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Executive Summary

The Public Allies Chicago program proposes to have 50 AmeriCorps members who will deliver a trauma informed, violence prevention curriculum to 400 youth aged 12 to 19 years old at 30 youth-serving host sites located in some of the most challenged areas of Chicago. At the end of the first program year, the AmeriCorps Members will be responsible for increasing the knowledge of 300 youth in the areas of understanding of trauma and how it relates to violence, assisting 100 youth in creating and delivering the presentations to 1,000 of their peers around the effects of trauma. The CNCS investment of $649,627 will be matched with $665,010 in private funding.

Rationale and Approach/Program Design

1. NEED The City of Chicago has been dubbed the epicenter of youth violence of the United States. According to the Mayor's Commission for a Safer Chicago 2015 Strategic Plan, between 2009 and 2014, 319 youth age 17 or younger were murdered (Commission for a Safer Chicago, 2015). Youth living in violence-prone Chicago neighborhoods are at increased risk of aggression and high-risk behavior for a number of reasons. Of note among these causes is trauma, defined by the Center for Nonviolence & Social Justice as an "....experiences or situations that are emotionally painful and distressing, and that overwhelm people's ability to cope, leaving them powerless" (Center for Nonviolence & Social Justice). In recent years exposure to trauma has received increased attention because of its strong correlation to violence perpetration. In fact, research has found that trauma related to community violence, such as witnessing violence and receiving information about traumatic events, was a significant predictor of criminal behavior (Eitle and Turner 2002). Further, research in Chicago communities and nationally suggests that youth who are exposed to community violence have increased rates of aggression and high-risk behavior (Cooley-Strickland et al. 2008). Often youth are left to deal with feelings that are quite similar to what is seen in those who suffer from post-traumatic stress disorder, without it being acknowledged or treated. Given the connection between unresolved issues caused by trauma exposure and the propensity for violence, it is not surprising that Chicago has also seen an increase in youth contact with the criminal justice system. According to the Chicago Youth Justice Data Project, more than 17,000 Chicago youth were arrested in 2014; these youth were predominately minorities living in high-crime areas. Even in the face of such dire conditions, evidence suggests that this trend may be reversible. A recent study entitled, "The Truth N' Trauma Project: Addressing Community Violence Through a Youth-Led, Trauma-Informed and Restorative Framework" found that a group of Chicago youth who engaged in trauma-informed
practice training aimed at youth empowerment reported that youth saw an increase in their ability to face future challenges and feelings (Harden, T., Kenemore, T., Mann, K., Edwards, M., List, C., et al., 2014). This research examines the possibility that allowing youth to deal with the damage inflicted by trauma could eliminate it as a risk factor. Given this possibility more youth should have the opportunity to learn about trauma and the effect it has on their lives. Trauma education is known to assist youth and their families in understanding symptoms that emerge in the aftermath of trauma exposure and in providing information that trauma symptoms are normal, often transient and that recovery from trauma exposure is possible (Cohen and Mannarino, 2008, Wessely et al. 2008). The Mayor's Commission for A Safer Chicago, a group of more than 130 community residents, experts, and city staff formed in 2014 as a next step in the City’s participation in the National Forum on Youth Violence Prevention, has prioritized interventions to address trauma, noting in their most recent strategic plan that "a response to the crisis of youth violence requires a response to the crisis of trauma." (Mayor's Commission for a Safer Chicago, Strategic Plan 2015). As one strategic intervention, the City trained 200 youth workers in trauma-informed care in 2015. The Commission has further recommended the launch of a campaign to engage individual community members in efforts to address the effects of childhood exposure to trauma. Engaging young people in programs that help build self-esteem, coping mechanisms and introduces conflict resolution skills could be the long-term solution in dealing with Chicago's violence problem.

2. INTERVENTION Public Allies Chicago will train 50 AmeriCorps members to deliver an evidence-informed, trauma-based leadership development curriculum to 400 youth at 30 host sites throughout the city. The curriculum is based on the Truth N’ Trauma (TNT) program developed by a multidisciplinary group of Chicago State University faculty, staff, and students in 2014, as part of a larger effort to address violence in the South Side neighborhoods surrounding the university, which are disproportionately impacted by community violence. The six-module, university-designed curriculum references the wealth of evidence-informed practices that are aimed at responding to childhood trauma and includes modules on culture and identity, critical analysis development, and techniques to address trauma from a community perspective. The Members, referred to as Allies, will be trained to facilitate and then deliver this curriculum to teen youth from violence-prone neighborhoods at youth-serving government and non-profit host sites over the 10-month apprenticeship program. In addition to delivering the curriculum, Members, many of whom are from violence-prone Chicago neighborhoods themselves, will build mentoring relationships with these youth. Members will work with nonprofit or government host sites serving youth in these
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neighborhoods such as schools, City of Chicago agencies, and hospitals to either build on the growing number of programs using a trauma-informed approach to violence prevention or offer this as a new approach. Allies will work directly with youth 2-3 hours a day, 3 days per week during after school hours. Members will also use their efforts to support host agencies in delivering or improving upon other youth focused program offerings.

3. THEORY OF CHANGE AND LOGIC MODEL The program proposed by Public Allies Chicago promotes a trauma-informed framework for empowering youth to cope with and confront community violence. This framework emphasizes that violence "victims" are not just those who the crime is perpetrated on but friends, families, and communities who are traumatized from their proximity to crime. In studies of urban youth, high rates of trauma exposure, including direct and indirect witnessing of community violence, have been shown to produce trauma symptoms indicative of post traumatic stress (Post et al. 2014). Moreover, children who experience violence are more likely to become ensnared in a cycle of violence that leads to future violent behavior, including aggression, delinquency, violent crime, and child abuse (Guerra and Dierkhising 2011). In the Public Allies Chicago program, AmeriCorps Members will work with teen youth from high crime communities to help them understand the impact of trauma at the individual and community level, arm them with tools to facilitate their own healing, and empower them to be leaders in their communities around trauma-informed youth violence prevention. In Chicago, these high crime communities represent a fraction of the city’s residents clustered mainly on the city's South and West sides; for example, in 2013 over 70% of all homicides in Chicago occurred in just 20 community areas, where only 31% of the City’s population resides. (City of Chicago Data Portal, Index Crimes through 11/17 of 2011 and 2014). Placed at 30 youth serving host sites in such areas, Public Allies Chicago's 50 AmeriCorps Members will deliver an evidence-informed, university-designed, trauma-based leadership development curriculum to 400 youth from violence-prone communities, while serving as mentors to those youth over the course of the apprenticeship. The Public Allies AmeriCorps apprenticeship is designed to provide the youth at the host sites an opportunity to have an evidence-informed intervention delivered by a highly diverse cohort of full-time AmeriCorps members that reflect the demographic makeup of the communities being served. Through intentionally engaging a cohort of Members that is over-representative of people of color, those from economically disadvantaged backgrounds, those without post-secondary degrees, and those under- or unemployed, Public Allies Chicago is helping these nonprofit and government host sites participate in efforts to deal with the city’s violence that align with city priorities while also allowing the Members the opportunity to
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continue to build upon their skill sets and create pathways to sustainable careers.

Based on another Chicago youth violence prevention and intervention program called Truth N’ Trauma (TNT), designed by a team of faculty at Chicago State University with funding from the Illinois Criminal Justice Information Authority, the Public Allies program will use the TNT curricular framework to educate youth on violence induced trauma and how to build and use resiliency skills. Members will be trained on how to facilitate the curriculum by a university faculty consultant associated with the original TNT program, with support from social work interns placed at Public Allies Chicago and other university-based youth trauma research centers.

The curriculum includes six modules covering the impact of trauma on children and youth; a framework for ongoing exposure to community violence; the physical and emotional symptoms, triggers, and behaviors associated with trauma exposure; information on healing after trauma addressing safety, emotional regulation, relationship skills, and the use of social supports; and helping others in the community make sense of their adverse experiences as an act of healing and leadership. Through the intervention, youth will learn safety and emotional regulation skills necessary to help them heal. The curriculum will assist the youth to trust and build social supports and learn methods to respond to conflict in healthier ways. This change in knowledge will be measured using pre- and post-test results from the Ozer Empowerment Survey, also used in TNT. (Ozer and Schotland 2011).

Designed for youth, the survey measures psychological empowerment using four scales covering general socio-political skills, adolescent’s motivation to influence their school and community, participatory behavior, and perceived control. Our program seeks to improve the following variables for youth participants: knowledge of alternative methods to resolve conflict; improvement in social-emotional skills; increased intergenerational connectedness; and improved view of self as an active agent in personal achievement (performance measure outcome= 300).

As a compliment to a trauma-informed framework, restorative practice seeks to build social capital and achieve social discipline through participatory learning and decision-making that enables people to restore and build community (Pennell 2006). The final component of the program teaches youth participants how to find activities that allow them to help others. Members will assist youth in developing presentations about the trauma-informed training they received, so that they can share the knowledge with others. This aspect of the program will culminate in the youth participants sharing their individual presentations to a group of peers. This presentation acts as an outward sign of youth empowerment after dealing with the victimization of violence. Research has begun to explore how these practices can be effective in healing trauma in youth (Juyoung 2008).
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Due to the link between trauma that is inflicted by residing in violent neighborhoods and becoming a perpetrator of violence, an additional outcome of the Public Allies Chicago program is to measure the reduction of trauma in the youth participants. Although this is not an outcome that will be immediately measured by this program, it is expected to be a longer term-result.

4. EVIDENCE BASE In 2015, researchers from Chicago State University published an article in the Child Adolescent Social Work Journal detailing the results of an evaluation they conducted on the Truth 'N Trauma program (TNT). The evaluation team performed a quasi-experimental design in which the 44 program participants were matched with a control group consisting of participants that ranged in age from 14 through 18, split almost evenly between gender, recruited from community-organizations and high schools in predominately African-American high-crime areas surrounding Chicago State University. Individuals in both groups were given a pre/post test and 32 of the youth in the program were also part of a qualitative component. The results of the evaluation revealed promising findings and were statistically significant in many areas. The Public Allies Chicago program is based specifically on the trauma-informed practice focus area that was examined within this evaluation.

The tool used to measure changes in the youth participants was the Ozer Empowerment Survey. This survey measures psychological empowerment in youth through four scales: general socio-political skills, adolescent's motivation to influence their school and community, participatory behavior, and perceived control. The evaluation grouped the individual measures under the categories of self-esteem, academic achievement, social climate, and sense of community--social support and each response was rated on a 5-point scale. The youth that participated in the programming had positive results in 41 of the measures that were significant at the .05 level, compared to the control that only had significant results in two measures. Some of the results that are of interest to the Public Allies Chicago program include the increases in the youth's ability to handle future challenges and feelings and their commitment to working to make things better. Youth participants were able to vocalize their enhanced understanding of trauma, their desire to understand their own trauma, and change their environments. One participant remarked: "I've learned the true definition of trauma. Basically, it's something that happens in your life that you can be affected by mentally, physically, and emotionally. And it just leads to a lot of things that I didn't know about. I learned that some people can overcome it." Another youth stated: "I want to get over my trauma. I really want to learn how I can get over mine 'cause I can't help nobody else if I can't help myself." Another participant expressed increased empathy towards perpetrators of violence, "I began to see them differently and try to understand
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why--you know, exactly why they're doing what they're doing. You know, and see that they're often victims themselves, because they're surrounded by violence, and they're hurt." Finally, youth valued using their new understanding to help others: "I expect to be able to reach out to people who have been traumatized, to help them through their traumatic events, and just to inform people on the things that I learned so maybe they can carry it on and tell others." This is a subset of the type of change and impact the Public Allies Chicago program seeks. To ensure that this occurs, Public Allies Chicago will utilize some of the best practices from the TNT program in its own implementation. Public Allies Chicago will be serving a similar youth population group as far as demographics, the same curriculum will be offered, and the same measurement tool will be used. The program will be delivered to the same cohort size in similar informal out of school settings. The Allies are to be trained by a university faculty consultant associated with TNT, complemented by social work and trauma faculty at other major Chicago universities. Allies will also have the benefit of the proven two week long Public Allies orientation where Members are introduced to Public Allies and the communities in which they will serve, learn the history of National Service, and participate in team-building and targeted skill-building workshops that prepare them to serve at their host sites, in addition to ongoing training, discussion, support, and reflection throughout the apprenticeship. A copy of the 2014 evaluation article of the TNT program accompanies this application.

5. NOTICE PRIORITY Public Allies Chicago has decided to focus on the new priority area of Safer Communities, to build on our prior work and resources by partnering with other organizations, local government agencies, and institutions working earnestly to solve Chicago's youth violence epidemic. Our program will engage youth between the ages of 13 to 19 who are currently living in high crime areas of the city, using an evidence-informed intervention and approach that has been prioritized by the city's violence prevention leadership. This design ensures that youth with the highest needs receive the intervention, for a concentrated and deepened impact. The purpose of the original Truth 'N Trauma program, funded by the Illinois Criminal Justice Information Authority, was to address community violence around Chicago State University, located in Roseland, which is one of many communities on Chicago’s South and West sides disproportionately impacted by violence.

6. MEMBER TRAINING Orientation. Prior to enrollment, Public Allies introduces applicants to AmeriCorps minimum eligibility requirements, the requirements for successful completion of a service term, and the rigorous expectations for participation in the program. This introduction ensures applicants carefully consider the commitment they would undertake should they join the program. Orientation continues at the point of enrollment, when on the first day of service Members are taken
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through a guided, group review of member contracts, policies and procedures, performance measures, and standards for excellence. Group orientation continues for several days as Members are introduced to Public Allies and the communities in which they will serve, learn the history of National Service, and participate in team-building and targeted skill-building workshops that prepare them to excel in their service projects at host sites. This group orientation lasts approximately two weeks. Afterwards, Members begin service at their Partner Organization, where during the first week at placement they receive an orientation to host site operations and supervisor expectations. During this core training period, members will receive an intensive 40 hour introduction to trauma-informed practices, youth mentoring, and the trauma leadership curriculum that they will be delivering to teen youth. This content will be delivered by a university faculty consultant associated with the original evaluation article. Content will focus on base skill development, neighborhood level information, and opportunities to practice interventions.

Review and acknowledgement of prohibited activities is central to the orientation process. Each Member is thoroughly oriented to prohibited activities during initial Member intake processes and during the formal orientation as the Member contract is reviewed. To further underscore the importance of abiding by AmeriCorps regulations, staff emphasize the types of situations that should be avoided and that Members should consult with Public Allies staff in instances where their proposed activities appear questionable, "when in doubt, reach out." This discussion also raises Member awareness to indirect prohibited activities, and that volunteers recruited or managed also cannot engage in the prohibited activities. A review of Member position descriptions prior to service ensures in advance that Member service objectives are free of prohibited activities, and the monthly review of member service activities by Public Allies Program Managers ensures compliance with regulations during the term.

Members come together as a cohort every week throughout the term for Member development training. Our training program is designed to enhance Members' ability to successfully deliver their service project while simultaneously developing their civic leadership and cultivating the skills required to successfully move into a career or post-secondary education. Public Allies leadership training is rooted in our core values -- diversity/inclusion, focus on assets, collaboration, integrity, continuous learning, and innovation -- and associated leadership actions. Training focuses on evolving the Member's practice of these values and leadership actions such that they can be effective community builders, with an ability to create community solutions from whatever position they hold, be it CEO, project manager, or line staff.
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Once a month, members will receive group coaching and reflection on progress of the trauma informed mentoring projects. These sessions will focus on benchmarking progress, highlighting success and identifying solutions for difficult situations. Content will also include refresher coursework on theory, and best practices relating to trauma informed interventions for youth.

To help them achieve other objectives at their service placements, Members will receive 11 skills-based, capacity building trainings within the first three months of the term. Each training provided is designed to present the foundational information, concepts, and skills Members will utilize throughout their term. Workshop learning plans are designed around adult-learning principles, and incorporate both instruction in core concepts and significant opportunity for dialogue and in-workshop application. Over 50% of trainings are delivered by local experts, most often voluntarily.

To enhance civic participation, Members participate in dialogues and critical reflections to connect their service to larger social issues. To enhance the self-esteem and self-efficacy of Members so they can pursue educational and career goals, Members receive critical self-awareness training such as conflict resolution, time management, networking, and giving and receiving feedback, key areas of learning for our Opportunity Youth Members who lack experience in the workforce.

7. MEMBER SUPERVISION Public Allies selects Partner Organizations through a competitive process in which they are vetted by staff to determine if the organization is eligible to host an AmeriCorps Member and has the demonstrated need for trauma-informed leadership development for youth. In order to host our Members, Partner Organizations must identify an experienced direct supervisor who can commit to 1) providing daily supervision and support to the Member, 2) ensuring that the Member has the proper resources available to him/her and is on target to achieve service goals, and 3) maintain a close partnership with a Public Allies Chicago Program Manager to ensure the Member's experience is compliant, relevant and meaningful. Expectations of our Partner Organizations are clearly defined in the host agency contract and policies and procedures, which each organization agrees to uphold. These documents are thoroughly reviewed during a mandatory pre-service orientation. The Partner Organization orientation particularly emphasizes familiarity with prohibited activities and ensuring they do not take place.

The Public Allies Program Manager regularly coordinates with the host site supervisor to troubleshoot, reflect on the partnership's success, and when necessary, create plans to ensure Members can successfully complete their term. The Program Manager ensures Members receive coaching on personal, educational and career goals. Ultimately, supervision of the Member is a collaboration between the Partner Organization and Public Allies Chicago, and this is reflected in the mid-term and
end-of-term evaluations, which take into consideration the feedback of both the Partner Organization supervisor and the Public Allies Chicago Program Manager to ensure that the evaluation reflects the Member’s performance at the host site, at trainings and in the implementation of Team Service Projects. A Program Manager also monitors the Member’s experience at the host site, reviewing Member monthly service reflections and conducting at least two 3-way meetings with the Member and Supervisor over the term. This allows for smoother and more timely intervention if problems arise at the placement. In the instance that a Member must begin service prior to the findings of their statewide or FBI criminal history checks being returned, the Member will be physically accompanied at both the Partner Organization and Public Allies Chicago by someone approved to have access to vulnerable populations.

8. MEMBER EXPERIENCE Public Allies is grounded in the conviction that everyone leads. It is this premise that is the undercurrent for how we prepare our Members to achieve impact during their service terms and beyond. Well-respected as a top community service and leadership development organization, Public Allies is known for excellence in providing a strong Member experience that prepares participants for careers and produces a lifelong commitment to public service. The evaluation of the Public Allies program suggests that among alumni that were not degreed at the time of participation, 37.5% were planning to attend college. The evaluation also indicates that the majority of alumni are employed after participation in the program, and their current employment provides more responsibilities, higher wages, increased access to health insurance, and was a stepping stone towards their desired career.

There are two key focuses for Public Allies Member development: leadership training and continuous learning. In addition to training on service-related skill sets, Members will receive training to accelerate their leadership development. This leadership training focuses on cultivating a leadership style grounded in three key beliefs: (1) leadership is an action that many can take, not a position that only a few can hold; (2) leadership is about taking personal and social responsibility to work with others for common goals; and (3) leadership is about the practice of values that engage diverse community members and groups to work together effectively.

Along with the formal leadership training, Members are coached through a structured continuous learning process that extends through their entire term of service. The Public Allies continuous learning process is often seen as a key added value to our Partner Organizations. Each Member is supported in their personal and professional development by the host site supervisor, a Public Allies Program Manager and auxiliary staff whose role is to connect the Members with community and
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social supports. This support takes the form of guided coaching, opportunities to reflect on goals, and 360-degree feedback assessments, where key stakeholders provide feedback and assess Member performance and leadership. At the end of the term, Members participate in presentations of learning, where they share their reflections on the impact of their service and leadership with an audience of community stakeholders.

The intentional cultivation of our Members' leadership skills allows them to have even greater impact on their Partner Organizations than that of other entry-level volunteers or employees. "Are They Really Ready to Work?", a report of employers' perspectives on the skills required to succeed in the 21st century workforce, found that professionalism, oral and written communications, teamwork and collaboration, and critical thinking and problem solving skills were the most important skills cited among 400 employers. When our own Partner Organizations were asked how our Members compare to average entry-level employees, 69% indicated our Members had above average or well-above average skills working in a team and collaborating, 61% indicated our Members displayed above average creativity and innovation, and 54% indicated our Members demonstrated above average critical thinking and problem solving skills. And despite their relative inexperience in the workforce and their lack of experience in the nonprofit sector, our Members met or exceeded 90% of their service objectives.

Public Allies approaches civic education experientially and uses dialogues and critical reflection processes to help Allies connect their service to larger social issues and to ideas such as democracy and volunteerism. During monthly gatherings of the entire Member cohort, Public Allies facilitates exercises to help the Members change their way of thinking from that of a passive "student" to participant and facilitator who is in charge of her or his own experience. This leads to creative ways of responding to community problems and initiating solutions that encourage collective action and uncovering both individual and community skills, capacities and resources. Such reflection exercises help Members connect their service, and those of others involved in national service programs to the national and global efforts to create a more just and equitable society.

The program is designed to allow members to learn from one another. Public Allies recruits an intentionally diverse cohort of Members from a variety of races, ethnicities, socioeconomic and educational backgrounds to reflect the diverse tapestry of Chicago. Our recruitment efforts are grassroots and community-based. We engage in a year-round recruitment process by conducting informational sessions at local high schools, colleges and universities, human service and youth serving organizations, employment agencies, and word of mouth from staff, advisory board members,
alumni, Partner Organizations, and other collaborative partners. Our goal in these efforts is to attract a highly competitive and diverse pool of candidates that reflects the community in which we work. Public Allies Chicago has been able to maintain a very diverse makeup with 92% of our Members are persons of color, 59% women, 51% come from economically disadvantaged backgrounds without degrees or extensive work experience, and about 45% have degrees. Each Member, despite their background, is selected for their talent and potential, and a key transaction during the program cycle is the exchange between Members. Meeting weekly, Members enrich each other and help team Members broaden their understanding of people and communities by sharing personal experiences, perspectives, and lessons from placement and team service projects.

Our AmeriCorps Members will also have the opportunity for occasional service outside the focus of this program in order to better understand and benefit their community and to participate in National Days of Service. These direct service hours may be counted towards the Member's term of service if they do not interfere with their normal service hours or conflict with prohibited activities, the service is approved by the host site supervisor and Program Manager, and the supervisor of the service activity signs an agreement certifying the service and hours performed.

9. COMMITMENT TO AMERICORPS IDENTIFICATION Public Allies is deeply committed to ensuring that all AmeriCorps activity is branded appropriately and effectively. We see ourselves as partners in raising the visibility of AmeriCorps, CNCS, and the impact of national service on communities. As such, our commitment to effective co-branding is codified in our national branding guidelines. Our websites, Member recruitment portals, and printed materials all prominently display the AmeriCorps logo, and our Members, after being thoroughly oriented to their roles as AmeriCorps Members, are issued AmeriCorps co-branded gear to wear throughout the term. Within each contract executed with our Partner Organizations, our Members are identified as a resource provided as a result of an AmeriCorps grant and each site is given an AmeriCorps sign to display in the areas where Members are serving. We also require that Member business cards identify the participant as a "Public Allies AmeriCorps Apprentice." Each Member takes the AmeriCorps oath to "Get things done" and sees themselves not only as Public Allies New Orleans AmeriCorps Members but also as part of the greater national service movement. The Member's identification with the national service movement is enhanced through participation in national days of service such as Dr. Martin Luther King, Jr. Day of service and AmeriCorps awareness-building events during AmeriCorps Week, and Mayors/County Day of Recognition.
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1. ORGANIZATIONAL BACKGROUND AND STAFFING Public Allies, founded in 1992, exists to create a just and equitable society and the diverse leadership to sustain it. For over two decades Public Allies has served as the premier access point to national service for young people whose potential and promise are too frequently overlooked, dismissed, or ignored. Since our founding, Public Allies has come to be regarded as a comprehensive program model that blends community service, nonprofit capacity building, civic engagement and leadership development with best practice evaluation processes. Public Allies now exists in 23 communities across the United States with close to 6,000 AmeriCorps members having served to date.

As the direct grantee, Public Allies National Office supports the design, delivery and monitoring of our AmeriCorps program. The National Office currently manages multiple AmeriCorps State competitive and formula grants and has managed a national direct grant since 1993. Public Allies takes a team approach to administering and managing AmeriCorps grants. Vice President of Programs, Jenise Terrell oversees a national Program Team that works collaboratively to provide support to local sites. Fiscal management of the grants is overseen by the Director of Finance and Administration who provides financial technical assistance and monitoring to Public Allies Chicago. The Program Team provides the technical infrastructure to manage the AmeriCorps grant in the form of a web-based Member timekeeping and service documentation system. This team also conducts compliance monitoring, a central program guidance repository, and training and technical assistance in program delivery to Public Allies Chicago.

As a corporate site, Public Allies Chicago is directly managed by the National Office. Patrice Dziire, Executive Director of Public Allies Chicago reports directly to Vice President of Program Jenise Terrell. Prior to joining Public Allies, Patrice practiced law for fourteen years. After practicing commercial litigation and corporate finance at Kirkland & Ellis and DLA Piper in Chicago and Shearman and Sterling in New York, Patrice launched her own practice in 2009, focused on immigration and public interest law. She has held leadership positions on state, national, and international bar associations and is a former full-time Pro Bono Manager at DLA Piper. As Executive Director, Patrice is responsible for fundraising, financial management, and stakeholder development. Cory Muldoon, Deputy Director, is responsible for managing all program staff, ensuring program compliance with AmeriCorps regulations, and enhancing program quality. The program also has three Program Managers that together are responsible for Member coaching, recruitment, and host site partnership management.

In keeping with the commitment to continuous learning, Public Allies seeks out the feedback, advice
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and consultancy of community members and partners to help give shape to the program. Annually, both Members and host site supervisors are asked to complete anonymous satisfaction surveys that seek to learn about the quality of their experiences, their perceptions of program impact and feedback for improvement. Public Allies also engages community leaders as volunteer trainers and mentors to our Members. Over 50% of the weekly training delivered to Members is facilitated by volunteer experts, who donate their time to share their lessons learned and expertise working in the nonprofit sector. Lastly, in the first quarter of 2015, Public Allies underwent an extensive national strategic planning effort. Over 1,400 stakeholders were engaged locally and throughout the country to provide feedback on Public Allies' future direction.

2. COMPLIANCE AND ACCOUNTABILITY Public Allies ensures program compliance and accountability through a holistic approach in which staff, site supervisors and Members are all accountable to the rules and regulations associated with public funds. The foundation of our approach consists of national tools such as our Minimum Standards and Local Site Guide, which outline the compliance expectations for Public Allies Chicago and Members. These tools form the basis for our commitment to integrity and continuous learning throughout program delivery. The National Program Team continuously reviews and updates the Program Requirements and its "Core Concepts" training series which covers all AmeriCorps regulations and Public Allies program requirements. During the program year, our commitment to compliance begins with the recruitment of host sites. Our focus on prevention involves orienting partners to AmeriCorps regulations, particularly prohibited activities, during pre-service orientation, and monitoring for prohibited activities in ongoing local file reviews as well as reviews by the national office. During the service term, staff regularly review Member service activity logs (filed online monthly) for prohibited activities, monitor Member stipend payments, and meet with Members and host site supervisors to ensure Member activities are compliant. In addition, a national staff person may conduct a site visit to review files, interview Members and Partner Organization supervisors, and attend trainings and team service project meetings. These activities provide further information about the holistic health of the site. During the year, the National Office supports Public Allies Chicago in submitting all required reports to the state commission.

If possible prohibited activities or other compliance breaches are detected, the focus shifts to intervention (clarifying whether or not prohibited activities occurred) and if necessary, corrective actions (up to, and including, disallowing Member hours or removing Members from the host site). If Public Allies Chicago and/or Partner Organizations demonstrate an inability to comply, they are
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subject to actions from Public Allies National Office such as increased monitoring, placing the partnership on probation, or terminating the relationship.

Cost Effectiveness and Budget Adequacy

1. COST EFFECTIVENESS Public Allies is seeking $12,994 per MSY to operate the proposed trauma-informed mentoring project. The total program budget is $1,314,704 or $26,294.08 per Member. In addition to the AmeriCorps grant funds requested ($649,687), the balance of funds needed to operate the program ($665,017) will come from cash and in-kind resources. The cash resources are generated primarily from Partner Organizations which contribute a cost share towards Member stipends and FICA which is $17,224 per 1st year Member and $21,512. Other non-living allowance expenses include salaries and benefits for a Program Director and three full-time Program Managers ($268,000), Member health insurance and workers comp insurance ($74,000), criminal history checks ($3,300), retreats and training ($18,800), and other program related expenses.

2. BUDGET ADEQUACY Public Allies Chicago's funding request at $12,994 is level to AmeriCorps funding granted during the prior grant cycle, to ensure we can continue engage as AmeriCorps Members, young adults from the very communities we are addressing. Some of these Members, particularly those that are Opportunity Youth, require additional supports to ensure their success in positions with significant responsibilities at host sites. The work of re-engaging a young person after they have already disconnected from pathways to school and career is challenging. In many ways, identifying, recruiting and retaining these young people require more intensive intervention than programs designed to prevent disconnection (Hair, Moore, Ling, McPhee-Baker, and Brown, "Youth who are 'Disconnected' and those who then Reconnect: Assessing the influence of family, programs, peers and communities," 2009). Public Allies' success requires a lower staff-to-member ratio to ensure the adequate touch points necessary to ensure retention, not just for the Members, but for host agencies that need coaching and support on how to supervise and work with Opportunity Youth.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

1. Regarding the statement in the application narrative, "Members will also use their efforts to support
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host agencies in delivering or improving upon other youth focused program offerings". Please provide a more complete description of the other youth-focused program offerings with which members will be involved, and explain the nature of the members' role in these activities. Please also describe how the program will ensure that these activities remain within the scope of the program’s Theory of Change and are compliant with AmeriCorps requirements around prohibited and unallowable activities.

Public Allies Chicago will be working alongside two youth-serving organizations, Communities in Schools of Chicago and the Greater Auburn Gresham Development Corporation, to identify Chicago Public Schools (CPS) partners to host Members. Both agencies currently work with CPS at schools in violence prone neighborhoods to deliver various interventions including teacher coaching, immunization compliance counseling, and tutoring. The trauma-informed mentoring program provided by Members of Public Allies Chicago will act to complement these prevention and enrichment efforts. In addition to the group mentoring delivered within CPS schools, Members will also work within schools and out-of-school time programs serving CPS students to infuse trauma-informed practices more broadly into the various touch points these institutions have with students. Member activities will include recruiting volunteers to serve as youth mentors or program assistants, community outreach, and youth program development. In addition, Members will design and participate in team service projects at CPS schools aimed at strengthening school-neighborhood connections overall and specifically related to trauma awareness.

Partners will be selected based on interest in and alignment with trauma-informed practices and the extent to which they serve students in Chicago Public Schools. To ensure that service provided is within allowable standards and guidelines, Public Allies Chicago staff will meet with each partner organization supervisor to craft position descriptions to encompass all aspects of the Member's service. The positions will be carefully reviewed prior to program start, and monitored throughout the program year, to ensure that Member activities do not include direct or indirect prohibited activities. Overall, each position description will align with the goal to help teen youth in violence prone neighborhoods understand the impact of trauma at the individual and community level, arm them with tools to facilitate their own healing, and empower them to be leaders in their communities around trauma-informed youth violence prevention.

Continuation Changes