

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:	
2b. APPLICATION ID: 11ND123917	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 09NDHWI001	
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 National		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Public Allies National	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Bridgeport, CT; New Haven, CT; Hartford, CT; Wilmington, DE; ; Los Angeles, CA; New York, NY; Raleigh and Durham, NC; San Jose, CA; San Francisco, CA; Estes Park, CO; Phoenix, AZ; Pittsburgh, PA; San Antonio, TX; Baltimore, MD; Denton, T		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 09/01/11 END DATE: 08/31/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="WI 004"/> b.Program <input type="text" value="WI 004"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL	\$ 6,331,000.00		
b. APPLICANT	\$ 6,634,828.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 12,965,828.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
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: 01/25/11	

Narratives

Executive Summary

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

Rationale and Approach

1) Compelling Community Need

Public Allies, as a member of the national service movement, is helping to build the civic fabric of our country in a time when an economic recession leaves millions of Americans financially distressed and worried about the future of our country. While government-led economic stimulus will hopefully lead to a recovery, the long-term community engagement of Americans will need continued support in order to keep our communities and country strong, safe and vibrant. For sixteen years, Public Allies has been at the forefront of engaging young adults in meaningful service and creating powerful experiences that change lives and build leaders that strengthen communities for years to come.

Public Allies' mission is to advance new leadership to strengthen communities, non-profits and civic participation. We achieve our mission by (1) building a premier pipeline for young leaders from diverse and under-represented backgrounds to begin careers in nonprofit and community service and by (2) working with people and organizations to become more effective at leading in ways that engage and strengthen their communities. Our AmeriCorps program recruits young adults, ages 18-30, from diverse and uncommon backgrounds and places them in community and faith-based organizations where they serve four days each week for ten months on projects that create, improve, or expand services with measurable results. Members also participate in an intensive leadership development program that blends individual coaching, team building, professional development, critical reflection and team service projects where they develop, implement and evaluate projects that achieve measurable

Narratives

community impact.

Our AmeriCorps program meets the needs of eager young adults interested in applying their passion and skills to community improvement, 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 educational, community, economic, and health concerns. We meet the needs of nonprofits by increasing their capacity to serve critical community needs by expanding the services they are equipped to offer, increasing their volunteer recruitment, increasing their collaborations with other organizations, and providing other support to enhance their services.

Developing Diverse Civic Leaders. While more people are volunteering now than any time in recent years, many don't believe their participation in civic life will create lasting change amidst today's biggest issues. This is particularly true for young people. The 2006 Civic and Political Health of the Nation study found that only 10% of people ages 15 to 25 are confident that they can make a great deal of difference in solving community problems. However our communities face greater challenges than ever and solving these problems will take sustained service and leadership.

Yet our communities have struggled to identify, cultivate and sustain the new, innovative 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. However, there are few opportunities for young adults (ages 18 to 30), especially those from underserved communities to launch careers as social entrepreneurs, leaders and public servants. In its "Ready to Lead" report, the Annie E. Casey Foundation found that potential young leaders for the nonprofit sector face significant barriers in ascending to leadership, including a lack of mentorship and support from incumbent executives in helping to pave a career path. This is exaggerated in communities such as Pittsburgh and

Narratives

Connecticut which suffer from significant "brain drain" as their most talented young people leave their home communities to seek education and employment elsewhere (New England 2020, Nellie Mae Education Foundation, June 2006). In these communities, efforts must be made to not just create pathways for young people into leadership, but to introduce those pathways to young people before they take their talent elsewhere.

Throughout our 16 year history, Public Allies 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.

Increasing Nonprofit Capacity. As social and economic disparities increase, access to quality social services in areas as essential as education and health care decreases, leaving many community members without the resources needed to reach their full potential. According to the Center for American Progress, about 37 million Americans live in poverty. Among full-time, year-round workers, poverty has increased 50% since the late 1970s. Even in communities such as the Triangle area of North Carolina that experienced unprecedented growth and prosperity in the past 15 years, the economic prosperity that has been experienced has not been equally distributed to all of its citizens. According to "The Triangle Speaks: Improving Health & Human Services in our Region" (United Way, 2007) over one quarter of all jobs in the Triangle pay less than \$9.60 per hour, the wage required to ensure a family of four is living above the federal poverty level. In North Carolina and most of the communities in which Public Allies serves, this picture has become bleaker as a result of our economic recession.

Local nonprofit organizations often lack the capacity to effectively expand and enhance their services to better meet critical needs. As government and philanthropic resources become more strained, organizations of all kinds need greater support to address the local issues. A Chicago Donor's Forum report conducted in 2008 reveals that nonprofits and grantmakers alike reported that operating revenues (for nonprofits) and assets (for grantmakers) have declined. Seventy percent of grantmakers

Narratives

reported that lack of asset growth or income was a very or moderately important issue for their organizations, while forty-five percent of nonprofits reported they do not have operating reserves or their reserves decreased in the last year. Meanwhile, in the past 15 years, nonprofit expenses grew by 163% and two-thirds of nonprofits surveyed reported increased requests for services. As the economy continues to weaken, unemployment rates and requests for assistance are anticipated to increase, placing greater demands for service on the nonprofit sector, while competition for the resources required to address these needs simultaneously increases.

The nonprofit sector must increase their levels of collaboration and coordination among agencies, donors and other stakeholders to respond to Sector challenges that are larger than any one organization can address. As the pioneer of the intermediary AmeriCorps model, Public Allies has a track record of building nonprofit capacity by assisting them with managing and developing staff, recruiting and managing volunteers, defining and measuring results, collaborating with other organizations, and enhancing and expanding services to be sustained after our Members' terms end.

Meeting Community Needs. Public Allies has built a reputation over the past 16 years of supporting communities in addressing their most compelling problems. Public Allies works with community leaders to identify issue areas and neighborhoods where our services are most needed. Local nonprofit organizations then apply to us with projects that will create, improve, or expand services to meet critical needs they have identified. Currently, Public Allies sites across the country serve in a variety of issue areas: 30% work in the field of youth development, 26% serve in the field of education, 20% work in the field of community and/or economic development, 4% work in housing, 4% work environmental projects, and 11% work to meet other human needs.

2) Description of Activities and Member Roles

To meet community needs and fulfill our mission, Public Allies is requesting 361 full-time AmeriCorps Members to serve in twelve unique sites in the Public Allies network: Phoenix and Tucson, Arizona; Bridgeport, Hartford, and New Haven, Connecticut; Wilmington, Delaware; Baltimore, Maryland, Estes

Narratives

Park, Colorado, Albuquerque and Santa Fe, New Mexico; Los Angeles, California; Pittsburgh, Pennsylvania; San Antonio, Texas; Raleigh, Durham, and Chapel Hill, North Carolina; and San Francisco, San Jose, and East Palo Alto, California. Our Members 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 Members 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. While each of these sites is unique in their community characteristics, our program construct ensures that the service activities of our members will meet the needs of our three distinct beneficiaries: the Members themselves, our nonprofit partners, and the constituents of our nonprofit partners.

(a) 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" (PO's) apply to local Public Allies sites with projects that enhance their ability to meet critical needs by creating, improving, or expanding their services. PO's must contribute between fifty to seventy-five percent to the living allowance of our Members (with the remainder coming from AmeriCorps and privately raised funds). The Partner Organization contribution levels have enabled us to recruit a diverse pool of larger and smaller organizations to host our Members. For the 2008 program year, 31% of host site organizations had fewer than 10 employees or budgets under \$500,000, while 11% were faith-based). Our PO's 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.

As an intermediary, we work with our Partner Organization to define the local needs to be met with our

Narratives

Members' service. As a result, the types of organizations we partner with and the issues they address vary greatly. In 2007-08, 30% of Members worked in the field of youth development, 26% served in the field of education, and 20% served in the field of community and/or economic development, 4% provided housing-related or environment conservation service, and 2% performed art-related or emergency/disaster-related service. Another 10% performed service in some other area of human need. Partners for 2009 will fall into these same key service areas. Our PO's include affiliates of national organizations such as the national Alzheimer's Association (Delaware and Phoenix) and Catholic Charities (San Antonio, Delaware, and Silicon Valley); large community organizations such as the Eagle Rock School and Professional Development Center (Colorado); and small community and faith-based organizations such as Grape Arbor Development (North Carolina), and Bishop Loughlin Boarding Program (New York). Public Allies generally places one Member per site. This practice has allowed us to impact over 2,000 different nonprofit partners and their constituents over the course of our 16 years as an AmeriCorps program.

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

- o 2008 Public Allies San Antonio Member, served at the Alamo Area Rape Crisis Center where she answered the Rape Crisis hotline calls and engaged in online hotline chats with over 300 clients. As a result of her service, 90% of survivors of rape, childhood sexual abuse or sexual violence that she supported indicated that they acquired the support, information, or resources they required after

Narratives

receiving assistance via the hotline. As a reward for her excellent service, Elizabeth was nationally recognized by the National Sexual Assault Online Hotline as the Volunteer of the Month for the Rape Abuse and Incest National Network.

(b) Team Service Projects. One-half day each week, our Members volunteer time planning and implementing a service project that also leads to a measurable community impact. At the beginning of the program year, Members, who are placed in teams of seven to ten, 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. In addition to the measurable impact these projects have on their targeted service recipients, our Members also benefit from an intensive experience working in a team, learning how to contribute their talents and elicit the strengths of others towards a common goal.

(c) 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. We often use these service days as opportunities to collaborate with other AmeriCorps programs in our local communities and engage large numbers of volunteers in giving back.

Full-time Members: Since inception, our program model has operated with full-time members. Our program must operate full-time to adequately achieve our outcomes for member leadership development, community impact, nonprofit capacity building and civic engagement. Each member will provide at least 1700 hours of service during the course of their 10 months with Public Allies.

Displacement: Nonprofit organizations apply to Public Allies Chicago with projects that help them create, improve or expand services. Our Partner Organization application requests that a new position be created for an Ally, thus adding to the organization's existing staff and volunteers, rather than displacing them. As a result of the growth in new services, 38% of surveyed 2008 Partner Organizations and 49% of 2007 Partner Organizations indicated plans to offer their Members' full-time jobs at the end

Narratives

of their service. Our Members are also adept at recruiting volunteers and increase the volunteers serving at their PO's rather than replace them.

Plan for Member Development, Training and Supervision: Public Allies uses multiple means to ensure that we reach the best possible outcomes for our three defined constituents: Members, Partner Organizations, and the recipients of service at our PO's. First, to ensure that we are meeting the service needs of the local community, we work with local community leaders and other nonprofit organizations to identify the primary service issues our members will address (as identified above in the Compelling Community Needs Section). Once those needs are identified, we recruit highly motivated and qualified Members, who demonstrate both an opportunity to grow from our rigorous program and the ability to successfully manage the challenges they will face. We deliver over 200 hours of training on leadership skills, working in the nonprofit sector, and soft skill development, lead by community experts and nonprofit leaders, to prepare our Members for their service experience.

To ensure that our Members' service is achieving the desired benefit, Members are supervised by staff at their service site and provided additional coaching and support from Public Allies Program Managers. Our staff and the on-site supervisors conduct bi-monthly reviews of the Members' service updates, and Public Allies Program Managers conduct a minimum of three site visits per year to review the status of the Member's performance and our relationship with the host site. A formal performance review of the Member is conducted bi-annually. Each of these activities is described in greater detail throughout the remainder of the proposal.

Prohibited Activities: 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 contract that also outline prohibited activities. Our Program Managers work to ensure that Members and PO's abide by their agreements, and our National Office's Program Consultants review Member position descriptions, files, and perform other visits and

Narratives

activities to ensure compliance.

AmeriCorps Grant Value Add. Public Allies has enjoyed being an AmeriCorps grantee since 1992. Without the support of AmeriCorps, Public Allies would lose one of the primary incentives for our Members, the Eli Segal Education Award. Our Members are coached to create career plans for themselves following their term of service. According to a survey of our graduating members from the class of 2007 and 2008, 86% had a plan to use their education awards, with the majority planning to attend a post-secondary educational institution. When asked if they would participate in Public Allies if we did not offer an education award, 39% of 2007 and 2008 Members indicated yes, but with reservations. Public Allies also accrues great benefit from being a part of the network of AmeriCorps programs. We've worked closely with our colleagues in the national service field--learning from their best practices and applying them to help improve our program impact. In return, we make ourselves available in any way we can to support the other AmeriCorps and National Service programs and encourage the growth of service across the country.

3) Measurable Outputs and Outcomes

Public Allies has three sets of performance measures, aligned with our intention to show our impact on our three constituent groups: Members, nonprofits, and communities. Public Allies has one aligned performance measure that will demonstrate 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 service needs and the increase in our host's site organizations' 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 community residents by measuring the number of people served by our Members. Our goal is to serve an average of 600 community participants per

Narratives

Member (output). At each service placement, our Members are provided specifically defined service objectives to meet over their term of service. For example, 2008 Member 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 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 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 PO's 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). The systems we will use to track our outputs and outcomes are described below in our plan for self assessment and improvement.

4) Plan for Self Assessment and Improvement

Continuous learning and integrity are two of Public Allies' core leadership values. In keeping with these

Narratives

values, the organization places great emphasis on building the 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 web-based Personal Impact Service Documentation (PISD) system, which gathers Members' service hours, outputs, outcomes, stories of achievement and reflections on service over the course of the year. 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 we are 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.

In addition to the data collected in the PISD, we assess the service and leadership development of our Allies through 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 Member and the site supervisor to assess Member performance and recommend areas of improvement. At the end of the year, each Member must also defend how their achievement of Public Allies learning and service outcomes in a Presentation of Learning before their fellow Allies, Partner Organization staff and other community members. Public Allies also employs surveys to assess Partner Organization and Member satisfaction with their overall participation in the program as well as the effectiveness of individual program components. All of this information is aggregated by Public Allies National Office and provided to its local sites to plan for an improved service experience for Members and PO's. Utilizing the information provided, Public Allies sites conduct self-assessments on the critical areas of the program delivery--namely, retention of Members, recruitment and management of our nonprofit partners, the effectiveness, impact, and usefulness of the training content and training delivery. As an example, over the past two years, Public Allies has noticed a downward trend in our retention rates. In response, we analyzed the data to discern

Narratives

if we could identify particular trends in causes for early-releases or trends in who was leaving the program early. This analysis demonstrated that across the network there were trends in causes, as well as trends in the demographic characteristics of those leaving early. Our new recruitment plan, described in greater detail in the Member Outputs and Outcomes section, is the outcome of this changes made from this self-assessment.

5) Community Involvement

Our organizational values espouse asset-based community development--the practice of working with those most impacted by service to determine how to meet their needs. This value is something we expect our Members to embrace and carry out in their service, and it is something that Public Allies upholds in the planning and implementation of our program. To determine how to best meet the specific needs in our community, Public Allies engages a variety of local stakeholders in our program planning.

First, Public Allies contracts with a local nonprofit or university to operate our local programs. These "affiliate" partners are not only responsible for the day-to-day operations of a local Public Allies program, but also for determining how best Public Allies can meet their community's greatest needs.

The affiliate partners for the national direct application include: Arizona State University Lodestar Center for Philanthropy and Nonprofit Innovation, RYASAP in Connecticut, the University of Delaware, the University of Maryland Social Work Community Outreach Service, Eagle Rock School and Professional Development Center, the New Mexico Forum for Youth in Community, Community Development Technologies in Los Angeles, Bay Area Community Resources, CORO Pittsburgh, and North Carolina Central University. Leaders from our affiliate partner along with local advisory boards consisting of leaders in the nonprofit and business sectors, government representatives, and program alumni, utilize feedback and data regarding site performance to develop organizational priorities and strategies.

Our Partner Organizations both participate in the selection of our Members and determine the specific needs we address by identifying how their organization can best leverage our AmeriCorps Members to

Narratives

create, improve, or expand their services. We select our PO's through a competitive process in which 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 PO's 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 Members, who are most often from the communities they serve, participate by selecting the organization where they would like to interview for their placements. Our Member selection process involves dozens of volunteers, and our Member Development activities are carried out with pro bono support and partnerships with other organizations.

Throughout the course of our program year, we gather feedback from our primary constituents -- Members and PO's. The feedback shared in meetings, year end surveys and other venues is used to help determine improvements to be made in our leadership development curriculum, in our partner and member recruitment and management process and other program processes.

6) Relationship to other National and Community Service Programs

Public Allies has always worked actively with other national and community service programs.

Nationally, 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 advocate for the growth of national service, and currently serves on the Social Innovation transition team for President-Elect Barak Obama. Through the Training and

Narratives

Technical Assistance grant we received from the Corporation for National and Community Service for the Leadership Practice, Public Allies built even more relationships with the field, particularly our relationships with State Commissions as we supported their work by providing training, technical assistance and coaching on methods to strengthen communities. At the local level, we work collaboratively with AmeriCorps other programs to carry out service days, train members, and provide member support.

7) Potential for Replication

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

Organizational Capability

1) Ability to Provide Sound Programmatic and Fiscal Oversight.

Public Allies was founded in 1992 to serve as a pipeline for a new generation of diverse young leaders to begin careers working for community and social change. Public Allies is regarded as having a comprehensive program model that blends community service, nonprofit capacity building, civic engagement and leadership development with best practice evaluation processes. Public Allies has since expanded to over a dozen communities with over 3,000 AmeriCorps members having served to date.

Narratives

Our results over the last sixteen years, as shared throughout this proposal demonstrate our ability to achieve our mission.

Public Allies National Office is currently managing AmeriCorps grants with five state commissions and has managed a growing national direct grant since 1993. Public Allies was also awarded in 2008 a national Professional Corps grant for our partnership with the Alliance for Children and Families. Our Senior Management Team has managed AmeriCorps programs for many years, and our national Program Consultants who monitor and support each of our local programs have extensive experience managing state commission grants.

Public Allies contracts with local affiliate partners to operate our Public Allies sites. In establishing a partnership with these sites, Public Allies conducts an extensive due-diligence process in which we determine whether there is appropriate organizational mission and culture fit, if the potential affiliate has the fiscal capability to manage AmeriCorps funds and uphold AmeriCorps regulations, and if the organization is adequately resourced to help us reach our service goals. Once we have established a partnership, Public Allies and the affiliate partner sign two documents outlining our contractual obligations: 1) a Memorandum of Understanding outlining partnership expectations and responsibilities and 2) a Cooperative Agreement outlining the terms of the subcontract for AmeriCorps funds. The Cooperative agreement includes the criteria the organization must meet as required by AmeriCorps regulations.

(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. 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

Narratives

President of Programs and Program Consultants. Much of our work nationally is carried out by teams that include representation from all of our sites, including recruitment, continuous learning, and other ad hoc teams. We also host regional and national staff development activities and retreats throughout the year and have an intranet portal to enhance camaraderie and share challenges and best practices among our local staffs.

In addition to monitoring program outcomes, Public Allies National Office also monitors the service of our Members. Program Managers work 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. 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 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 an A133 audit, conducted by and independent auditor, on

Narratives

which we have consistently achieved unqualified opinions.

2) Board of Directors, Administrators and Staff.

Public Allies National Board of Directors includes a diverse group of leaders who bring a wealth of experience and expertise to Public Allies. Our board include a foundation president, Bill Graustein of the William Caspar Graustein Memorial Fund, two members who have led giving programs at major foundations, (Cindy Gibson from the Carnegie Corporation and Audrey Rowe from the Rockefeller Foundation and Lockheed Martin), five members of the private sector (including board treasurer, David Benjamin, and member Kanwar Singh, VP of UBS Financial Services), and three from the nonprofit sector and higher education (including Public Allies program and staff alum, 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 six communities where Public Allies operates programs. Their bios are on the Public Allies website.

Public Allies National Senior Management Team includes the President & CEO, COO and four Vice Presidents -- three of whom worked at local sites and one of whom is an alum of our program. President and 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.

Narratives

The local Public Allies sites are lead by a Site Director, who manages a team of two-three Program Mangers. While the staff of the Public Allies sites are employees of our affiliate partners, Public Allies National Office works closely with our local affiliates to identify the required skills and experience for staff being hired to implement the Public Allies program. In most cases, Public Allies National Office participates in the hiring and selection of our Site Directors.

3) Plan for Self-assessment or Improvement.

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 national Program Team has seven staff, all with local and national experience running AmeriCorps programs, and our other departments have many staff with experience working in and supporting the field. Our Marketing and Development department develops all recruitment and program marketing materials in collaboration with the National Recruitment and Expansion Director, who provides guidance to our local recruitment campaigns. Our Finance and Administration department manages all accounting and grant management activities, and trains and supports local Operating Partners with following AmeriCorps policies and proper record keeping and supports local sites' use of all of our technology including our web portals and virtual private network for sharing documents and files. Our

Narratives

Leadership Practice Department conducts research and development for the Ally program, develops all staff training and retreats, evaluates and recommends our national leadership training curriculum, and connects us to our faculty of former Public Allies staff and faculty of the Asset-Based Community Development Institute at Northwestern University. We also encourage our local sites to make use of the numerous training and technical assistance services offered by the Corporation for National and Community Service.

5) Volunteer Generation and Support.

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

6) Organizational and Community Leadership

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. Since then, our leadership development curriculum and assessment processes were recognized as best practices by AmeriCorps and the Leadership Learning Community, our Internet-based evaluation tools were recognized as a best practice by AmeriCorps and The Bridgespan Group, and our alumni programming was recognized as a best practice in a study by McKinsey & Company. Our success at engaging and strengthening communities through our service led the Corporation for National and Community Service to select us as the first grantee ever to become a trainer and technical assistance provider to the entire national service network. The Pew Partnership for Civic Change honored Public Allies with their prestigious Civic Change Award and Fast Company Magazine is recognized Public Allies in 2008 with their Social Capitalist award for innovative and effective organizations.

7) Success in Securing Match Resources.

Narratives

Public Allies has exceeded AmeriCorps matching requirements every year since inception, including the past three years. Our program model is designed to maximize the match from our PO's where the Allies serve, who typically raise funds to support two-thirds of each Ally's stipend. In addition, Public Allies National Office and each local site raises match funds from private foundations, individuals and Corporations.

8) Collaboration.

Collaboration is a core value of Public Allies and everything we do is based upon leveraging and supporting the resources of other organization. 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 collaborates with organizations for member recruitment, training and team service projects. By bringing Allies from different organizations together each week and bringing in trainers from other community organizations, they become aware of the wide variety of resources in their communities they serve and learn how to utilize them to enhance and expand services.

9) Local Financial and In-Kind Contributions

Our match has three primary components. Each Partner Organization contributes 30% of the stipend costs at their organizations as well as FICA taxes, the total average of \$10,563 for the 2009-2010 program year. We expect these rates to continue for the following two 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 50 hours of training each year per site.

10) Wide Range of Community Stakeholders

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

Narratives

community and help us identify partners. Other Public Allies stakeholders include our trainers, volunteers and advisory board members, local elected officials and donors to whom we reach out to educate on our program.

11) Special Circumstances

Public Allies primarily serves low-income urban communities, which have been especially hard hit by the recent downturn in the economy. To maintain a quality program, we are under pressure to keep Member stipends at a reasonable, livable, amount, while simultaneously decrease the cost burden for our nonprofit partners who have lost significant funding due to decreased giving from State and municipal government as well as foundations and corporations. Further downshifts in the local economy may further impact our program results if we are unable to attract and retain both Members and nonprofit partners.

Cost Effectiveness and Budget Adequacy

1) Corporation Cost per Member Service Year

Public Allies Corporation Cost per Member Service Year is \$12,597. Public Allies seeks the maximum AmeriCorps grant per MSY for three reasons. First, our program model is expensive. The extensive leadership development and nonprofit capacity building activities we undertake, especially with smaller community organizations, make our program model more expensive than others. Second, we serve a very diverse corps of young people with about half college graduates and half with a high school diploma or GED and provide more extensive support to our members as a result. Third, we pay a higher stipend than most programs with an average about \$15,000 for 1,700 hours. We believe that such a stipend is important to make our program available to diverse young people and to reward the individual placement work they are doing at organizations.

2) Diverse Non-Federal Support

Public Allies has relied mostly on private foundations, corporate giving, and our PO's to support our local programs. We have also begun a major initiative to increase individual giving locally and nationally

Narratives

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 PO's, 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 PO's over the past sixteen 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

4) Budget Adequacy

The budgets we have submitted are adequate to meet the Public Allies program standards and our AmeriCorps Performance Measures. Our greatest expense is staffing because of the intensive coaching, training, evaluation, and capacity-building activities our staff provide to our Members and Partner Organizations. Other costs cover 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 sixteen years of experience operating national service.

Evaluation Summary or Plan

Our communities and our world are changing rapidly. In order to navigate in an age defined by greater diversity and participation, the next generation of leaders needs to look like America will look, connect across cultures, facilitate collaborative action, recognize and mobilize all of a community's assets, continuously learn and improve, and be accountable to those they work with and those they serve. This is true in all sectors, but especially the nonprofit sector. Nonprofits are struggling to recruit and retain the diverse talent they need to address our most pressing community challenges.

Narratives

Public Allies meets the needs of eager young adults interested in applying their passion and skills to community improvement, by providing the support, training and hands-on service opportunities to become the next generation of engaged, equipped and empowered community and nonprofit leaders. It meets community needs by creating a pipeline of enthusiastic, diverse young adults who serve as full-time AmeriCorps members at community and faith-based organizations in order to address the community's most pressing concerns. Public Allies benefits nonprofits by increasing their capacity to serve critical community needs, expanding the services they offer, increasing volunteer recruitment, increasing collaborations with other organizations, and providing other support to enhance their services.

In considering Public Allies impact on young adults, nonprofits and communities, one key question guided this evaluation: "In the absence of Public Allies, what would young leaders and communities miss?" As this document outlines, Public Allies makes a significant contribution to the lives of young adults, the nonprofit organizations in which they serve, and the communities in which Public Allies partners in several important ways: by increasing young adults' leadership and professional skills and their civic engagement and volunteerism, by increasing nonprofits' capacity to implement or advance key projects and collaborate with other organizations, by increasing services that benefit community members, and by expanding the pipeline of young adults who enter and remain in the nonprofit and public sector.

In addition, this evaluation explores several specific questions related to Public Allies' impact:

• What activities, practices or program components contribute most to the achievement of desired outcomes for Allies and for Partner Organizations ?

• What factors/practices contribute most high Ally retention in the Public Allies AmeriCorps

Narratives

Program?

What are the national trends in results over the three-year AmeriCorps grant cycle? What are the primary contributing factors to these results?

Data and analysis offered in this evaluation suggest that some of the key components contributing to the achievement of Public Allies defined outcomes include effective continuous learning and Ally evaluation practices and Public Allies' focus on working with Allies to create organizational collaborations and meet their service objectives. With regard to Ally retention in the Apprenticeship program, information collected in the report suggests that high satisfaction among Allies and Partner Organizations, a strong sense of community among Allies, coaching and management support to Allies and effective Ally recruitment all contribute to Public Allies' high rates of enrollment and retention as compared to other AmeriCorps programs across the country.

Finally, national trends in results from 2006 to 2009 show, over the course of three years, consistently high and stable levels of: Allies who increased their leadership skills from the beginning of the program year to the end; Ally satisfaction with the Public Allies Training and Learning component; Allies meeting or exceeding their project goals outlined by Partner Organizations; and Partner Organizations reporting increased and sustained service capacity at their organizations. In several areas, trends indicate increases in performance/impact including: the number of community members served by Allies, the percentages of Partner Organizations benefitting from increased collaboration/community linkages; and Allies' satisfaction with Public Allies' evaluation and continuous learning tools. In some areas, such as volunteer and civic engagement data, there were not clear trends from 2006 to 2009.

Meeting the Needs of Young Adults

Over the three year evaluation period, 790 Allies have graduated from programs in 20 communities.

Narratives

The results from retrospective surveys suggest success in developing engaged citizens, committed to pursuing educational and professional goals tied to community change. The following is a snapshot of results demonstrating Public Allies' impact on young adults:

- *Average of 240 hours of training and activities in citizenship, civic responsibility, and leadership development skills completed by members.
- *82% (n=648) of graduating Allies showed improvement in leadership and professional skills in each of the five core values on the end-of year 360 feedback assessment.
- *93% (n=735) of graduating Allies achieved proficiency in leadership and professional skills by receiving a minimum score of at least 4 on a seven point scale in all skills identified in the end-of-year 360 feedback assessment.
- *90% (n=711) of graduating Allies demonstrated increases in at least two of the 9 attitudes and behaviors between pre and post-test assessments.
- *82% of alumni surveyed in 2008 (n=83) have continued volunteering in their community, one year after their service year with Public Allies.
- *75% of alumni surveyed work in the nonprofit or government sectors.
- *Over the three years, Public Allies reported a 78% retention rate, well above the national average of 71%.
- *Focus Group and Open-ended Survey questions point to training and learning, team service projects, and personal development tools are key reasons Allies achieved goals.

Meeting the Need of Nonprofit and Communities

Over 750 Partner Organizations have worked with Public Allies over the three-year period, and their responses to evaluation questions suggest their organizations have been strengthened, and that these effects have increased over time. The following is a snapshot of results demonstrating Public Allies' impact on nonprofit organizations:

Narratives

*Allies served an average of 442,887 program participants at community Partner Organizations during each evaluation year.

*An average of 97.6% (n=774) of graduating Allies accomplished at least one service objective with performance measure that benefitted the Partner Organization and/or community members.

*An average of 91.1% of all performance measures for community residents obtaining services met or exceeded by the end of the program year.

*Partner Organizations benefitted from new collaborations initiated or facilitated by Allies. 79% (n=600) of Partner Organizations benefitted from a Level 1 linkage; 70% (n=531) benefitted from a Level 2 linkage; and 47% (n=357) benefitted from a Level 3 linkage as defined in the PISD.

*76% of Partner Organizations surveyed (n=373) indicate that their organizations have grown in capacity as a result of their involvement with Public Allies. 85% (n=417) of Partner Organizations surveyed indicate their growth in capacity will be sustained beyond the Ally's term.

*Focus Group and Open-ended Survey questions point to quality and diversity of recruitment, and training and continuous learning as key reasons why Allies are more beneficial to their organizations than entry-level staff/interns engaged through more traditional routes of employment/internships.

Areas of Challenge and Future Analysis

The vast majority (94% of Allies and 91% of Partner Organizations) reported high levels of satisfaction with the program, and these numbers remained relatively stable over the course of the three-year period. These numbers reflect Public Allies commitment to continual improvement and on-going monitoring via evaluation tools and annual surveys of Allies and Partner Organizations. Focus group participants were probed for suggestions for improvement, and the most common answer centered on communication issues. For example, the majority of Partner Organizations noted feeling "disconnected" from the training and learning program and overall expectations for them outside of reporting duties. Similarly, Allies noted better communication between Program Staff and their Partner Organizations as

Narratives

important in negotiating work responsibilities and objectives.

The focus on communication issues also spills over into suggestions for how program impact could be strengthened. Public Allies AmeriCorps Member alumni participating in the focus groups reported that clearer position descriptions and Partner Organizations who are better informed about the apprenticeship model could have improved their ability to create innovative and sustainable programming. Similarly, Partner Organization Supervisors indicated better communication about the training and learning program could lead to more reinforcement of skills and knowledge at work.

In thinking about future analysis, Public Allies has begun to re-examine the evaluation tools available to them, their purposes and the different program and organizational goals they are interested in improving. Fully measuring the impact of Public Allies on young adults and communities requires collecting appropriate comparison data: What are other young adults with many of the same attributes as the Allies doing? Are they entering the nonprofit field? What is their level of civic engagement? Similarly, how do community organizations with Public Allies AmeriCorps Members compare in terms of services provided, volunteers recruited, and programs implemented?

Amendment Justification

N/A

Clarification Summary

2009-10 Application Clarification

Question #2: Provide additional information on the status of your evaluation and indicate what your evaluation is investigating and how it is being conducted.

Public Allies has contracted with Paru Shah of Macalester College to conduct our evaluation. Ms. Shah's evaluation plan seeks to address the following:

Narratives

*Activities, practices or program components that contribute most to the achievement of desired outcomes for Allies and Partner Organizations

*impact accrued to the intended beneficiaries that would not have been accrued in the absence of their involvement with Public Allies

*national trends in results over the three-year AmeriCorps grant cycle and the primary contributing factors to these results

*the trends in results by sites over the three-year AmeriCorps grant cycle

*Is program model being implemented with integrity by site staff? If not, why not?

The evaluation will utilize data from a variety of sources including interviews and focus groups with AmeriCorps members, nonprofits, and service beneficiaries, a review of performance management data and surveys. The following processes remain to be completed:

*Survey of current staff (and other organizational partners and board members as appropriate) on specific programmatic processes and tools, and the gathering of their feedback on various issues including site and national organizational structure utilizing SurveyMonkey.

*Focus groups with core stakeholders to enhance the survey data.

*Assembly of the broader level analysis, a summary of trends and other key learning from existing data sets that answer basic evaluation questions and purpose as outlined in the RFP;

*Production of a written summary report of the results and recommendations, with reference to specific data points or sets

FY2010 Clarification Items

Programmatic Clarification Items:

Narratives

1. Please describe consultation with the State Commissions in the states where you plan for members to serve.

Public Allies utilized the "Initial Consultation Form" to formally convey our intent to apply for Professional Corps funding for the 2010-11 program year. A separate "Initial Consultation Form" was prepared for each state in which we intend to operate and sent (via email) to the Director of the State Commission. If, following the submission of the consultation form, State Commissions had questions regarding our operation or planned activities, we responded to their inquiry.

2. Please describe your organizational capacity to manage a grant at the level for which you are being considered. Include an explanation of your staff roles and your grant oversight capacity given the proposed staffing level.

As a network of affiliated sites, Public Allies offers two layers of program management and oversight designed to ensure that Members are well supported, communities are served, and that we meet our programmatic outcomes while fully complying with AmeriCorps standards. Our staffing structure consists of local site staff responsible for the day-to-day management of members and local partnerships, and national staff responsible for grant reporting, evaluation, technical assistance and compliance monitoring. Complimenting these functions are an array of other systems and functions all designed to enhance the capacity of our local programs to meet the needs of the communities we serve and the Members we engage.

Each of the 16 Public Allies sites included in the National Direct grant is led by a Site Director, responsible for managing the operations of the Public Allies site. The Site Director manages the local staff, primarily consisting of Program Managers. Other responsibilities include developing and maintaining relationships in the local community to sustain and expand the Public Allies program, identifying and driving improvements/innovations that that improve program quality, expand program impact, and encourage program growth and sustainability. The Site Director implements the

Narratives

communication strategies to promote Public Allies and AmeriCorps and ensures local compliance with AmeriCorps regulations and Public Allies National Office guidelines. They also develop and manage a local program budget towards achievement of program goals.

Each site is also staffed by Program Managers responsible for recruiting potential members and host sites, maintaining member files and completing documentation requirements. Program Managers work with host site supervisors to develop service objectives and outcomes and then use the PISD to manage Members to ensure those objectives are met. They evaluate the Members' learning and progress and professionally coach Members in their personal and professional development. They Program Manager to Member ratios vary between 1:10 and 1:15.

In addition to a Site Director and Program Managers, some sites have additional staff to enhance their program delivery. Public Allies New York has an Operations Director and Public Allies Los Angeles has a Program Director that report to the respective Site Directors. These positions are responsible for ensuring all AmeriCorps requirements are met timely, implementing a learning and training plan for Members, conducting an ongoing assessment of processes and activities and necessary course correction taken, providing coaching and support for the Fellows, and maintaining Partner Organization retention, engagement, and support.

Public Allies National Office's grant management team is led by the VP of Programs who oversees the Public Allies AmeriCorps program for corporate and affiliate sites across the country. The VP of Programs manages the training, technical assistance, and consulting to sites to ensure the delivery of Public Allies vision, mission, and program to stakeholders. There are 3 national office Program Consultant staff positions, responsible for developing and implementing systems and processes for the monitoring of site operations. The Program Consultants also provide support services/technical assistance to local Public Allies staff. These services to sites ensure that AmeriCorps required baselines and standards and performance goals are met.

Narratives

The Director of AmeriCorps Grants is responsible for reapplying for the continuation and growth of Public Allies' current grants as well as securing grants for Public Allies' growing network. This position is the primary liaison to the Corporation and works in collaboration with the Program Consultants to ensure Public Allies sites are in compliance with AmeriCorps regulations. The Director of AmeriCorps Grants produces all Public Allies progress reports and works in collaboration with the Director of Quality Assurance and Evaluation to produce Public Allies' evaluation. This position ensures Public Allies' connectivity to the AmeriCorps and national service network.

Public Allies' Director of Recruitment and Expansion is responsible for developing and implementing a strategy to ensure Public Allies meets its recruitment goals of six Member applications generated for every awarded slot and 1.5 host site applications for every awarded slot. The Director of Recruitment provides technical assistance to site staff responsible for recruitment, manages Public Allies' national advertisement for Members, and provides hands-on training and assistance to new sites. This position also cultivates partnerships in local communities where interest in developing new Public Allies sites is expressed.

The Leadership Practice Department, consisting of the Vice President of Leadership Practice and the Director of Training and Learning, design and work with the Program Department to implement a comprehensive on-boarding and training program for local site staff and their Operating Partners. This on-boarding process prepares local staff to deliver the Public Allies program, acclimates staff to organizational goals, systems of support, and ensures there is a singular definition of quality across the national network. This team also leads the on-going enhancement of the Public Allies leadership curriculum delivered to members.

Narratives

3. Please explain the increase in the requested cost/MSY.

Our cost per MSY has remained flat since 2006 due to the limitations of CNCS funding. 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 3% increase in our cost per MSY for 2011 in order to remain sustainable. The primary increases in costs that we have seen since 2006 are as follows: In the past 5 years, staff salaries increased an average of 2-3% each year. Programmatic Vice Presidents increased 10%, Program Directors increased 10%, and Site Directors increased 5%. The cost of employee fringe benefits has increased from 25% of salaries in 2006 to 26.2% in 2011. General supplies, rent and operating expenses have increased 3% in the past 5 years. Finally, the cost of member healthcare has increased 11%, from \$1402 per member in 2006 to \$1555 in 2011. As an agency, we continue to take a fiscally conservative approach to spending. Spending has not arbitrarily increased every year, but over the 5 year term we do feel that a 3% increase (\$400 per member) is needed to keep this program successful.

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

4. Given that the amount for which you are being considered is considerably less than your request, please indicate the communities where you now plan to place members.

Based on the amount for which we are being considered, Public Allies will be placing members in 16 of the 18 communities we included in our original application. These communities include: Public Allies Arizona (Phoenix), Connecticut (Bridgeport, New Haven, Hartford), Delaware (Wilmington, New Castle), Eagle Rock (Estes Park, Colorado), Los Angeles, Maryland (Baltimore), Minneapolis, New Mexico (Albuquerque, Santa Fe), New York, North Carolina (Raleigh, Durham), Orlando, Pittsburgh, San

Narratives

Antonio, Silicon Valley/San Francisco, Washington DC, and Milwaukee.

5. Provide a description of the compelling unmet community need for each of these communities and how members will address community needs. (The original submission includes insufficient needs statements for several of the current commission sub-grantees, current national direct sites where you propose growth, and new national direct sites.)

Public Allies sites place our AmeriCorps members in service placements with a variety of community and faith-based organizations, chosen based on how the proposed service descriptions are aligned to meet the compelling needs in their local communities. The majority of Public Allies service placements are related to youth development (27%), education (17%) and community/economic development (26%). Other service placements of the members are related to local health, housing, public safety, and other critical human needs. Some of the specific community needs being met in our proposed sites include:

Current commission sub-grantees

Milwaukee: Milwaukee ranks among the top U.S. cities struggling with social issues like poverty, unemployment, teen pregnancy, incarceration rates, and segregation. In 2007, nearly one in four residents of Milwaukee lived in poverty, resulting in the city having the seventh highest poverty rate among places with a population of more than 250,000 (Bill Glauber and Ben Poston, "City has nation's 7th highest poverty rate", Milwaukee Journal Sentinel, Aug. 27, 2008). Recent research analysis by UWM's Center for Economic Development found that Milwaukee has the highest racial disparity in joblessness rates and the fifth highest rate of black male jobless of major U.S. cities. As much as 47.1% of African-American men in Milwaukee were jobless in 2008 ("The Crisis Continues: Black Male Joblessness in Milwaukee", Marc V. Levine, University of Wisconsin-Milwaukee Center for Economic

Narratives

Development). Public Allies Milwaukee addresses these inequities by working with nonprofit organizations to place Members in service placements focused on improving the educational opportunities and social development of young people and the economic viability of adults and the families they lead.

New Mexico: Public Allies New Mexico's primary service focus for members is addressing the stark inequities in educational achievement rates that have made New Mexico one of the two states in the country with the highest percentage of drop-outs (Annie E. Casey Foundation, Kids Count Data Center). According to Education Week's "Diplomas Count 2009" report, the State of New Mexico's 2006 graduation rate was 56%. This was up slightly from the year prior, but still caused New Mexico to be ranked 48th out of the 50 states and the District of Columbia in terms of graduation rates. Currently, Public Allies in New Mexico are within charter schools organized as community schools. Public Allies Members in New Mexico will help design, implement and manage Community Engagement Centers that help these small schools be more community friendly, aware and engaged at both strategic and partnership levels.

New York: The most pressing issues facing New York City are its increasingly poor rates of academic achievement and joblessness among its young people. Although the total graduation rate for New York has improved over the period 2004-2006 from 54.3% to 59.8%, there continues to be gaps in the graduation rate, particular for students of color. While 74.5% of Asian students and 76.9% of white students in the Class of 2006 graduated, only 54.6% of African-American/African-descent students in the class of 2006 graduated. The graduation rate of Hispanic students was even lower, 50.8%. The disparity between native English speakers and English Language Learners is even more startling. Approximately 61% of students in the Class of 2006 identified as English proficient graduated, while only 26.2% of students identified as English Language Learners received diplomas. (Summary of New York City Class of 2006 Graduation Rates, New York City Department of Education.) Close to 20% of Allies will be placed in educational settings including charter schools, Citizen Schools, learning centers

Narratives

and after-school programs. Another 20% will serve in youth development settings.

Growth of Current National Direct sites

Based on the considered allocation, the Public Allies included in the original application will not grow as originally proposed. Instead, these sites will maintain their current levels and focus on continuing to meet growing community needs based on the economic recovery as outlined in Clarification Question 6 below.

Proposed New Sites

Washington, DC: It has long been recognized that our nation's capital suffers from some of the most disparaging poverty-related issues of any metropolitan area in the country. According to a recent report released by the Fiscal Policy Institute, almost one in five District residents is living in poverty. ("Poverty on the Rise in the District: The Impact of Unemployment in 2009 and 2010", Fiscal Policy Institute, March 2010) According to "Education Week's" "Diplomas Count 2009" report, the graduation rate of District Public Schools fell by 8.8% in 2006, dropping the graduation rate below 50%. The healthiness of the District's impoverished is also of significant concern. Despite being second in the country for providing coverage to its residents, the District of Columbia leads the nation in diagnosed HIV and AIDS cases, making this health crisis of epidemic proportions. Members serving in the District will work to improve the impacts made by these community issues.

Orlando: The central Florida community is sensing the pressure to change the way it supports its own children and families. Orlando is consistently ranked among the top three most desirable places to raise a family but ranks among the bottom three with respect to actual quality of life for families. The central Florida population is increasingly diverse but highly mobile, lacking deep roots within the community and supportive family connections. Community services are available but disjointed and rely too much on the nonprofit sector rather than tapping the strengths of for-profits, academia, government and faith-based organizations for innovative and collaborative solutions. This leads to inefficient utilization

Narratives

of available resources. Public Allies Members in Orlando will focus on improving the economic viability of families and community connectivity among residents in Orlando to deter community mobility and improve quality of life.

Minneapolis/St. Paul, MN: Despite an increasingly diverse community make-up, the race, class, and geographic disparities in the Twin Cities metro area are growing. According to a community indicators report for Hennepin County, reported violent crime and property crime rates have recently begun to increase, and the percentage of people in Hennepin County living below the poverty threshold has increased, with great racial and ethnic disparities existing. Also, despite relatively low levels of uninsured, (8.9% in 2004) there are significant racial and ethnic disparities in health insurance coverage. In Hennepin County in 2004, 5.5 percent of white residents were without health insurance coverage, while 14.7 percent of black and 45.7 percent of Latino residents were without coverage. (2006 Hennepin County Community Indicators Report) Public Allies will close these disparities by focusing Member service on improving employment and educational attainment in Minneapolis, working to improve the access to health services of Twin City residents, and working with Twin City communities to improve the overall safety and sustainability.

6. Please describe the needs, activities and placement sites of the expansion that is related to the ARRA grant.

In most Public Allies sites throughout the country, the need for growth of services in those nonprofits meeting pressing community needs has not decreased, despite the recent uptick in the nation's economic outlook. In fact, those families most affected by the economic crisis are the families that are expected to be the last put back to work as the economy rebounds. And, as predicted, because the giving cycle for most philanthropic grantmakers operates from the profits it recognized from investments made two years prior, many our nonprofit partners across the country are feeling the greatest burden of lost funding during 2010.

Narratives

Those Public Allies sites receiving expanded slots as a result of ARRA will continue to provide members to local nonprofits that are working to meet the needs from the recession. Public Allies Members working on recovery-related projects focused on providing valuable job training, resume writing, and employment placement services. Other members focused on providing assistance to youth and teens, preparing them to enter tomorrow's job market by ensuring they maintain high academic grades, complete high school, and are coached in preparing for college. Still other ARRA Members focused on meeting the emergency needs of families affected by the recession in food pantries and homeless shelters, along with securing valuable health care supports for those finding themselves without health insurance coverage. ARRA Members will be placed in: Arizona, Connecticut, Delaware, Los Angeles, New York, Pittsburgh, Silicon Valley and San Antonio.

Additional FY2010 Clarifications

Budget Question: Please ensure you have allocated funds for National Staff to attend CNCS sponsored events that are not part of the National Conference.

Public Allies National Staff have in the past and will continue attend all national CNCS gatherings, with first priority given to the Grantee Meeting and Best Practices Conference. Any costs to attend these meetings beyond what is budgeted will be covered by Public Allies match.

Program Clarification

1. The need described for New York is poor academic achievement but members are engaged in education and youth development activities only 40% of the time. What need is being addressed for the other 60% of their time? What is your process to ensure that members in New York or elsewhere are engaged in service activities that address a compelling unmet need?

Narratives

In a more recent review, it was determined that 54% of all Public Allies New York placements were in the field of Youth Development or Education. Public Allies New York accepts applications from host agencies that are not directly related to youth development or education. These organizations, most of whom address community and economic development issues, must identify the specific need to be addressed within their application to Public Allies. To ensure that our members would address a compelling community need, potential partner organizations must identify:

- * The specific activities the Ally will complete;
- * What population the Ally will be serving or working with ;
- * What change will be caused by the activities or what resulting improvement in community is expected as a result of the Ally's service;
- * What will be measured to indicate that the desired change has been accomplished.

We utilize an organization's responses to these questions to determine that our Member's are addressing a concrete community need.

2. I am confused by the staff roles AmeriCorps Grants Manager and Vice President of Programs. Both of these positions seem to be your role. Clarify the role of the VP of Programs.

The VP of Programs and AmeriCorps Grant Manager positions are separate. The VP of Programs is the coach for the Executive Directors operating Public Allies sites. This position is responsible for overseeing the development of our AmeriCorps program model, and providing the site support and monitoring required to ensure quality program delivery. The VP of Programs supervises the functions of national recruitment and expansion, program consultation, site monitoring and AmeriCorps grant management.

Narratives

3. Please explain how you assess compliance with CNCS requirements through your monitoring activities.

To assess compliance with CNCS requirements, we determine for each site: 1) member file compliance; 2) performance measure fulfillment; 3) member position description & activity compliance; 4) financial compliance. Many CNCS requirements have been built into Public Allies' own program requirements (such as background check requirements). We also monitor site compliance with these standards. Compliance is determined by National Office staff through site visits, monitoring reports, performance tool reviews, and desk audits.

4. You are indicating that 100% of all 487 members time will be spent in the area of "opportunity." If you think 487 in "opportunity" is correct, please explain in the clarification summary field.

We allocated 100% of our 487 members to the "Opportunity" area because we believed we best fit the definition of an eligible opportunity corps program according to Section 122 of the Serve America Act, which states that one of the eligible types of Opportunity Corps program is "a community corps program that meets unmet human, educational, environmental, or public safety needs and promotes greater community unity through the use of organized teams of participants of varied social and economic backgrounds, skill levels, physical and developmental capabilities, ages, ethnic backgrounds, or genders." Our decision was further reinforced by the fact that one of the Opportunity Corps indicators is "increase capacity of local nonprofit organizations to meet the needs of disadvantaged people and communities." It is our belief that this definition of an Opportunity Corps participant best describes Public Allies and the community needs we attempt to address.

Narratives

2011 CLARIFICATION NARRATIVES

1. Criminal History Checks

In anticipation of the new criminal history check rule, Public Allies requested that each site allocate at least an additional \$40 per Member to the budget for criminal history checks. The additional funds would help ensure that we can run FBI criminal history checks on all applicants requiring one, within a timeframe that will allow our Members to begin their service terms with all background checks complete and verified.

2. PISD Performance Measure Validation

The first line of validation of Member performance data comes during the construction of our Member performance measures. Prior to finalizing a Member placement, our local staff work collaboratively with Partner Organization supervisors to develop a position description for each Member, including the service objectives and outcomes. We require our host sites to have systems in place for Members to track their performance measure data. The tools the Members will use to record their performance measure data is described in the finalized performance objectives. If host sites do not have systems or tools developed to track performance objective information, our staff will recommend tools or provide sample tools for utilization.

The performance measure information entered by Members in the PISD system is validated by Partner Organization Supervisors. Semi-monthly, Members submit narratives and data regarding the service they provided over the given pay period, the number of people served, the volunteers recruited, and other impacts they made in the delivery of their service projects. Once this information is submitted, it is reviewed by the Member's host site supervisor for accuracy. Documentation of the Member activities is kept on file at the host site.

Narratives

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

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

Continuation Changes

2011-12 Program Update

Narratives

NOTE: Under consultation from our Program Officer, the text from the 2010-11 continuation request has been deleted to ensure we can submit the 2011-12 continuation request within the character limits. The prior year's text can be found in the prior year's application.

ISSUE AREA FOCUS

Public Allies is fully supportive of the Corporation's call for clearer service impact. In preparation for the 2011-12 program year, each Public Allies site has identified the most compelling issues they are seeking to address through Member service activities. Each Member serving in 2011-12 will have service objectives that align with one of the Serve America Act priority areas. Across our entire portfolio, 40% of the requested Members' service will be focused on addressing educational disparities, 35% of Members' service will be focused on addressing economic disparities, and 16% will be focused on addressing health disparities.

GROWTH REQUEST

Public Allies is requesting a growth of 180 slots from the current 487 slots allocated for the 2010-11 program year, for a total of 667 full-time MSY for 2011-12. This growth request represents a combination of: requests to include one former AmeriCorps State Competitive sites under the auspices of our National Direct grant; growth requests for existing Public Allies National Direct sites, and requests to launch two new Public Allies sites.

Former State Competitive Site. Included in this application is a request for Public Allies Miami, formerly funded with AmeriCorps State Competitive funding through Volunteer Florida. Miami Allies have been working to meet the needs of metropolitan Miami residents for four years. Focusing its services in Dade County, Public Allies Miami's primary service focus for members seeks to address the stark inequities in educational achievement rates, health disparities among its poorest residents and, stark economic disparities. Public Allies Miami is seeking 30 full-time Member slots for 2011-12.

Research shows that parent involvement is an untapped resource that has the potential to influence the lifelong learning of a child. Given Dade county's distinction as having one of the worst graduation rates

Narratives

in the county, Public Allies Miami plans to work in 25 Miami Dade County public schools, delivering civic programming to increase the involvement of key stakeholders (students, parents, school personnel, area residents and businesses) in student achievement and school improvement efforts. These efforts will augment and make more sustainable the direct service support being delivered by other programs in Miami-area schools.

Miami-Dade residents also face a host of preventable health disparities. In 2005, 60.6% of Miami adult residents were overweight or obese and 31.5% reported no physical activity within the past 30 days.

Black and Hispanic residents are particularly vulnerable to overweight, obesity, poor nutrition and low levels of fruit and vegetable consumption and physical activity. In 2008, Social Compact conducted a market analysis of the pricing and availability of affordable, nutritious food in Miami, especially fresh fruits and vegetables, compared to that of typically non-nutritious food. The results confirmed that Miami, once tagged the poorest big city in the US, is also the home of food deserts - areas with few nutritional options, typically in low-income neighborhoods. Public Allies Members will be develop food markets and deliver other programming to support the availability of nutritious food, mental health services, and other preventative care to Miami residents living in poverty.

In 2006, Miami was found to be the sixth poorest city in the nation, with nearly a quarter of its residents living below the poverty line. These statistics have worsened as a result of the most recent economic downturn--in 2008, the poverty rate of Miami-Dade County was 15.3% and growing rapidly as more and more jobs were lost. To redress the growing poverty in Miami, our Public Allies will implement service projects that enroll community residents in social programs to bolster economic success (i.e. food stamps, children's healthcare, tax preparation, college financial aid, savings account education and financial literacy training), provide affordable housing education and assistance, and implement job training programs.

Launching of New Sites. Over the past year, Public Allies has worked in partnership with two dynamic organizations toward the launch of new Public Allies sites in North Texas and Detroit. Public Allies is

Narratives

requesting an additional 60 slots to launch these two sites.

North Texas. Public Allies North Texas is being launched in partnership with University of North Texas, College of Public Affairs and Community Service, Center for Public Service, and will cover a four-county region of North Texas, including Dallas, Collin, Denton, and Tarrant counties. Public Allies North Texas Members will be deployed to address the needs of veterans and the families of veterans living in the North Texas region.

According to the ICF International report, *Research and Consulting Services For Supporting Military Families*, Texas has the third largest population of veterans in the United States and contributes a significant number of the military service members deployed as part of Operation Enduring Freedom (OEF) in Afghanistan and Operation Iraqi Freedom (OIF) in Iraq. According to the U.S. Census Bureau, more than 230,000 veterans in Texas have been on active duty since September 2001 (Hughes, Sept. 18, 2008). Assuming that these Texans are aligned with national estimates, they have the following characteristics:

- 48% are Active Duty; 52% are Reserve/National Guard

- 88% are men; 12% are women

- 65% Army; 12% Air Force; 12% Navy; 12% Marine

- 34% were deployed multiple times

- 52%, the largest age group, is 20-29 years old

- 69% of those who filed disability claims received service-connected disability compensation award (p. 9).

The report continues that veterans of OEF and OIF are experiencing unprecedented survival rates from serious injuries, unprecedented length and number of deployments and unprecedented awareness and recognition of behavioral health impacts (p. 6). Further, the report cites the RAND Corporation's *Invisible Wounds of War* (Tanielian and Jaycox [Eds.], 2008) which indicates that nearly one-third of the service members returning from OEF or OIF are affected by post-traumatic stress disorder

Narratives

(PTSD), major depression, or traumatic brain injury (TBI). These conditions require ongoing behavioral health services and supports for veterans as well as their families. Symptoms may not manifest for several months or years after an event. TBI symptoms, for example, may take as many as five years to manifest. This delayed onset of symptoms can make treatment more difficult.

Members serving in Public Allies North Texas will be focused on providing critical services to veterans and their families. Allies in North Texas will work in organizations where all aspects of the issues and challenges faced by veterans and their families are addressed. These include organizations and agencies that assist military families with physical and psychological care including disability and substance abuse, financial literacy, housing assistance, job training, nutritional assistance, and those who assist spouses, youth, and children with various needs such as tutoring, recreational activities, and support groups that strengthen the family. As Public Allies North Texas can have significant impact supporting and reintegrating veterans into their communities, we envision Members providing direct service to clients, managing volunteers, developing strategic alliances, delivering technology assistance, and expanding the programming that builds stronger families and communities.

Detroit. Public Allies Detroit is being launched in collaboration with Southwest Solutions, a nonprofit dedicated to improving the health and well-being of individuals and families while making southwest Detroit a great place to live, work and play. Southwest Solutions' family of corporations offers an array of services including: mental health counseling; family literacy; and housing and economic development. The Allies placed in Detroit will be engaged in service activities that address the cities intersecting needs in the area of education, health, economic opportunities, and veterans affairs. By every measure, Detroit is continuing on a downward trend of devastation, even though there are notable occurrences of hope and spotty signs of some rebirth. A noted urban expert, David Rusk, comparing the effects of the overnight devastation in New Orleans of Hurricane Katrina, calls the 30-year devastation in Detroit "Hurricane Sprawl." The drop-out rate in Detroit is astronomical. A study from Education Week shows that fewer than 25 percent of Detroit's high school freshmen go on to

Narratives

graduate. . Stark health disparities exist between Detroit neighborhoods and those communities outside of Detroit with comparable income statistics. A sample check with US Dept. HHS Health Resources and Services Commission shows that Detroit's 48209 zip code is underserved in health, mental health and dental services, while Southfield MI (NOT a wealthy suburb) is NOT underserved. Detroit has high rates of Medicaid, high rates of uninsured, low rates of available primary care. It is estimated that 18,000 people are homeless in Detroit, and of these 3000 are veteran men and women. In addition, Detroit and Wayne County lead the nation in unemployment (and chronic unemployment). The combination of lack of education credentials and lack of job opportunities is a perfect storm that keeps the citizens of Detroit locked in a cycle of unemployment and poverty.

Allies serving in Detroit will:

- ¿ work within schools to help engage parents in the schools to support the academic success of students,
- ¿ conduct community outreach aimed at engaging residents in health delivery systems,
- ¿ place homeless veterans in sustainable housing,
- ¿ and serve as intake specialists, getting residents into financial literacy, workforce coaching, access to income support programs.

Growth request for existing sites. Public Allies is requesting 90 additional slots to fund growth at current national direct sites, Public Allies Connecticut, Delaware, New York, Silicon Valley, Central Florida and Washington, DC. Each of these communities has experienced a considerable upswing in demand for service opportunities. During the recruitment season for 2010-11, the above sites generated 1,240 application from potential Members for 167 slots; a 7.5:1 applicant to slot ratio. And despite the challenging economy, the number of partner organization applications we received increased from 220 applicants in 2009 to 291 partner applicants in 2010. In each of these communities, Allies will be providing service directly related to the issue areas identified by their local sites, and aligned with CNCS strategic impact priorities..

ENROLLMENT

Narratives

Public Allies enrolled 100% of its full-time Members slots during the 2009-10 program year. This included 217 regular slots awarded as well as 136 Recovery Act slots. In addition, 100% of the member slots for the 2010-11 program year have been filled.

RETENTION

Public Allies National Direct sites successfully retained 89% (193 of 219) starting Members on our base grant. In addition, we retained 88% (119 of 136) Members on our ARRA grant. While 100% retention is always the ideal, given the rigor of our program, 89% retention, a significant growth over the past two years; retention rates, represents promising progress in the right direction. We directly attribute our growth in retention to the emphasis we've placed over the past two years on recruitment. In preparation for the 2009-10 program year, Public Allies sites recruited 1879 applicants, thus allowing us a great deal of discretion in identifying the most successful applicants to participate in the class.

MULTI-STATE CONSULTATIONS

Each Public Allies Site Director conducted initial outreach to their respective state commissions between December 15, 2010 and January 15, 2011. The nature of the consultation meeting, which took place either in person or via a conference call, was to discuss proposed activities and plans for the local site to engage with the state commission throughout the service year. As a follow-up to these meetings, Public Allies submitted a Consultation Form to each commission formally conveying our intent to apply for funding for the 2011-12 program year. These forms outlined the content of our request to the Corporation.

INCREASE IN COST PER MSY

Public Allies is requesting an increase in cost per MSY of \$40 to cover the increase in cost of member background checks as a result of the new CNCS regulations. Our previous budgets allocated the exact amount needed to conduct a criminal history check for every Member. For 2011-12, our costs must increase to allow sites to complete a state-wide criminal history check for all Members and an FBI background check on Members serving vulnerable populations. Anticipating at least a six to eight week

Narratives

timeline for securing FBI check results, we've budgeted to conduct the background check on multiple applicants rather than finalists to ensure the results are received prior to member start dates. For a class of 30 members, for example, background checks may need to be completed for 40 or more applicants.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None Geographic Focus - Rural
 Geographic Focus - Urban 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 checked="" type="checkbox"/> Environmental Stewardship
<i>Selected for National Measure</i> <input type="checkbox"/> | <input checked="" 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 388.8

Service Categories

Other Human Needs Primary Secondary

Nonprofit Capacity Building

Service Category: Other Human Needs

Measure Category: Strengthening Communities

Strategy to Achieve Results

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

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

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

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

We will collect baseline data through a diagnostic self-assessment tool that will assess the organizations' existing capacity in the areas of (a) organizational infrastructure & resources; (b) community awareness & engagement; (c) community growth & scaling; and (d) program delivery & development.

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

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

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

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

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

Results

Result: Output

90% of the capacity-building service objectives assigned to graduating Members (414) will be assessed

Result: Output

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

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

Target: 90% (373) of capacity-building objectives are indicated "accomplished" by supervisors.

Target Value: 373

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 414 service objectives assigned to the estimated graduates, 373 will be assessed as being met or exceeded in the PISD system by Supervisors at the end of the service term.

Prev. Yrs. Data

Result: Intermediate Outcome

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

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

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

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

objectives (373) 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 Member's 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 373 of our Partner Organizations will have Members who successfully met their service objectives. Of these, 318 partners will be able to demonstrate their capacity has been increased as a result of their ability to leverage the Member's achievements.

Prev. Yrs. Data

Result: Intermediate Outcome
outcomes.

Subapplicants

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

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Federally Approved Indirect Cost Agreement

Not Applicable

Labor Union Concurrence

Not Applicable