving those members where this is of issue.

Staff Performance - Many of the issues highlighted above were connected to our recruitment and admissions process. Ensuring the acquisition of all necessary documentation and proof of eligibility to serve is mandatory, and yet we have been found lacking in this area on two separate occasions. Management of many of the members in question fell to the former recruitment and admissions director. Having demonstrated a pattern of behavior where attention to detail and following situation through to conclusion was NOT a priority, this staff person was dismissed from her position effective 12/31/2010. While as a team we must bear the shared responsibility for oversight and monitoring, it is our hope that having a staff person whose ability to pay attention to detail will minimize these type of

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errors in the future. We will be conducting an immediate search for a new Director of Recruitment and Admissions, and will alert the State Commission when that position has been filled.

STAFF CHANGES

For the past three years, David Weaver, Vice President of BRIDGES for a Just Community, has acted as the primary contact for local operations of Public Allies Cincinnati. As Vice President of BRIDGES, David served as the partnership liaison to Public Allies National Office and manager of the local Public Allies program staff.

Over 18 months ago, Shawn Jeffers was brought on board to act as Director of Programs for BRIDGES. During the past year, Shawn worked with David to manage the Public Allies program, slowly taking over greater management responsibility. Beginning this fall, Shawn Jeffers is now the primary contact for local Public Allies Cincinnati operations. Jenise Terrell of Public Allies National Office is the primary grant application, contract and reporting contact.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 30.4

Service Categories

Other Human Needs Primary Secondary

Nonprofit Capacity Building

Service Category: Other Human Needs

Measure Category: Not Applicable

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: Intermediate Outcome

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

Result: Intermediate Outcome

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

Indicator: Percentage of Partner Organizations that have experienced an increase in capacity as

Target: 85% of Partner Organizations with graduating Members 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 31 of our Partner Organizations will have Members who successfully met their service objectives. Of these, 26 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

a result of achieving their intended capacity-building outcomes.

Result: Output

90% of the capacity-building service objectives assigned to graduating Members (34) will be assessed as accomplished by the Partner Organization supervisor at the end of the term.

Indicator: Number of capacity-building objectives indicated accomplished by supervisors.

Target: 31 of Members' capacity building objectives will be determined to have been met by Partner Organizations.

Target Value: 31

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 34 service objectives assigned to the estimated graduates, 31 will be assessed as being met or exceeded in the PISD system by Supervisors at the end of the service term.

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable