

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE

Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)

1. TYPE OF SUBMISSION:

Application Non-Construction

2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 07-DEC-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 12AC134190	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:

5. APPLICATION INFORMATION

LEGAL NAME: Earth Care International DUNS NUMBER: 159684971	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Christina Selby TELEPHONE NUMBER: (505) 983-6896 FAX NUMBER: INTERNET E-MAIL ADDRESS: bianca@earthcarenm.org
ADDRESS (give street address, city, state, zip code and county): 6600 Valentine Way Bldg A Santa Fe NM 87507 - 7314 County:	

6. EMPLOYER IDENTIFICATION NUMBER (EIN): 331017279	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization
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8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input 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: <p style="text-align: center;">Corporation for National and Community Service</p>
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10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Earth Care Cadre
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12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Santa Fe County, New Mexico	11.b. CNCS PROGRAM INITIATIVE (IF ANY):
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13. PROPOSED PROJECT: START DATE: 09/01/12 END DATE: 08/31/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text"/> b.Program <input type="text"/>
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15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 303,144.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 96,664.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 399,808.00</td></tr> </table>	a. FEDERAL	\$ 303,144.00	b. APPLICANT	\$ 96,664.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 399,808.00	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	\$ 303,144.00														
b. APPLICANT	\$ 96,664.00														
c. STATE	\$ 0.00														
d. LOCAL	\$ 0.00														
e. OTHER	\$ 0.00														
f. PROGRAM INCOME	\$ 0.00														
g. TOTAL	\$ 399,808.00														
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/PREAAPPLICATION 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: Christina Selby	b. TITLE:	c. TELEPHONE NUMBER: (505) 983-6896
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 12/07/11

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Executive Summary

Earth Care (EC) will train and place 38 AmeriCorps Members who will leverage an additional 600 volunteers to address food security and obesity and alleviate long-term hunger by delivering food, nutrition & environmental education to low-income children and adults; building community gardens; and supporting the production and procurement of high-quality foods for families through schools, nonprofits, and government agencies. At the end of the 11-month period, Members will have improved food access and self-reliance for low-income families, increased urban food production, and raised awareness about food choices and their impact on health and the environment. This program will focus on the CNCS areas of Environmental Stewardship and Healthy Futures. The CNCS investment of \$303,144 will be matched with \$96,664.

Rationale and Approach

a. NEED: The Food Security Cadre (FSC) builds community food security which is defined by the USDA as: access of low-income households to healthful, nutritious food supplies; the self-reliance of communities in providing for their own food needs; and comprehensive responses to local food, farm, and nutrition issues. The FSC program will serve Santa Fe (SF) children, youth, and families characterized by high food insecurity, high poverty rates, lack of an affordable food supply, and minority status (Hispanic, Native, Immigrant). Most residents who meet these criteria reside in west and south side neighborhoods and attend schools with 50% or higher eligibility for free and reduced lunch programs. Our work will be focused in these high need areas.

HUNGER: In NM, approximately 300,000 residents are food insecure meaning they are forced to skip meals, not eat so their children can, or worry about where their next meal comes from. 35% of these individuals are children. The rates of food insecurity in NM are substantially higher for households with incomes below the official poverty line (36.3 %) and Hispanic households (19.5 %). (USDA 2009).

In SF, 47% of the population is Hispanic and 63% of the Hispanic population receives food stamps. 63% of SF Public Schools (SFPS) students qualify for free or reduced lunch -- indicating high levels of poverty among families with children (U.S. Census Data, 2010). Findings from the 2010 NM End Hunger Task Force "Missing Meals" study which reports on the number of meals missed by residents living below 185% of the poverty level exemplify the depth of hunger in SF County. SF County shows a missing meal rate of 17% - ranking it third worst in NM. According to the US Census Bureau (2008) in SF most children live on the Southside where poverty rates are well above the City's overall average.

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Poverty rates and food insecurity in SF pose an even greater challenge to families and children when considered against a backdrop of a high cost of living which is 18% higher than the U.S. average (Sperling, 2011).

OBESITY: For many children and families in SF the issue is not just getting enough to eat, but also having access to a healthy diet and lifestyle. Following national trends which have seen childhood obesity rates in America triple over the past three decades, 56.5% of New Mexicans today are either overweight or obese (CDC, 2009). According to a NM Department of Health Survey conducted in 2007, SF youth have higher levels of obesity, poorer nutrition, and lower occurrences of physical activity than the state average. If we don't solve this problem, one third of all children born in 2000 or later will suffer from diabetes at some point in their lives. Many others will face chronic obesity-related health problems (White House Task Force on Childhood Obesity Report, 2010).

FOOD ACCESS: Food security is improved when all residents have access to fresh healthy food at a price they can afford. Many studies show that barriers to access to nutritious food and relatively easier access to less nutritious food may be linked to poor diets and, ultimately, to obesity and diet-related diseases. Studies show a positive relationship between the number of farmers' markets and the number of food stamp redemptions at markets (USDA: 2009). Access is influenced by supply, geographic location, price, and consumer knowledge while one of the primary barriers to the purchase of fresh, local food is price. In order to reduce the price of local food, the supply must increase. The development of local food systems improves community food security. However, local food system development is limited by both local production and demand from local consumers. (USDA: 2010). The south and west side of SF have small grocery stores with limited fresh food options and only a small farmer's market with 3 booths.

b. **VAULE ADDED: AMERICORPS MEMBERS ROLES AND RESPONSIBILITIES:** Through a year of public service, 38 AmeriCorps Members: 19 full-time (FT) and 19 part-time (PT) work together with community volunteers to make healthy local food more widely accessible to those in need and build a sustainable local food system that preserves our community's natural resources. Members will deliver food, nutrition and environmental education to children and adults; grow healthy food in urban gardens and farms; and support food production and procurement to improve access to healthy, local food for low-income children, youth and families.

FT positions are open to young professionals ages 18+ and are co-hosted by EC and partner organizations including the SF Public Schools, the City of SF, the SF Food Policy Council, and five nonprofit partners. 19 FT positions are strategically placed with high-impact organizations and

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agencies in our community that represent hunger relief, education, and food security agencies throughout the food sector. FT member hours will allow them to expand the services and impact of their host organization and encourage collaboration across the food system -- from production to consumption. PT positions are open to high school (HS) students and others age 17+. PT positions will enable us to have student representation and engagement from each of the local high schools. All members serve from September -- July. Community volunteers work side by side with AmeriCorps members at each of the sites and fill specific roles in the project.

FT members spend 4 days a week at their service site and every Wednesday at EC for 6 hours of coaching, group support, and professional development training or group service projects. High school PT members participate in training and reflection every Tuesday for 2 hours and participate in service projects Thursday from 5-8pm and Saturdays from 2-5pm. Service placements are co-designed by EC and our partners.

SCHOOL PROGRAM: 9 FT Members serve in 2 high school and 9 elementary public schools to deliver hands-on education in nutrition, food, environment, sustainable agriculture, and healthy lifestyles. Members establish or expand school garden programs and engage students, parents and community volunteers in growing fruits and vegetables on school grounds. In K-6 schools, Members teach outdoor garden classes to every grade level at their school site for 1-hour each week. In 7-12 schools, Members engage students and teachers in Science and Health classes through outdoor garden classes and environmental projects such as environmental audits, recycling, composting, energy conservation, and other eco-conscious practices implemented at their school.

AFTERSCHOOL PROGRAM: 3 FT and 10 PT (HS students) Members staff Youth Allies, Earth Care's afterschool program for ages 13-19. Youth Allies serves low-income, minority, and other diverse youth with training, leadership and service opportunities. The program serves over 500 local youth annually. 3 FT Members mentor youth participants in the program and provide outreach education in high schools on healthy lifestyles, environmentally-conscious practices, and food security. PT Members meet on Tuesday, Thursday from 5-8pm and Saturdays from 2-5pm from September -- July. They receive training from EC staff to engage their peers in food & health education as well as service projects that increase local food production, eco-conscious practices, and promote healthy lifestyles. PT Members also design and manage community garden plots, recruit community volunteers and gardeners, coordinate workshops in food production, health, water harvesting & conservation, and cooking. Every other Saturday they prepare dinners for the hungry & homeless and serve them in the Railyard Park or at the Salvation Army.

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COMMUNITY PROGRAM: 7 FT and 9 PT Members are placed in community-based organizations and government agencies to deliver food, nutrition and environmental education and develop projects that improve food access and alleviate long-term hunger. For example, at the Santa Fe Farmers' Market Institute, the FT member serves at the Tuesday, Thursday and Saturday Markets educate food stamp users about the Market and process transactions. They also develop outreach materials to increase food stamp patronage, and organize food, nutrition, and cooking classes for food stamp users. The member conducts farm site visits to interview farmers and gather information for the Institute's Micro Loan Program, organizes professional development workshops for farmers and community members in order to increase the efficiency of their farm operation, reducing the price of their product, thereby improving access for low-income families. PT members also work with Kitchen Angels.

AmeriCorps Members are a highly effective means to work on food security through the added value they bring: facilitating collaboration across the food sector by connecting their sites and working together with fellow Cadre; providing food, nutrition, and environmental education in the schools that K-12 teachers do not have the space/time in their curriculum, the training, nor the school budgets to deliver; serving in nonprofits that have had to cut back during the recession as the need has increased. Dedicated to this work for an 11-month term of service, Members are able to provide leadership to start up and expand programs that have a lasting impact and provide a consistent presence to recruit and coordinate community volunteers whose time is more limited. Enrolling HS students as PT members is an effective strategy to make positive changes among teenagers who are most influenced by their peers. Through peer-education, HS students make the best advocates to positively influence their peers' food and lifestyle choices and work with administrators to make changes within their schools that improve the student populations' health and the environment.

c. EVIDENCE-BASED: The FSC program has been designed based on best practices in the community food security, environmental, garden-based education and community development fields. EC staff developed the FSC based on 7 projects which focus on service learning, civic responsibility, and local food systems. The programs include: People's Grocery in CA, The Food Project in MA, Growing Power in WI, Southside Community Land Trust in RI, Seattle Tilth in WA, The California School Garden Network in CA, and Public Allies a national AmeriCorps program. After conducting extensive research, Earth Care staff decided to model the FSC after these specific programs because: 1) they are nationally recognized model programs, 2) they incorporate best practices, and 3) they emphasize integrated learning. EC integrated the following best practices into the professional development for

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the Members to ensure high quality service learning: 1) Integrated Learning; 2) High Quality Service; 3) Collaboration; 4) Member Voice; 5) Civic Responsibility; 6) Reflection; and 7) Evaluation.

Research strongly supports that garden-based education increases academic achievement and often results in higher test scores: A broad study of 40 schools from across the U.S. shows that environment-based education curriculum results in better performance on standardized achievement tests (Lieberman & Hoody 1998). Science achievement of students who participated in a hands-on (i.e., experiential) gardening program was higher than that of students who only engaged in classroom curriculum. (Klemmer et al. 2005)

Studies have shown that when children have a hand in growing food, their understanding of food and its relationship to their health increases. Recent studies have looked to combinations of direct instruction and hands-on school gardening activities as a very effective way to influence students' attitudes about fruits and vegetables. These innovative educational delivery methods have shown a positive result in increasing children's knowledge of and preference for fruits and vegetables (Morris, et al. 2002; McAleese, 2007). Furthermore, they have shown that these preferences persist longer when nutrition education is accompanied by gardening activities as compared to nutrition education alone (Morris 2002).

d. MEMBER EXPERIENCE: EC places a great emphasis on the Member experience in order to increase the impact of their service and lead them to continue service and civic participation after their year with AmeriCorps ends. The 5 components of our program that support member experience include: 1) professional development training, 2) service placements, 3) bridge projects, 4) reflection, and 5) member recognition events.

1) Professional Development: FT Members meet every Wednesday from 10-4pm and PT Members meet every Tuesday from 5-8pm during their term to receive training or prepare for/reflect on service projects. Professional Development days include designated hours for coaching from EC staff and peers and training and service projects. Trainings for both FT and PT members are led by community partners and leaders in community development, education, environmental, food, and health fields. During trainings members discuss and deepen their understanding of community food security issues and solutions and the impact of their service. Both FT and PT Members engage in hands-on training through service projects hosted by partner organizations such as building garden beds, preparing community meals, supporting local conferences and educational events.

2) Service Placements: Members are placed with organizations that have a track record working to create a more just food system in our community. We align with high-impact groups already familiar

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with community needs in order to expand their programs and services. Members receive on site training and conduct duties and activities outlined in their position descriptions developed at the beginning of the program year by supervisors and EC staff in order to strategically address community, program, and partner agency needs. Strategic placement of our members across the food system encourages collaboration between members and between host site organizations, increasing the impact of each individual member's service.

3) Bridge Projects: To connect our work and address issues in the food system holistically through collective action, EC, host sites, other community organizations, and both FT and PT members design and work on a number of "Bridge Projects" throughout the year. Some examples include organizing a community-wide food drive during Hunger Awareness Week; coordinating all SFPS to engage students in community service projects for Global Youth Service Days in April; and developing a Farm Volunteer Program through the Farmers Market Institute which connects volunteers with area farms during peak production in the summer. Through service and bridge projects, members build relationships with each other, local nonprofit agencies, businesses, and government agencies, AmeriCorps Members from other programs in the area as well as local volunteers and civic engagement groups. Through bridge projects, FT and PT members have the opportunity to learn from one another's professional experiences, analyze and solve problems using interdisciplinary approaches, and design projects that span the food system across sectors. Members also have the opportunity to take turns leading, teaching, and learning from their associates. These projects build members' awareness of volunteer opportunities and the food system as a whole - encouraging skills and connections for a life long commitment to service.

4) Reflection: At the end of each service or bridge project, EC staff facilitate reflection through the What, So What, Now What framework. The reflection process begins "What" - members report the facts and events of an experience, objectively, then the "So What?" - analyzing the experience, and "Now What?" - to consider the future impact of the experience on themselves and the community. Members also reflect and learn from their service through peer-coaching. Members work with a different peer for a month at a time to discuss their progress, work through issues arising at their sites, and share success and challenges. EC supervisors are present to troubleshoot. Additionally, on the first Wednesday of every month, members are given time to reflect on their service experience through written reports. Members also participate in 3 group reflections per term facilitated by EC staff in which they provide feedback on the program, share their insights about effective service, and discuss the program's impact and strategies for improved effectiveness. These same tools are integrated into

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the PT afterschool program and Saturday service days. Throughout their term of service, Members discuss and reflect on questions related to food security: What is a food system? What is community food security? What do you think is meant by food justice? What elements of a more regional, sustainable food system do you see in our area? Why might it make sense to expand our local, sustainable food system and what is inhibiting this expansion? How does your work with the FSC contribute to the development of a local sustainable food system and community food security?

5) Member Recognition Events: Our program and the NM State Commission place a great emphasis on connecting members from all over the state to: their identity as members, to other members, to national service and to understanding and recognizing their role now and in the future as active and engaged community members. NM AmeriCorps programs collaborate on 4 statewide events throughout the year: NM State AmeriCorps Launch in October (Make a Difference Day, a Swearing-In Ceremony for NM's AmeriCorps Members), Service and Volunteerism Day at the State capital in January (each program and its members set up an outreach booth at the state capital), the Spotlight on Volunteerism Conference in April (workshops, lunch awards ceremony), and Martin Luther King Day of Service (service projects, reflection on MLK's life and message). At each of these events, members are recognized for their service, join hundreds of other AmeriCorps Members and community volunteers for service projects, and celebrate the power of service in NM. Each of these events allow our members to see that this year is more than just what they are doing at their site and in our program. For all of these experiences, our members develop a strong sense of what is AmeriCorps and National Service, what it means to be an AmeriCorps member, and the breadth and depth of this program.

To foster a sense of connection and identity with the AmeriCorps brand, Members identify themselves as AmeriCorps Food Cadre members through their email signature and are provided service gear (t-shirts, sweatshirts, pins) that they wear regularly. In addition, the AmeriCorps logo is prominently displayed in our front entrance and at service sites- bringing attention to how AmeriCorps is supporting the local community.

e. OVERALL PICTURE: New Mexicans, especially children, face high rates of food insecurity. In SF, children and minority residents are disproportionately affected by this problem- 63% of Hispanics receive food stamps and 63% of public school children qualify for free and reduced lunch. Also of concern is access to a healthy diet and lifestyle to counteract the growing obesity epidemic. Food security and health is improved when all residents have access to fresh healthy food at a price they can afford. In order to increase the availability and reduce the price of food without negatively

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impacting the environment, demand and supply of local food must increase. By increasing food production at the local level, SF residents will have more food choices and greater control of their health.

Through the FSC, members and community volunteers address these needs by delivering food, nutrition, and environmental education to low-income children and adults; building and tending urban gardens; supporting the production and procurement of high-quality local food to families and schools. Members are particularly well-suited to deliver these interventions as they add value by facilitating collaboration across the food sector; bring food, nutrition, and environmental education to K-12 schools; fill gaps at nonprofits that have had to cut back with the recession; and bring leadership and consistency to programs. PT members are effective at positively influencing their peers' food and lifestyle choices. In this way, SF can increase food access, alleviate long term hunger and build a sustainable local food system.

f. AMERICORPS MEMBER SELECTION, TRAINING, and SUPERVISION

MEMBER SELECTION: EC coordinates all member recruitment. We have developed culturally appropriate strategies such as partnering with community organizations that serve specific populations to distribute position openings to their constituents, recruiting from area post-secondary institutions, and advertising position openings through churches, civic groups, and neighborhood associations in the areas being served. We also use the eGrants portal, our membership databases; craigslist; Facebook; ads in newspapers; flyers to agencies and non-profits; NM Department of Labor; Department of Workforce Solutions Referrals; Tribal Center job postings; and community radio stations. We also recruit at job fairs and community events. We recruit PT members through teacher and counselor recommendations, classroom visits, and announcements at school outreach events. Graduates from our youth programs are encouraged to apply for FT positions. EC has successfully implemented the proposed recruitment strategies for the past 2 grant cycles resulting in members being diverse and representative of SF.

Members are selected through the following process: a. Applicant submits a resume, application, and 3 references. B. Program Manager (PM) determines whether applicant meets minimum eligibility requirements for the program. C. PM conducts initial phone interview with qualified applicants. D. EC makes initial match of 5 applicants per service site and sends applicant information to site supervisors. E. Applicants interview with site supervisors. All HS applicants interview with EC Youth Program Director. F. Applicants and supervisors rank their top 3 choices for service sites or candidates. G. Service site supervisors check references and rank and submit their top 3 choices of

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applicants to PM. H. EC makes the final match between applicants and service sites and ensures the total make-up of the FSC is diverse and includes a majority of applicants from NM. I. EC conducts background checks and other pre-hire paperwork. J. Applicants are accepted for positions.

EC assesses applicants' qualifications in project management, conflict resolution, self-initiative, communication skills, ability to multi-task, writing and research experience, ability to work well with others, experience working with youth, legal resident status and other legal qualifications, interests and experience in education, health and food security issues. Applicants who have knowledge of diverse communities and speak Spanish are preferred.

MEMBER TRAINING: Member training is designed to ensure adequate preparation and retention and includes: 1) pre-service orientation, 2) State-wide AmeriCorps Launch, 3) weekly professional development, 4) site-specific training, and 5) prohibited activities.

Orientation: The term of service kicks off with a 4-day Orientation for FT members and a 2-day overnight camp for PT members. Both introduce the following topics which are revisited in more depth during weekly professional development sessions at EC: 1) food security, hunger, and health through service projects and reflection activities at the local food bank, soup kitchen and the Community Farm; 2) cultural competency training that enables members to explore their own cultural identities, learn to work effectively across cultures, and provide context of Northern NM that sets the framework for our food security work from program partners and community experts; and 3) speaker panels to demonstrate SF's current efforts and existing obstacles to food security, hunger and health issues. Our program places a great emphasis on fostering a sense of connection and identity with the AmeriCorps brand. We provide a 2-hour workshop including a PowerPoint on the history of National Service and its role in our society and an activity asks members to draw a "map" of their history of service and the impact those experiences have had on their life.

PT members participate in a weekend-long orientation in October and weekly 2 hour trainings on Tuesday evenings through their term of service. The trainings cover the same topics as the FT members' orientation plus an introduction to personal leadership, peer-education, and community improvement project development.

State-wide Launch: Members attend the 3-day State-wide AmeriCorps launch in October which is hosted by one of the NM AmeriCorps programs around the state each year. The Launch host organizes trainings which include diversity, youth development, environmental stewardship, team building, CPR/First Aid and service projects.

Weekly Professional Development: FT members gather once a week on Wednesdays throughout their

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service year for professional development. The day includes 1 hour of peer-coaching and reflection where members break out in pairs to reflect on their service experiences and identify any successes or challenges for which they need support. The day continues with 30 minutes for announcements, 1 hour for cadre members to collaborate on planning service projects; and the rest of the day is spent in service projects, trainings, and group work. Wednesday training topics include: community development, education, nutrition, sustainable agriculture, youth development and mentorship, volunteer recruitment and management, outreach and marketing, meeting facilitation, and project development. On-going training at EC cultivates supportive relationships among members and ensures the formation of a strong cohesive group.

PT members' weekly trainings deepen their understanding of food and sustainability issues and provide personalized mentorship and coaching as they design their projects and peer education campaigns.

Site-specific Training: Site Supervisors provide site-specific training for members their first week of service. The site training includes a history of the agency, training on the organizational structure and culture, an opportunity to meet staff, and position specific training.

Members serving in schools receive an additional 4-day pre-service training organized by EC and school host site supervisors that covers the development of school garden programs, experiential teaching methods, food, environmental and health education content, curriculum and lesson planning, and navigating working with school administrators, teachers and students. This training continues during weekly professional development session throughout their term of service.

Prohibited Activities: EC provides training to all members to review activities prohibited by AmeriCorps when serving as a member and sign a form indicating their understanding. A poster of prohibited activities is also displayed in the office. Throughout the year, our Program Director reviews time sheets, checks in with members about their daily activities and addresses with the group any questionable or prohibited activities that arise.

MEMBER SUPERVISION: Our supervision is a two-pronged approach - overall program supervision and site supervision.

Program Supervision: EC staff collects regular feedback about the program through facilitated check-ins on Wednesday mornings for FT members and on Tuesday evenings for PT members where members go around in a circle and report on their progress and any issues/needs for support. We use pre and post-member tests that gauge their knowledge of food security issues and their commitment to and skills in community engagement, volunteerism and community service; conduct individual

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and group exit interviews facilitated by EC staff to collect members' feedback and qualitative evidence of the program's impact on members. Adjustments are made to the program as necessary.

Site Supervision: Each member works with EC and their site supervisor to create a work plan based on their position description. Members participate in a coaching meeting with their site supervisor on a bi-weekly basis where they check-in on the progress of their work, and inform their supervisors of any challenges they are having or additional support they need. Performance evaluations are conducted in January and July and include; member written self-evaluation, supervisors written member evaluation, a meeting between site supervisors and members to discuss the written evaluations, and a meeting between the member, site supervisor and EC staff to assess the supervisor-member relationship and the success of the placement.

SITE SELECTION, TRAINING, OVERSIGHT: Sites are recruited and selected by EC staff using the following criteria: alignment with mission of FSC program, ability to provide member supervision, training, coaching and appropriate workspace, ability to engage member positions with appropriate duties and direct-service activities to our target populations, ability to provide in-kind and cash resources to support the program, and other grant requirements. Site Supervisors are selected by EC staff based on the following criteria; time and ability to mentor and supervise member, direct knowledge and involvement in the work of the member. Prior to member arrival, the EC Program Manager provides a 3-hour Site Supervisor Orientation in August that includes distribution of a supervisor binder. The Supervisor Orientation covers member training schedule, prohibited activities, timesheets, member coaching, identifying service/bridge projects, host site roles, expectations, procedures and program overview and outcomes and other requirements of the program. EC provides 2 additional group supervisor meetings in January and May for additional training and feedback. Sites participate in member pre-service orientation through 10 minute presentations about their organization, a panel discussion about local food and health issues, and a potluck lunch. Sites also lead at least one Wednesday Training for members. Sites also host EC staff for mid-term and end-of-term Site Visits, and submit written program evaluations, timesheets and Member Performance Evaluations. For the site visits, conducted twice a year, an EC staff person meets with the supervisor and the member separately to go through a questionnaire. Site visits are an opportunity to check-in about successes and challenges of site's involvement with the program and the AmeriCorps member placements. These comments could signal that additional resources are needed to make the placement work better and help determine if we invite a site back next year.

g. OUTCOME: Performance Measures: Over a 3 year grant cycle, we expect that this program will

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have increased local food production and access, raised awareness about food choices and their impact on health (specifically obesity) and the environment, and alleviated long-term hunger. Our members who, having invested a year of public service address food security, will have gone on to bright futures as farmers, chefs, educators, public health providers, environmental stewards and community leaders. These visionaries, equipped with skills and valuable service experience, will improve food security all across the state of NM and beyond.

The primary activity of the School-Based Members aligns with the Focus Areas of Healthy Futures and Environmental Stewardship. We have selected output measures H6 -- 1,850 children and youth will receive nutrition education with the purpose of reducing childhood obesity; and EN3 -- 1,850 children and youth will receive education or training in energy-efficient and environmentally conscious practices, including but not limited to natural resources and sustainable agriculture. Our aligned intermediate outcomes include: 75% of individuals who participate in the school programs will demonstrate knowledge and skills in food production and nutrition, increased knowledge of environmentally-conscious practices and sustainable agriculture, and will change food attitudes and eating habits to incorporate fresh fruits and vegetables.

The primary activity of Members in the Community Program aligns with Healthy Futures focus area. We have selected the aligned Priority Measures H11 and H12.

Instruments we use to measure outcomes include: pre and post-test with K-12 students, class logs and rosters, attendance logs; Excel spreadsheets, Survey Monkey, OnCorps and other up-to-date software to record and compile data from these instruments, track outputs and outcomes, to manage, and disseminate reliable and valid data. We showcase our success through printed reports shared with our partner organizations, on our website and Facebook, and through media releases, and community events.

Current Grantees: In our first program year, our data showed the FSC met or exceeded all performance measures including 2,995 participants in EN3, 80% increased of which their knowledge of environmentally-conscious practices and sustainable agriculture and 1,315 in H6, 75% of which made at least one positive change in the food attitudes or eating habits to incorporate fresh fruits and vegetables.

h. VOLUNTEER GENERATION: One member hosted at EC will be dedicated as a Volunteer Program Coordinator (VPC) for the FSC program. This position will provide training to all FSC Members in volunteer recruitment and leadership cultivation in order to build capacity among volunteers to take over the duties of members. They will work with other members to develop

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volunteer job descriptions for their sites, identify and coordinate volunteer participation in program activities; such as workdays at community and school gardens, working at the south side farmers' market, conducting door-to-door outreach, gathering data for the community food assessment. The VPC will host a volunteer training, interview and direct volunteers to opportunities with FSC host sites and program partners, and coordinate a volunteer recognition event in April. The VPC will also lead volunteer mobilization efforts for National Days of Service and work with our 38 Members to recruit 600 volunteers that will provide 7,000 hours of service annually.

Organizational Capability

2a. ORGANIZATIONAL BACKGROUND AND STAFFING

Primary Contact: Christina Selby, Executive Director

Secondary Contact: Bianca Sopoci-Belknap, Youth Programs Director.

Earth Care, a Santa Fe, NM based 501(c)3 organization, was founded in 2001 to educate and empower youth to create a thriving, just and sustainable world. We do this through sustainability education, service learning, community organizing and urban agriculture. Our 4 programs include Youth Allies, an afterschool leadership program for teens 13-19 launched in 2006, Sustainable Schools which has been working with K-12 students, parents, teachers, and administrators since 2003, the Food Security Cadre launched in 2010, and the annual publication of the Sustainable Santa Fe Guide since 2006, a magazine which highlights sustainability initiatives in the region and reaches 90,000 readers. Our organization has directly reached over 8,000 youth and community volunteers through environmentally-focused HS curriculum, youth leadership development programs, civic engagement opportunities, urban agriculture, youth-led community projects, and professional development training for teachers. Since 2005, EC has been supporting youth-led projects that address food & nutrition and sustainable food systems through our afterschool and in-school programs. These programs have resulted in a noticeable increase in youth involvement and environmental awareness in the SF community. In 2006, EC received the Santa Fe Futures Award for innovation in education. EC has an excellent track record in managing both federal and non-federal grants and multiple funding streams. We have successfully administered 3 state grants in the past including NM Public Education Department and NM Commission on Community Volunteerism's Next Generation Council Fund. EC has secured, sustained and expanded grant funding from several local and state funding sources over time. We have been regularly supported by over 20 private foundations, and continue to secure funding from new foundations each year. In addition to grant funding, EC has increased funds through corporate sponsorships, fundraisers, and private donors. For each of the past 3 years we have

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added approximately 130 new donors. We utilize marketing and public awareness to sustain our organization. To this end we publish the Sustainable SF Guide that provides advertising revenue and relationships with over 200 local businesses.

Our funding sources include: Foundation Grants 34%, Business Sponsors 2%, Individuals 6%, Special Events 2%, Earned Income 23%, and Government Grants 33%. The proposed FSC project represents 60% of our budget. We received FY 2010 & 2011 funds from CNCS through State Commission formula funds. CNCS funds represent 40% of our total funding.

We are currently in the 4th month of our second year of AmeriCorps funding for FY 2011, the only national service grant we have received to date. Our last monitor visit in November 2010 from the State AmeriCorps office resulted in no major findings.

STAFFING: EC has an experienced and diverse project team that is committed to managing the FSC. Our Board of Trustees meets bi-monthly to review overall program implementation and development, agency performance, and finances, including the Income & Expense, Balance Sheet, Budgets, Cash flows, and other key legal documents. The Treasurer and Financial Committee of our Board of Trustees provide additional oversight and governance. A CPA from Gill, Kohr, and Johnson CPAs, LLC provides pro-bono work to our organization. The FSC AmeriCorps program supports and expands EC's existing programs. The Directors of both EC's Sustainable Schools and Youth Allies programs serve as trainers and supervisors to Members and staff for the FSC program. The following EC staff have key roles in the FSC.

Christina Selby, Executive & Education Director -- 50% FTE. Christina holds a M.A. in Environment & Community, a B.S. in Ecology. Prior to EC, Mrs. Selby served as a Peace Corps Volunteer in Panama where she worked in AgroForestry; in environmental education for 7 years and in a bilingual environmental health program. She is a collaborating member of the NM End Hunger Task Force and SF Youth Collaborative. Mrs. Selby is the supervisor for the FT school-based members. She is responsible for fiscal management, supervision of the Program Manager, oversight of grant administration for the program, and contributes to member training.

Bianca Sopoci-Belknap, Youth Programs Director -- 50% FTE, holds a B.A. in Social and Global Studies with a focus in Sustainable Economic Development and has worked as an educator and community advocate for Global Exchange, the Border Network for Human Rights, Del Pueblo, Inc. and Local Energy. She served as an AmeriCorps member from 2002-2005 and coordinated a Cooperative Education Program for Antioch College that placed undergraduate students at 30 service-sites throughout Northern NM. Bianca is also a mayor appointed member of the SF Food Policy

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Council and the Chair of the SF City's Sustainability Commission and received the 2010 NM Youth Leaders Advocate Award. Bianca is a lead trainer and supervises all PT members and FT members placed with EC's afterschool program.

Lorraine Gray, Program Manager - 50% FTE, has a Masters Degree in Project Management and is responsible for all administrative aspects of the program - evaluation and performance measure reporting; member management - overseeing mid-term and end-of term evaluations, member hiring, site placements, contract negotiation with host sites, member training coordination and staffing, and grant administration. She oversees FT members placed with community organizations.

Lora Sheldon, Business Manager -- 25% FTE, has worked as a non-profit accounting professional for over 12 years with extensive financial development skills from a varied background with an art museum, nature center, library, and humane society. Ms. Sheldon assists with member enrollment and status, fiscal development and budget management and reporting. She tracks and reports all expenses and income and manages payroll for the FSC.

b. SUSTAINABILITY: EC has developed strategies for ensuring that the FSC is sustainable beyond the presence of AmeriCorps funding. We engage our service site organizations and stakeholders -- all high-impact organizations working on food security in SF - in the development of the FSC through quarterly program development meetings. These meetings also facilitate connections between entities and encourage collaboration and resource sharing. The management systems that local nonprofits and agencies develop to host and support their FSC members will be used for future internships and staff positions. Members enhance public awareness of the program and the need it addresses through spots on radio shows, writing articles for local newspapers and online social media networking. Members cultivate leadership among community volunteers to sustain the program after they leave by working side by side with volunteers on program activities. In the first two years of running the AmeriCorps program, we have received funding from partners, individual donors, private foundations, and the City. We are continuing to expand our fundraising efforts by diversifying these revenue streams.

c. COMPLIANCE AND ACCOUNTABILITY: EC has implemented financial, project management, administrative, and quality control policies and procedures that adhere to standard best practices and guarantee the success of our programs. These procedures assure fiscal management, program supervision, and timely reporting. We have written personnel, fiscal and reporting policies and procedures in place, which provide for auditing and accountability. EC is in full compliance with state and federal requirements. Our financial statements reflect sound financial standing. We have no

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unresolved findings from prior reports or reviews undertaken by independent public accountants or any other entity.

In order to ensure service-site compliance with AmeriCorps rules and regulations, EC implements various strategies. First, we hold pre-service, mid-term and end-of-service site visits with supervisors and AmeriCorps Members present and 3 supervisor group meetings per year to cover the rules and regulations of AmeriCorps. Members and site supervisors sign a form acknowledging their understanding of prohibited activities. We review members' timesheets and monthly reports with an eye for prohibited activities. Finally, we post the list of prohibited activities in our office for all to see. When sites are out of compliance, it is our policy to hold a meeting with the supervisor and member to attempt to correct the issue. If corrections are not made within 30 days, we remove the member and place them with another site.

e. ENROLLMENT AND RETENTION: For our FY 2010 AmeriCorps State Grant, we had a 100% enrollment and 100% retention.

f. PERFORMANCE TARGETS AND DEMONSTRATED COMPLIANCE

Performance Targets: During our last full year of program operation, which was also our first year as an AmeriCorps program, we met or exceeded the performance measures we set out for ourselves in our grant. We exceeded our outputs (numbers of youth and families reached, gardens established) in all of our performance measures. The results of the analyses of our data suggests that more than 80% of youth who participated in school and community garden programs demonstrated knowledge in gardening; more than 60% of youth who participated in the school and community garden programs saw a relevance of their education to the real world and demonstrated a positive attitude about school and learning; 80% of youth participants made a least one positive change regarding their knowledge of environmentally-conscious practices and sustainable agriculture between the pre and post test, and 75% of participating students made at least one promising positive change in their food attitudes and/or eating habits to incorporate fresh fruits and vegetables.

Demonstrated Compliance: In our first program year, our only issue with compliance was that we failed to exit 2 members within the 30 day grace period. This was due to our process of figuring out the eGrants portal system. We have since developed a protocol to guide our staff through the process.

g. MEMBER SERVICE SITES: See SITE SELECTION for criteria we use in selecting sites. Our member service sites will include: Cooking with Kids, Santa Fe Farmer's Market Institute, City of Santa Fe, 6 SF public schools, Adelante, Teen Parent Center, Tesuque Farms, NM Land Conservancy, Farm to Table, and Earth Care. EC has extensive programmatic relationships with each of the sites.

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Organizations apply to become service sites by filling out our Partner Organization application in April of each year. EC staff then meets with each applicant to review the programmatic and financial status of the organization, and develop a position description to ensure the Member will be engaged in direct service with populations with low food security.

h. SPECIAL CIRCUMSTANCE: Since EC's inception in 2001, our budget, staff, Board of Trustees, and volunteer base has grown and diversified. We began with an annual budget of \$18,000.00 and have grown to \$400,000 a year. We started with 1 staff member, 1 volunteer, and 3 board members and now have 3 full-time and 3 part-time staff, 2 interns, 4 project-based contractors, 11 active board members including 2 youth, and many volunteers. We have successfully kept pace with this comparatively rapid growth through the implementation of effective management systems and practices, attracting and hiring highly qualified staff, and obtaining technical assistance as needed. We are confident in our capabilities to expand our programming and continue to successfully administer the AmeriCorps grant.

Cost Effectiveness and Budget Adequacy

3a. COST EFFECTIVENESS: EC needs \$96,664 in non-Corporation sources to support the FSC AmeriCorps program. The Corporation cost per MSY for this program is \$13,050 for 23.23 MSYs. School sites provide a \$3000 in-kind match for their site program. All other sites provide a \$4000 cash match per FT member they host. Based on past years' performance, we expect the following matching commitments: Cash- \$39,000 Foundations, \$5K Individuals, \$29K Org Partners; \$2500 Business sponsors; In-Kind- Business sponsors \$3840, School Partners \$18,000; Total = \$97,340. We conduct an matching fundraising campaign and reach out to over 200 local businesses that advertise on our annual magazine, over 650 current donors, and 12 local foundations through direct mailing, radio spots, articles and advertising in the local newspapers. We raise awareness about our AmeriCorps program through our magazine, 3 quarterly e-newsletters, and Earth Day event, online social media, and a direct mailing campaign to 3,000 residents.

b. CURRENT GRANTEEES ONLY: Last year, EC covered \$94,628 of program costs at a MSY rate of \$12,990 for 18.17 MSYs. This year we will cover \$96,664 of the program costs at a MSY rate of \$13,050 for 23.23 MSYs. This year our portion includes additional staff to manage additional Members. The program's MSY cost has increased slightly over last year's due to an increase in the community impact of the program.

c. SPECIAL CIRCUMSTANCES: In the third year of our program, we propose to expand to 3 new service sites. Santa Fe, an area with a 21% child poverty rate, has no major corporations or corporate

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giving and limited foundation support through smaller to mid-size local foundations, limiting funding capacity in this area.

d. BUDGET ADEQUACY: The requested budget adequately supports the program design by using CNCS funds to support funding for 19 FT and 19 PT members, a part-time Program Manager, program operation costs to cover criminal history and FBI background checks, member gear, and guest speakers for member training. ECs matching funds support four additional part-time staff for the program to support member management, supervision and training, and grant administration. The total FSC program cost is \$399,808, the Corporation's share is \$303,144 and Earth Care's share is \$96,664.

Evaluation Summary or Plan

C. EVALUATION SUMMARY OR PLAN: Davis Innovations (DI), an organizational development firm in SF, works with EC staff to conduct process and outcome evaluations of the FSC. DI and EC collect output and outcome data via class rosters, attendance logs, pre/post-test survey, attitudinal questionnaires, etc.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Not Applicable