



BEST PRACTICE WORKSHOP

Managing Multiple Sites:

Ensuring Excellence From a Distance

AmeriCorps National 2007 Best Practices Conference

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Jenise Terrell, Vice President, Ally Leadership Programs, jeniset@publicallies.org, 414-273-0533 x18



AGENDA

1. Introduction
2. Setting Clear Standards
3. Training & Technical Assistance
4. Monitoring & Intervention
5. Lessons Learned



FOUNDING VISION

With the help of many friends and mentors, two remarkable young women founded the National Center for Careers in Public Life (now Public Allies) in 1992 with 15 Allies in Washington, DC to create a pipeline for talented and diverse young people into public life.

Their vision was that the energy and idealism of young people would transform communities.



AMERICORPS PROGRAM

Public Allies recruits a diverse group of our communities' most promising young leaders, who commit to a rigorous and rewarding ten-month program of full-time community service and leadership training.



Over 1,900 Allies have completed the program to date in twelve communities. 315 are serving this year – our biggest class ever.



RESULTS: ALLIES

- **Allies Graduate:** 85% to 90% of Allies graduate each year.
- **Allies Gain Important Skills:** The skills Allies report gaining the most are Interpersonal Communication, Team-work, Practicing Inclusion and Diversity, Project Planning and Evaluation. 84% of alumni report that we adequately prepared them for future educational and career goals.
- **Allies Remain in Public Life:** Over 80% continue careers in the nonprofit and public sectors.
- **Allies are Active Citizens:** They are more than twice as likely as peers to volunteer (78%), mentor a young person (64%), serve on a board (36%), attend political meetings (68%), protest (56%), and engage in other civic activities.



RESULTS: ALLY SERVICE

- **Allies Achieve Service Outcomes:** Allies achieved 92% of measurable outcomes. 96% of Partner Organizations reported that Allies met or exceeded expectations.
- **Allies Serve Thousands:** 250 Allies served the educational, economic, health and other needs of 155,893 people, about two-thirds children and youth.
- **Allies Generate Sustainable Volunteers:** 250 Allies recruited 9,295 volunteers who recruited 71,396 hours of volunteer time (42 FTEs) benefiting 59,437 people. 54% of volunteers we recruited served four or more times.
- **Allies Service Is Sustained:** 86% of Partner Organizations reported that they will sustain the services enhanced and expanded by our Allies.





RESULTS: ALLY PARTNERS

Partner Organizations Benefit in Many Ways:

- 74% measurably increased their overall service capacity
- 73% benefited from collaborations
- 67% from increased volunteerism
- 61% from more diverse perspectives
- 58% improved supervisory skills
- 34% improved evaluation tools and processes
- 79% reported that these capacity benefits will be sustained

Return on Investment: For each \$1 invested By Partner Organizations (they contribute two-thirds of each Ally's stipend), they received \$3.41 in value and savings.

Organizations save \$27,000 each, on average, from the cost of recruiting, hiring, and training staff – totaling over \$6.7 million this year!



CONTINUOUS IMPROVEMENT

The key managing a growing network of sites while maintaining high quality results is a commitment to continuous improvement and performance management:

1. Clarity of the standards and expectations for local site operations
2. Training and technical support provided to staff throughout the year
3. Ability to effectively monitor and provide timely intervention when standards are not being achieved





UNIFIED STANDARDS

- Public Allies has a unified vision, mission, and program standards that all sites must follow.
- Ally Program Team annually reviews & updates a set of program baselines and standards that lay out what all Public Allies programs must include and strive for.
- Program Baselines and Standards are approved by our National Management Team, Operating Partners, and local Site Directors for the whole organization.
- Program standards cover all 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 VP of Ally Programs and Regional Directors.



UNIFIED STANDARDS

- "Operating Requirements" are the essential activities that must be performed by each site to operate a successful Public Allies program.
- "Performance Goals" identify the expected result of the Operating Requirements.
- Our AmeriCorps performance measures are incorporated into the performance goals

The screenshot shows the Public Allies website interface. At the top, there is a navigation menu with links for Home, Directory, Resources, Discussions, News, Events, and PISD. Below this is a secondary menu with links for Opportunities (Admin), Action (Admin), Program (Ally, Staff & Partners), HR/Admin (Staff), Dev/Com (Staff), Natl Service (Staff), and Timesheet (Staff). The main content area is titled "Handbook" and includes a "User Group" dropdown menu set to "Staff" and a "Save" button. Below the dropdown is a "Chapter List" with links to: What is Public Allies?, Recruitment Selection, Matching & Enrollment, Placements & Partner Organizations, Ally Training & Learning, Ally Development, Management & Coaching, Team Service Projects, and Program Development & Continuous Learning.

Public Allies "Program HANdbook" provides more detailed overview of how to implement each component of the program towards the operating requirements



STAFF TRAINING & DEVELOPMENT

“An ounce of prevention is worth a pound of cure.”

- Strong emphasis on providing a strong start for our leaders via a comprehensive training program
 - New Staff Orientation
 - Public Allies University
 - Winter In-Service and All Staff Retreat
 - Best Practice Sharing
 - National Staff Technical Assistance



SITE MONITORING

Site Monitoring Visits & Review

- Our Regional Directors make up to two official site visits each year
- Use Site Monitoring Tool to assess how each site is meeting our program standards.
- Visits include file reviews, meetings with Members, meetings with Partner Organizations, attendance at trainings and team service project meetings, and other activities as designed by Regional Directors.
- Following visits, written reports produced, some with specific requests for corrective action to issues identified in the visit



PROS, CONS & LESSONS

What Works

- Web-based evaluation system (PISD)
- Well defined curriculum and program guides

Lessons Learned

- Balanced Scorecard - Program Quality is just one element that influences a site's success
- Taking Operating Partners into consideration
- Streamlining monitoring as we grow larger

