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Executive Summary

The Shiprock Chapter of the Navajo Nation will have sixteen AmeriCorps members who will provide assistance to veterans and their families in Shiprock, New Mexico, in order to access available resources, including workforce development and education, and engaging them in National Service projects. Members, with community engagement and support, will improve tribal lands and waterways in and around Shiprock, with community engagement and support. At the end of the first program year, the AmeriCorps members will be responsible for working with forty veterans and their families, improving 20 acres of tribal land and river park, and develop 4 miles of river trails. AmeriCorps members will leverage an sixty volunteers who will be engaged in working with the veterans and improving lands and waterways.

This program will focus in the CNCS focus areas of Veterans and Military Families and Environmental Stewardship. The CNCS investment of \$ 85,887 will be matched with \$28,487, \$16,000 in public funding and \$38,400 in private funding.

Rationale and Approach/Program Design

a. Problem/Need

Shiprock, New Mexico is governed by the Shiprock Chapter of the Navajo Nation. With a land area of 13.44 square miles (2010 US Census), it is located in the northwest corner of the state in what is known as the Four Corners Area, where four states, Utah, Colorado, New Mexico and Arizona, meet each other. Shiprock is also located within the western portion of San Juan County, along the banks of the San Juan River. The Navajo Nation is the largest American Indian tribe in the United States, and Shiprock is the largest Navajo community in the Nation. Also known to the Navajos as Naata'aniiNe'e'z, it is a census-designated area. The population of Shiprock is 11,967 (2010 US Census) compared to New Mexico, 2,059,179, with 32.7% under the age of 18 (New Mexico= 7%). The elderly population is well below the state percentage of 13.2; Shiprock's number of persons over the age of 65 is 8%. The American Indian population is 96.2% versus the 9.4% New Mexico percentage.

Shiprock is the site of a Navajo Nation Chapter for the operation and management of this community's official business. Shiprock Chapter Government is a branch of the Navajo Nation government which exercises varied delegated powers and governmental authority in accordance with Navajo Nation statutory, regulatory, and common law. Local government for the Navajo Reservation, the Chapter, was initiated in 1922 as a means of improving agricultural conditions at a

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local level. The Chapters elect representatives to the Navajo Tribal Council, the legislative branch of Navajo government. The Shiprock Chapter conducts monthly meetings to keep residents informed and where residents express their opinions to their leaders. Located in Shiprock are U.S. government offices including a U.S. Bureau of Indian Affairs agency, conducting governmental affairs including education and land management with twenty-two Navajo Nation Chapters, a Dept of Health and Human Services/Indian Health Service hospital, and a Department of Agriculture field office. Shiprock is also home to a campus of Diné College, a tribal community college with seven other campuses across the Navajo Nation. Other universities, including New Mexico State University, Johns Hopkins and the University of New Mexico are co-located in Shiprock, delivering services related to health and agriculture as well as research funded by the National Institutes of Health and Center for Disease Control and Prevention. Shiprock, named after a nearby rock formation, is a key road junction for commerce truck traffic and tourists visiting the Four Corners region, Mesa Verde National Park, outdoor attractions in Utah and Colorado, and the Grand Canyon. Since 1984, the community has hosted the international Shiprock Marathon, and, for more than 100 years, it has hosted the northern Navajo Nation fair attended by 100,000 annually. The town lies at the intersection of U.S. Highway 64 and U.S. Highway 491, 28 miles west of Farmington, the nearest center of commerce.

The proposed initiative is in response to the needs the Shiprock Chapter has identified, combined with requests the Chapter has received from veterans returning home for employment, education and human service resources. This proposal seeks this opportunity to utilize the skills, knowledge and abilities of the veterans returning to this rural community, in an effort to transition them and their families to civilian life in this rural community with few resources. This proposal also seeks to address the improvement of the land in and around Shiprock, which has been invaded by unwanted vegetation and to promote physical activity and wellness through the creation and maintenance of clean, safe and accessible walking paths in the community.

The Dine', the Navajo people, have a strong sense of identity and part of their identity is their language which is taught in all of the schools and at home(62%, 2008), accounting for the high percentage of homes where language other than English is spoken. Of persons twenty-five years or older, 84.3% are high school graduates or higher, but only 13.5% hold bachelors' degrees. 43% of Navajo Nation residents live in poverty. The unemployment rate in Shiprock is 55%.

Over 10,219 veterans live in New Mexico. The Chapter House estimates five hundred veterans currently live in the area; the US Census estimated 393 veterans in the area between 2008-2012. The

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number discrepancy may be attributed to the fact that veterans must have contact with the Veterans Office, in order to be counted. The Department of Navajo Veteran Affairs reports that only 64 veterans from Shiprock requested assistance in 2013. Of these, 62 were male and 2 were female. Assistance requested was: 50-financial; 14-energy; and, 13-home improvement. The veterans group that meets at the Chapter House usually has approximately fifty in attendance. According to Chapter leaders, almost every family in Shiprock has a veteran. These numbers indicate that veterans are not accessing services or support from their fellow veterans comparative to the overall veteran population. With the current unemployment rate of 55%, and through observations by Chapter leaders, many of the current veterans are not in the workforce, nor are they furthering their education. This lack of motivation and/or knowledge of resources has a profound effect on their families. The US Dept. of Veteran Affairs (2012) states that American Indian/Alaskan Native (AIAN) veterans have lower incomes, lower educational attainment and higher unemployment than veterans of other races. They also state that they are more likely to lack health insurance and have a disability, service connected or otherwise, than veterans of other races. A large number of the Shiprock veterans are unemployed, uneducated and not accessing available resources for human services, such as those for mental and behavioral health. Thus they lack self-esteem, goals, life-purpose and commitment to their community. "Education and vocational rehabilitation interventions, as well as economic work incentives may be needed to maximize employment among veterans with disabilities." (Tsai J, Rosenheck RA, Journal of Occup Rehab. 2013) In the overall veteran population, veterans are not connected with each other; this connection has been shown to be important to their civilian behavioral health (NM Human Services Dept., 2011). War-to-war veteran connection, also shown to be beneficial, is lacking.

Rates of substance abuse and domestic violence are high in the Shiprock community and in the veteran population. Returning servicemen and women have been exposed to stressful and traumatic experiences, such as combat and difficult living circumstances. These experiences have been found to be associated with adverse mental health outcomes, posttraumatic stress disorder (PTSD), depression and substance abuse in particular (Carlson BD, Stormwall LK, Lietz CA. Social Work. 2013). Co-occurring diagnoses of drug abuse with mental health disorders is a significant problem that frequently occurs in the veteran population. A large number of Shiprock veterans do not access resources that are available to them, due to lack of knowledge, transportation or motivation. Female veterans experience their own transition problems as they reintegrate into being moms, wives, or as singles who do not have significant others. Some are dealing with military sexual trauma (MST),

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psychological trauma results of assaults of sexual natures or sexual harassment. One in five women answers "yes" when screened for MST. An expanding body of research suggests that intimate partner violence (IPV) is common in women veterans. They have unique risk factors for experiencing IPV, including high rates of pre-military trauma, as well as sexual trauma and PTSD. Correlates of IPV and MST traumatic brain injury, anxiety, depression, mood disorders and homelessness are common among this group (Journal of Womens Health. 2014).

New Mexico's Dept. of Veterans' Services Cabinet Secretary Timothy Hale, recognizes the need to work for new, innovative programs to help end veteran homelessness and attack the need for PTSD identification, treatment and long-term care. The effect of these issues can be seen in the families of the veterans, where unemployment, lack of education and lack of counseling or other behavioral health resources frequently has negative effects on family functions. Whether the veteran is old or young, the family system is impacted by these factors, spiraling downward or upward to family members, adults, adolescents and children, keeping risk behaviors alive by influencing their motivation and ambition.

While the Navajo Transit System is available for transporting veterans and their families to available services, the demand exceeds the number of buses and routes, due to the substantial land area within the Nation and the large population. With the limited number of routes available and the confinements of buses to major highways, many people who want services are not able to reach locations where buses normally pick up passengers.

Shiprock is located in an arid area, where annual rainfall is scarce. The area has been in drought for the past several years. The San Juan River runs through the community, providing a source of irrigation for the community and its surrounding farms. Due to lack of resources, noxious weeds are prevalent in the community and along the banks of the river. Tamarix, commonly called salt cedar, was introduced in the area many years ago and has overtaken natural vegetation, utilizing its water supply. It has been suggested that salt cedar uses up to 200 gallons a day in documents including North Dakota Extension Bulletins (Owens and Moore. 2006). The spread of salt cedar throughout the west has become such a cause for concern that the Salt Cedar and Russian Olive Control Demonstration Act H.R. 2720 was passed in 2006. The Act's goals are: to assess the extent of the infestation; demonstrate strategic solutions for long term management and re-establishment of native vegetation; and, to assess economic means to dispose of biomass created from removal. These non-native plant species are extremely invasive and have tremendous impacts. Presence of noxious weeds and unwanted trees has a negative effect on the appearance of the community and community pride,

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affecting enthusiasm for caring for the land.

The river area is not well utilized, with few areas where walking or running are available. Lack of areas for physical activity affects the health of the people. The United States in general and Shiprock, in particular, face major public health crises as rates of obesity, diabetes and cardiovascular disease increase among children and adults. Shiprock has limited access to healthy foods and recreational facilities from its rural location and again, lack of resources. According to the 2012 San Juan County Needs Assessment (San Juan County Partnership), only 50% of the population reported access to healthy foods, compared to 92% nationwide, and just 6% reported access to recreational facilities, compared to 17% nationwide. By creating and reconstructing recreational areas and establishing the infrastructure to encourage and sustain community wellness, Shiprock can move forward in improving physical and mental well-being.

The Nizhoni Park (Nizhoni means beauty in Navajo) is located on the San Juan River within Shiprock. The park offers an area for recreation, but is also overrun with noxious weeds and tamarix. In addition, when rain is received, water pools in the park, prohibiting its use. Grading and drainage is needed to improve the park area. Dead wood along the river and tree branches obscure the view of the river. Beautifying and improving this park will allow it to live up to its name and provide a valuable service to the community.

b. AmeriCorps Members as Highly Effective Means to Solve Comm. Problems: Evidence Base/Measurable Community Impact

AmeriCorps members will be recruited from the economically disadvantaged community members in Shiprock. Recruitment will also focus on Opportunity Youth and on veterans to maximize efforts on the focus areas of this project.

Two fulltime members, two reduced half-time members and four quarter-time members will address the veterans and their families' objectives. Working with Chapter leaders and local providers, their first objective is to develop an outreach plan to identify and engage veterans and their families in the community. At the same time, members will compile a resource guide that will be more than a simple listing of resources, but also include services offered, accessibility, criteria, paperwork needed, transportation options and contact names and locations. The guide will include resources such as education, employment, mental and behavioral health services and others. The guide will serve as a walk-through resource available for members to work with veterans and their families, one-on-one. Once the outreach plan and the resource guide are completed, by the end of the first quarter, members will begin implementation of the outreach, engaging veterans, referring to and assisting

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with access to resources. In addition, members will identify veterans' groups in the community and strive to connect veterans attending with newly recruited veterans.

Evidence based practices demonstrate that the proposed activities will be successful in engaging and supporting veterans and their families in accessing resources. Veterans need support in adjusting to civilian life through provision of links to guidance and mentorship, including veteran to veteran and war to war. Advocacy for veterans as they navigate systems supports them in reaching their potential as productive members of society.

Two colleges are available for assistance for veterans and their families. Dine' College located in Shiprock, provides educational outreach for enrollment in regular coursework and the trades. San Juan College, located in nearby Farmington, conducts outreach activities to the community of Shiprock and has a veterans' support representative. Both colleges strive to recruit and enroll veterans and their families to further their education and careers. Members will work with the colleges to become familiar with courses (for personal use as well) for mentoring this population.

A Department of Workforce Development is located in Shiprock for assistance in determining job skills and placement in available jobs. The colleges offer support in resumé writing and interviewing. The Navajo Transit System provides transportation for the Navajo Nation. Its goal is to increase the accessibility of services, particularly in meeting the needs of healthcare, education, employment, recreation and shopping. This service is available on a limited basis for transport within the Nation and also to Farmington for veteran and family access to the areas mentioned.

The New Mexico Human Services Dept. states that it is evident that the civilian behavioral health provider must have a "vet to vet" connection to engage veterans into treatment services. The New Mexico Dept. of Veterans Affairs supports the implementation of pace-setting veteran education programs that will help support a thriving economy which will provide jobs for every returning veteran as medical and transportation needs are continued to be supported (Annual Report, 2013). The Dept. has a field office in Farmington, NM, 28 miles from Shiprock. The Dept. of Navajo Veterans Affairs provides a loan program, housing assistance, transportation, traditional healing and manages a small trust fund for veterans. Again, the challenge lies in connecting veterans to this resource.

Literature cites the Collaborative Assessment and Management of Suicidality, CAMS (Jobes & Drozd, 2004), as a promising approach to help veterans in suicide prevention, working with mental health professionals. This approach targets suicide prevention and incorporates "outdoor" therapy where veterans have a sense of usefulness and place at home after being in a military setting. This approach would work well with the proposed strategies to engage veterans in the environmental

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stewardship activities.

A STAND DOWN has been held for the past two years in Farmington. The STAND DOWN provides physical and behavioral supports to veterans through the participation of community resources. This event is a national strategy that has proven to be successful in linking veterans to resources. Both events were well attended and a large number of homeless veterans were assisted. AmeriCorps members will work to connect Shiprock veterans to the event that is usually held in October.

Connecting veterans with resources will also offer the opportunity for providers to address the high prevalence of co-morbid physical and mental illnesses among veterans. Evidence has shown that effective communication between primary care and mental health clinicians in the Veterans Affairs health care system is essential. (Journal of Gen. Intern Med., April 9, 2014).

Treatment sessions for lower income populations are shown to be as effective as with higher income groups, despite receiving fewer treatment sessions, less relapse prevention and less continuous care (American Journal of Psychiatry, Feb. 2013). This supports the strategy proposed to connect veterans with mental and behavioral health providers. Veterans' ability to maintain gainful employment is a major component of successful reintegration into civilian life, and psychiatric disorders have a negative impact on work performance. Delivery of empirically supported interventions to treat psychiatric disorders and development of care models that focus on work-specific interventions is needed to help veterans return to civilian life. (Adler et al. Psychiatr. Serv. Jan. 2011) Regarding women veterans and their families, the Veterans Administration is well situated to implement screening programs to facilitate referral to needed services and treatments available both within and outside its facilities. Women veterans are strong and resilient; it is crucial that those who work with them recognize evidence of intimate partner violence and refer to needed services and evidence-based treatment to enable strength-based recovery (Journal of Women's Health, Pril, 2014)

The goals of this project are not only to develop the capacity of the members in education and career development through community service, but also to engage veterans and their families in those same goals. Beyond the outreach to veterans and their families for education, workforce development and behavioral health needs, this project seeks to engage them in community service. Opportunities for that engagement are inherent in the environmental stewardship component of the proposal.

Two full-time members, two reduced half-time members and 4 quarter time members will work to

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fulfill the objectives of the environmental stewardship focus of this project. Overlap of members who are addressing the veterans/families portion will occur in land improvement activities.

Members will research land improvement documents from the Navajo Nation and expertise of environmentalists to determine plans to reduce infestation of noxious weeds and invasive species in the Shiprock area. The plan will strive to ensure that weed control activities are coordinated, cost effective and meet the needs of the economy and the environment. Members will also conduct a visual assessment of the area to designate twenty acres for improvement by way of removal of unwanted species and planting of trees/plants for beautification. A predetermined area is the main area of Shiprock, in order to improve visual impressions of the area for residents and tourist trade access. Members will receive training on land improvement, noxious weeds and proper removal. Area businesses, government and non-profits will be recruited for support and in-kind donations of equipment, tools, and vegetation. Community members, including veterans and their families will be recruited to implement land improvement processes.

New Mexico's Cooperative Weed Management Areas (CWMA) states that noxious weeds are an increasing threat. These non-native plant species are extremely invasive and are having tremendous impacts on New Mexico's natural and economic resources. One of the most problematic invasive species is the tamarix, commonly called salt cedar. Training on proper removal is essential prior to implementation. Literature states that many resource managers seek to reduce salt cedar abundance and control its spread to increase the flow of water in streams that might otherwise be lost to evapotranspiration. Glenn and Nagler (2005) reiterated that managers should first understand the ecological relationships between native and invasive vegetation and the fauna that depend on them, and then have clear and measurable objectives for restoration before action is taken. Many do not understand the functional roles salt cedar plays along riparian corridors. If water salvage is the goal, then replacing salt cedar with some native plants (e.g. cottonwood and willow) may actually increase evapotranspiration. If ecological restoration is the goal, then eradication of salt cedar without modifying the flow regime may degrade habitat further.

There are essentially four methods to control tamarix: mechanical, biological, competition and chemical. Complete success of any management program depends on the integration of all methods. Mechanical control, hand-pulling, digging, use of weed eaters, axes, machetes, bulldozers and fire, may not be the most efficient method for removal of salt cedar. When heavy equipment is used, soil is often disturbed with consequences that may be worse than having the plant. In many situations, control with herbicides is the most efficient and effective method of control. The chemical method

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allows regeneration and/or re-population of natives or vegetation with native species. Insects have been introduced in neighboring areas, warranting a study of their effectiveness. This supports training and development of a plan prior to implementation of improvement activities.

Trail development and river park improvements will: promote physical activity and healthy lifestyles by creating welcoming and accessible recreational areas in the Shiprock community; create opportunities for social support through walking groups, running groups and other community exercise; improve the safety of the community by having clean and open walking areas; make Shiprock a more beautiful place in which to live; celebrate and preserve the connection that the Navajo people have with their land; and, involve community members in positive, meaningful volunteer work, creating a sense of ownership and pride in their community.

The San Juan River creates an ideal site for recreation. Further development of the river area would greatly expand the opportunities for Shiprock and the neighboring communities to exercise alongside natural beauty. A river trail would markedly improve tourism, offering an ideal center for environmental and economic development. Members will research river trail development and collaborate with a local group that is working on trail development on the south side of the river, leveraging community partners and resources. Farmington also has developed trails on their river system, so members will work with the River Reach Foundation there. A park located on the river will also be improved for proper drainage, unwanted vegetation removal and beautification. Environmentalists, including experts from government and tribal entities as well as the two colleges in the area will provide training to the members and community members for trail development and park improvement processes.

Improvements to the park area, recommended by the Parks and Recreation Dept. of the City of Farmington are: pruning of lower branches of the trees along the river and removal of any dead wood to open up visibility; planting of additional trees and irrigating; adding retaining walls to the river overlook; grading the park land and adding pipes to drain inlets to the river.

The proposed improvements will provide training and information to the members while creating lands that are rid of unwanted vegetation, trails that promote physical activity, a park that is usable and general beautification to the community. CNCS members, veterans and their families, and other community volunteers will experience "giving back" to the community and a sense of pride in their work and their community.

c. Member Training

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The Program Manager will provide an orientation of the program to all who will interact with the members at the Shiprock Chapter. This orientation will include education on member terms of service, accepted and prohibited AmeriCorps activities, required documentation, project outcomes and supervisory expectations. The Program Manager will continue to provide technical support to the site supervisors and will be located onsite at the Chapter House, and locations where the AmeriCorps members are implementing the program, to ensure program implementation, identify strengths and areas for problem-solving.

Members will participate in an initial 2 day Member Development Training which will include: the function and purpose of Navajo Chapters and policies and procedures, AmeriCorps standards, allowable activities, documentation and record keeping, development of program materials, team building initiatives, exploration of critical social issues specific to the Shiprock area, such as alcohol, tobacco and other drug abuse, mental health, domestic violence, teen pregnancy, poverty, literacy, homelessness, education, employment needs and cultural diversity. The importance of civic responsibility will be emphasized with the members.

Capacity building training will be provided by the Program Manager, that will educate members on methods of recruitment and retaining of volunteers, engagement and management of volunteer efforts. Members will learn intercommunication skills and appropriate approaches for procuring resources.

Training specific to the focus areas of veterans and their families and environmental stewardship will be provided to all the members, with more specific training directed to those members who will be focused on one or the other areas. Professionals are knowledgeable regarding the challenges that veterans and their families face, will provide training to the members assigned to those program outcomes. The staff at Dine' College and/or San Juan College, or the Navajo Nation Environment Dept., or San Juan County Extension Office, or a combination of these entities will provide training on environmental stewardship to acquaint members with the area concerns, knowledge of noxious weeds and unwanted trees and plants for removal, development of trails, as well as methods to improve grounds at river areas for proper drainage and encouragement of a growing environment.

Training opportunities will be provided at a minimum of once a month and will include such topics as needs assessments, CPR/1st Aid, conflict resolution, communication, team-building, organizational skills, professionalism and work ethics, substance abuse prevention and drug education. Various professional trainers from the community will be utilized to provide these trainings.

d. Member Supervision

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The Shiprock Chapter leaders will provide onsite supervision of the AmeriCorps members, in carrying out the program activities and outcomes with the help of Chapter House resources. The members will ultimately be supervised by the Program Manager, who will be contracted through San Juan County Partnership (SJCP). Having the experience of managing AmeriCorps grants previously, SJCP will provide day-to-day supervision of the members in completing the proposed activities. This will be accomplished through regular onsite monitoring and telecommunication through email and text messaging. Weekly meetings of the members will provide the opportunity to celebrate successes and problem-solve challenges. Working with Chapter House leaders and supervisors, the Program Manager will ensure smooth interaction and use of Chapter House facilities that are in-kind resources for the program.

Individual meetings with members will also be conducted by the Program Manager in order to identify member strengths and areas of improvement. These meetings will provide opportunities for members to request technical or professional assistance for their personal development, besides those areas where the Program Manager may feel more training or development is needed. Members will be evaluated commensurate with CNCS requirements.

e. Commitment to AmeriCorps Identification

AmeriCorps members will be identified by the gear that is provided to them. Throughout their activities, they will wear identifying items that show they are members. The Program Manager will ensure that the participants are wearing the identifiers. Chapter leaders, being on site with the members daily, will also assist in making sure the members can be identified as such. In addition, the Chapter will display the AmeriCorps symbol in the Chapter House and on their materials and letterhead. CNCS will receive a bonus in displaying the AmeriCorps logo, since San Juan County Partnership will be the contracted agency to manage the program. The Partnership will also display the logo on all of its materials. Any flyers, brochures, etc. that are developed to provide information on the program objectives will also carry the AmeriCorps logo.

Organizational Capability

a. Organizational Background and Staffing

The Administration of the Shiprock Chapter consists of elected Officials, administrator and an accounting person. The President has experience serving four years as a representative for the Shiprock area as a member of the Navajo Tribal Council, four years as the Chapter Secretary/Treasurer, four more as Chapter President and an additional four years in his current term

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as President. The Vice-President has experience with the Veterans group serving as a group commander. The Secretary/treasurer holds a Ph.D. in Education. The Chapter CSC (Community Service Coordinator) is a degreed Accountant with 20 plus years as a Financial Director of a local school district whose annual budget exceeded \$80 Million. The Accounting person has over 20 years working with other Chapters in the financial reporting and general accounting procedures. Shiprock Chapter has managed federal grant funds that funnel through the Navajo Nation. The Chapter has not directly received federal grants.

The Shiprock Chapter will contract with San Juan County Partnership, Inc. to manage and implement the strategies proposed. The intention to contract with the Partnership is based on its ability to manage federal, state, county and private funding, adhering to approved budgets, completing grant requirements within timeframes and reporting documentation. The Partnership has a stellar history of grant compliance, as is evidenced by grant renewals and additional grant funding. It is respected throughout San Juan County and in the Navajo Nation, working in Shiprock and the surrounding area for many years. The Chapter is confident in its ability to meet the performance measures proposed through recruiting Opportunity Youth and veterans as CNCS members.

The Partnership has previously held a state CNCS grant for seven years and is knowledgeable regarding AmeriCorps rules and regulations, recruiting, enrolling and training members in requirements and service expectations, meeting performance measures, assisting members with career/education plans, teaching them professionalism/work ethics and instilling a commitment to community service. The Director has been with San Juan County Partnership since its establishment in 1991, and has served in the Director position for over 20 years. The Director will oversee the entire project and work closely with the Program Manager (currently unnamed) to complete the objectives. The Program Manager will have direct oversight of the members and their activities.

b. Compliance and Accountability

San Juan County Partnership staff will re-familiarize themselves with the current rules and regulations, prohibited activities, and educate Shiprock Chapter with the same. The members will be housed in a building adjacent to the Chapter House, which will be the service site, since the performance measures include land work and community work with veterans and their families.

The Partnership understands, supports and assures adherence to the items listed in the prohibited activities. SJCP has an established process to complete background checks.

Initial training of the members will include the rules, regulations and prohibited activities. Progress reports and member evaluations will be conducted at the appropriate times, to meet

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requirements and stay current with project activities and member goals. A checklist of compliance items will be developed with assurance of compliance to take place at trainings. The Program Manager will ensure daily compliance. Questions regarding rules, regulations and prohibited activities will be answered on a regular basis, either at scheduled trainings or weekly meetings, in order to maintain awareness and continually check understanding.

If risk or non-compliance is identified, the Partnership will bring those responsible together for accountability and re-training. If a reoccurrence happens after this procedure, further action will need to take place with the responsible party(ies). Guidance from CNCS may be requested at this point to determine continuation with membership and/or work with the involved community member(s). The Chapter House, the Partnership and community members will work hard to fulfill the objectives of the project. This work includes compliance with the funder's requirements, which will be an integral part of the project.

c. Not Applicable

d. Not Applicable

Cost Effectiveness and Budget Adequacy

Cost Effectiveness and Budget Adequacy

a. Cost Effectiveness

Cost effectiveness is demonstrated in this proposal by Shiprock Chapter's decision to contract with San Juan County Partnership for management and implementation. The Partnership has successfully managed AmeriCorps programs in the past, thus is knowledgeable regarding CNCS procedures and requirements, as well as recruitment, training and retention of members.

Many veterans and their families in Shiprock, New Mexico are not accessing available resources, nor are they connecting with fellow veterans for peer support and mentoring. Services operate separately, frequently without collaboration. Due to low staffing and workloads, service professionals do not have the time to develop outreach plans or a resource guide. AmeriCorps members will be able to develop this plan and implementation. Their time will be well invested in developing the resource guide. Both these efforts will be the result of effective time management, since both will provide avenues for useful contact of veterans and families. Service providers, educators and workforce development personnel will provide in-kind training to the members on veteran/family issues, which will be a win-win opportunity for each, resulting in effective contact and additional resource provision.

Environmental stewardship is an issue that residents agree needs attention, but lacks organization, manpower and community resources. CNCS has the ability to mobilize the community,

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garner local, federal (tribal), state and private resources. Members devoted to the project will build the energy and enthusiasm to make improvements, resulting in community pride and opportunities to improve residents' health. More than a lack of funding for these projects has restricted efforts, the ability to organize the work and spend the time to obtain donations of equipment, plants/trees and volunteers have also restricted progress.

Total cost of the program is \$168,774, 51% in CNCS funding, with 49% provided by the Chapter and private and public funding-considerably effective leveraging in the first year. A large percentage of the leveraged resources is human, volunteers who give their time and gain community pride. Long range cost effectiveness will be seen in veterans regaining life value, becoming productive members of the community and recovering their mental health. Other long range cost effectiveness will be seen in healthier lifestyles from increased exercise and recreation and reduced effects of noxious weeds.

b. Budget Adequacy

Non-CNCS funding/resources are as follows:

Chapter House Cash Match-\$28,487(cash and in-kind);Professional training/consulting-\$8,400(in-kind) behavioral health agencies, substance abuse prevention from San Juan County Partnership, Dine' and San Juan Colleges, environmental specialists from colleges, Navajo Nation Environment Dept., San Juan County Extension Office, NM Dept. of Health or others; Equipment usage-\$3,000 (in-kind), noxious weed and unwanted tree removal, trail development, park grounds improvement from Chapter House, Navajo Nation, state and private companies; Trees/plants-\$1,000 (in-kind) from Navajo Nation, San Juan County Extension Office, State, private companies; Human Resources-\$42,000 (in-kind), land improvement/trail development/park improvement from community members, businesses, Chapter House, colleges and schools, organizations and others, as identified.

Evaluation Summary or Plan

N/A

Clarification Summary

A. 1. Regarding the budget personnel costs, the Shiprock Chapter staff will contribute 5-8% of their time to this project. There will be no cost to the project for their time. Likewise there will be no fringe benefits cost to the program.

B. 1. The contracting manager for the project, San Juan County Partnership, has reviewed the requirements for background checks and is familiar with conducting them, for National Service

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programs as well as other programs that work with children. SJCP will obtain fingerprints of potential members and submit them to the FBI for a criminal history summary. The National Sex Offender Registry will also be checked for each potential member.

SJCP has reviewed and is familiar with CNCS prohibited activities. Training for this will be conducted with every member; the training will last as long as is necessary for each member to thoroughly understand all the prohibited activities. Likewise, each member will be given a list for their reference. Both interventions will be conducted year round, with some possible exceptions to the environmental stewardship portion due to winter weather. The weather here is usually not severe in the winter, so work can be done then as well. Concentrations will be in the fall and the spring and summer. Goal times for dosage are 40 hours/week for full time members, 20 for reduced half-time and 10 for minimum time. The interventions will be implemented throughout the year with these target hours per week.

The Chapter leaders are the President, Duane Yazzie, the Vice-President, Tommy Yazzie and the Community Services Coordinator, Paul John. They will provide on-site supervision and help with direction or areas of work sites. They will assist in reaching the goals of the project. The Administration could also provide an assistant to assist, when needed.

Members will develop the Resource Guide that will navigate veterans to and through resources. Veterans in the area are sometimes hard to locate, but the Chapter's Veterans group made up of the Chapter Membership that will be utilized to make contact with other members who do not attend Chapter Meetings or their own Veterans meetings. This resource will provide a listing of area veterans and their addresses. Once this is done, members can contact the veterans to encourage them to join the program, explaining the program benefits and provide them with the Resource Guide. Members will work one to one to ensure resource access. The Chapter has recently obtained a GPS unit to record veterans' homes, since there is still no assigned names and numbers to the streets and roads in and around Shiprock, NM. From the opposite side, members will become familiar with resources and build relationships with staff in order to facilitate accessing the services.

Mr. Tommie Yazzie, Chapter Vice-President, is a veteran and previously served as the Chapter Veterans group Commander. He is very familiar with other veterans and other groups that represent Veterans from the Nation and the State of NM. He is aware of roles of those working with the veterans and will identify areas where AmeriCorps members will work without duplication of effort. Volunteers will be recruited from a number of groups and organizations in Shiprock. Many of these are composed of multiple agencies where additional recruitment can take place. Examples include:

Narratives

Dine' Ba' Hozho Coalition, Restoring and Celebrating Family Wellness, the Healing Circle, Dine' College, 3 local high schools, Indian Health Service Health Promotions, Stides for Shiprock, the Native American Program from San Juan College and existing veterans' groups.

B. 2. The desired award start date is 7/1/2014, member enrollment period start - 9/1/2014.

C. In the Capacity Building Performance Measure, staff is not AmeriCorps members, nor paid or unpaid employees of the CNCS supported organization. It refers to the employees of community agencies. So the measure is for community volunteers.

Continuation Changes

N/A

Grant Characteristics