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Executive Summary

The Navajo Nation Nenahnezad Chapter proposes to have 12 AmeriCorps members who will help meet the nutrition, fitness and educational needs of youth and families by distributing food supplies, facilitating personal wellness classes, and promoting physical exercise and activity through the renovation of a walking and bike path for Navajo youth in the northeastern Arizona region and northwestern New Mexico corridor of the Navajo Nation. At the end of the first program year, the AmeriCorps members will be responsible for arming a minimum of 40 individuals/family units with increased knowledge and awareness on available tools and resources to address food insecurity issues in the native food desert and reaching a minimum of 50 youth who will engage in increased physical activity for improved health outcomes and a reduction in risk for or instance of childhood obesity. This program will focus on the CNCS focus area of Healthy Futures. The CNCS investment of \$62,463 will be matched with \$19,725 from private funding.

Rationale and Approach/Program Design

Problem/Need: The Navajo Nation Tribe and in collaboration with the Navajo Youth Builders (NYB), tribal organization Capacity Builders Inc. (CBI), is engaged in an everyday battle working to empower hundreds of thousands of disenfranchised Navajo families to overcome the vast socio-economic and basic food, shelter, environmental, and educational challenges that have afflicted this community for centuries. CBI is a 19-year-old non-profit tribal organization and community solutions provider that is requesting AmeriCorps funding to recruit, screen, train, and place 20 AmeriCorps members in two complimentary project domains. 1. The Navajo Youth Builders (NYB) Healthy Futures Initiative: year-round education and programming related to food preparation, access to healthy food options and food distribution a- including family food box & educational resource material distribution, healthy recipe conversions, and food preparation through the Cooking with Kids program. 2. Access to physical activity through the renovation of a 1/2 mile walking path that is currently unusable and promotion of planned physical activities and educational components targeted at youth. All programming is geared toward the Healthy Futures priority with the goal of reducing childhood obesity. Food insecurity is one of the most urgent issues facing the community. Specifically members will work with the Navajo Nation to improve an existing dirt 1/2 mile footpath that residents in this impoverished community traverse daily for school, church, work, and the grocery store. The path, on land owned by the Navajo Nation Nenahnezad Chapter, is an opportunity to promote much needed physical activity. The project will also focus addressing the needs of healthy

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food options for the residents located in a food desert. The substantial increase in the prevalence of obesity and the high rates of diabetes and other health problems for the Navajo population along with the remaining population in this area are tied closely to the nutritional imbalance in diet and the lack of access to affordable healthy food options as well as limited physical activity. AmeriCorps members will grade and level the path, and create a border that will ensure it remains intact where it runs along the riverbank. Youth will also build benches and install garbage cans, remove rocks that impede travel and beautify the edges with existing natural flora. A Born Learning Trail kit, available through the United Way, will be purchased and utilized to further benefit the community with the full integration of family-centered outdoor activities to promote physical activity. Last year's Feeding America Report ranked the Navajo Nation as third in the US for child food insecurity. In 2012, 1-in-4 (or 24.6%) target area households reported not having enough money to buy the food they needed during the previous 12 months for themselves and their family. Most families are also having to drive nearly an hour to access grocery stores or super stores with healthy food options. Gas stations with junk food and canned goods or processed foods are the only option within 15 minutes of households. According to the Food Research and Action Center (FRAC), the figures related to food insecurity have increased by another 6% in the past 2 years, which boosts this figure to twice the rate for the reservation and 3.5 times the national average. Scientific evidence suggests that hungry children are less likely to develop into healthy, productive citizens. According to the Center on Hunger and Poverty, inadequate nutrition is a major cause of impaired cognitive development, and is associated with increased educational failure, elevated occurrence of health problems, higher levels of aggression, hyperactivity, and anxiety among impoverished children. Therefore, it is important to support young children and their families in the area of nutrition and healthy eating; especially those experiencing food insecurity. Many areas on the Navajo Nation are identified as food deserts where families do not have access to reliable sources of fresh dairy, vegetables, fruits, or proteins. In the target region, this is a huge problem for families due to the remoteness of most chapter house communities (all chapter houses are considered rural and 95% have populations of less than 1,000 members with driving distances to larger chapter areas averaging 35 to 90 minutes). While 36% of families in this area receive Food Stamps or WIC, it is recognized that the amount of food available through these existing programs may be inadequate to meet all of the needs of children and families. Statistics show that poverty is the core indicator for food scarcity and under-nutrition. 44% of Navajo children are severely poor. The median household income for this region of the reservation is \$27,389, which is approximately half that of the state, which is \$51,310. The target region also reports an

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unemployment rate of 67% which is 11% higher than the reservation's unemployment as a whole and 59% higher than the state. Finally, youth in targeted communities attend some of the lowest performing schools in the state. According to data released by the New Mexico Public Education Department this past October, more than two of every three targeted students are failing to meet reading and math standards. One of every four students in the local school district fails to graduate according to cohort measurements released by the New Mexico Public Education Department in October 2013. School report card data shows that more than 70% of targeted middle school students cannot read at grade level, and two-thirds are not meeting math expectations. In 2013, 66% of targeted high school students failed state reading assessments, and 68% failed state math assessments. As a result of low performing schools the budgets at those schools are stretched thin, causing limited funding for physical education programs, recess equipment, and materials for health and nutrition classes. In these communities there are no fitness programs or safe outdoor spaces for children to play. Last year CBI and the public school system received a Department of Education grant to improve school equipment and increase nutritional education and exposure to healthy food options. Every week second and third graders participate in the Cooking with Kids class. Many of these children are being exposed to fresh vegetables that they have never tried before and seeing fruit in its fresh state for the first time. Compound these nutritional deficiencies with the lack of physical exercise and the community is a prime target for higher rates of obesity and chronic health problems. According to the Youth Risk Resiliency Survey (YRRS) 29.1% of the middle school students in the Navajo Nation reported they had been physically active in no days in the previous week; 52.4% identified as not being enrolled in physical education classes, 58% of students indicated they are actively dieting. In the High School level 37.5% of students identify as overweight or obese; 53.8% indicate they are sedentary during more than three hours of screen time each day; and 68% of students indicated they did not eat five fruits or vegetables in any day of the previous week. CBI has been commissioned by the Navajo Nation to address these issues and impact childhood obesity through AmeriCorps funding, as per a Tribal Resolution which has been sent along with the evaluation plan. Planning Process/Timeline - The Project Director will lead the planning process with the Site Manager from the Navajo Nation. The work to be completed on the trail has been planned out by the Chapter House through the Site Manager. It is anticipated that there will be a two-three month planning process to put the training in place and fully implement the recruitment activities for members. The planning process will strategically lay out the entire project elements to manage the program from start to finish. The timeline for the project will be as follows: Months 1-3 for

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recruitment, supply ordering, orientation and training, and finalizing the path; Months 4-6 path construction and completion delivering 800 hours of labor, healthy food and physical education sessions providing 800 hours over the life of the project using Cooking with Kids evidence based curriculum, HOPSports curriculum reaching 300 youth, food supply delivery to 500 families over the life of the project, LifeSkills training for 12 AmeriCorps members; Months 7-12 healthy food and physical education sessions continued, physical activity, community service learning activities engaging 40 youth collectively in 6 projects, field trips which will be included in the service learning activities, food supply delivery ongoing, mentoring youth. The activities being performed will increase knowledge and resources to access healthy food as well as increase physical activity, changing attitudes and norms with an ultimate impact on lifestyle changes that will increase physical activity, improve food intake and access, and reduce childhood obesity. The goal will be to recruit 12 members between the ages of 17-25 with an opportunity to work under the direction of a qualified crew leader provided by the Navajo Nation. Someone experienced in conservation efforts and trail building for an 8-10 week project, learning valuable on-the-job skills that will dramatically improve their employability in other fields at the conclusion of the project. The project work itself on the trail promotes physical activity. AmeriCorps members will also be conducting outreach, education and services around physical fitness and nutrition to area residents and each other, this aspect of the project will require service of longer duration, necessitating the need for half-time and full-time members. AmeriCorps members will be balancing work and schooling in some instances with an ability to only commit to half-time positions. Half-time positions will be able to work throughout the year spreading out their time to effectively accomplish both school and AmeriCorps. Full-time member slots are open to individuals seeking to give a year commitment to the initiative, working on the trail and the ongoing services and education to youth through the physical activity, nutrition and fitness education and food supply delivery. The program is designed to meet the needs of the community as well as the diverse needs of the AmeriCorps members recruited. Both slot options will be available at the beginning of the project with the ability to spread the hours for completion for half-time members out for half the project period or the full duration. Full-time slots will be engaged at the beginning of the project period for the full time period. Theory of Change: Needs are great across the Navajo Nation. Intergenerational poverty, coupled with a chronic lack of opportunity (demonstrated through skyrocketing unemployment rates, the inability to traverse reservation roadways during inclement weather, and the preventative challenges that keep outside businesses from operating within the Navajo Nation), have led to a population in desperate need of additional

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supports. Food insecurity and lack of physical activity have been identified as the most immediate needs with an opportunity for remedy through AmeriCorps Member assistance. The foundational structures needed to address these issues are already in place within the Navajo Nation. What the Navajo Nation is lacking is the human labor force to help address these issues; AmeriCorps is an efficient and effective way of filling those gaps. AmeriCorps members will construct a walking path that will provide the members of the community, especially youth an outlet for physical activity that has not been available previously. The long-term impact of addressing childhood obesity and addressing the risk factors such as healthy food access and physical activity are what the AmeriCorps members and community volunteers will address. Evidence Base: Capacity Builders, Inc. roots its projects in evidence-based best practices. There is a strong evidence component for the NYB Healthy Futures initiative that will ensure effective products and outcomes. To carry out this program, a variety of evidence-based strategies will be implemented: Service Learning: Research demonstrates that high-quality service-learning has positive effects on K-12 student's academic performance and school engagement. Many of the service-learning initiatives included in these studies evaluated federally funded Learn and Serve America programs. **Davila, A. & Mora, M. (2007). Civic Engagement and High School Academic Progress: An Analysis Using NELS Data. College Park, MD: University of Maryland School of Public Policy, Center for Information and Research on Civic Learning and Engagement (CIRCLE). AmeriCorps members will be trained in the Wyman TOP training. The training for lifeskills will support members providing additional supports to Navajo youth. **Lewis, M. 2008. The promise of dynamic systems approaches for an integrated account of human development. Child Development 71: 36;43. The Cooking with Kids curriculum will drive the food and nutrition elements of the program. **Lukas, Cunningham-Sabo L. (2011). Qualitative Investigation of the Cooking with Kids program: Focus group interviews with fourth grade students, teachers, and food educators. US National Library of Medicine, NIH 43 (6):517-24. CBI uses an external evaluator to oversee and complete the data analysis for all of its programming. The external evaluator will cross reference data from other youth subsets on the Navajo Nation not involved in the programming provided by AmeriCorps. This along with the Youth Risk Resiliency Survey will be compared with baseline, mid-year and end of year data from the participating youth to measure impact and change. This rigorous evaluation process using existing evidence based programming will allow for validity of data collection, external unbiased analysis, and determination if the interventions support a causal conclusion that change resulted. Notice Priority: The NYB Healthy Futures initiatives fall directly in line with the Healthy Futures funding priority. The priority specifically

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identifies activities that increase physical activity and improve nutrition in youth with the purpose of reducing childhood obesity. The project activities include building or renovating a trail on the Navajo reservation to improve access to walking and biking trails. The project activities also include addressing the food desert on the reservation which has led to increased rates of childhood obesity along with the lack of physical exercise. The food security issues include access to healthy food options, educational programming, and preparation and distribution of food to low income youth and families in the community. Member Training: CBI has strong partnerships in place to ensure all 12 Member slots are full at all times and that there is a waiting list of available members and volunteers for potential recruitment. With Dine College and San Juan College offering free college credits aligned to participation hours as an incentive, we project at least 100 participant referrals a year from these sources and our 3 high school partners at Central Consolidated School District. CBI will network with other AmeriCorps programs in New Mexico and will explore a collaboration with Teach for America to determine if a shared network of members for graduated experiences from tutoring to teaching can occur. CBI will also recruit at the national level and while it is anticipated that the majority of members will be recruited from the Navajo nation and local college communities, there is a desire to recruit from the national pool of interested members who desire a unique and meaningful experience of working on the reservation with opportunity youth. It will be important to continually brand and promote the project including sharing information on the importance/benefits of being an AmeriCorps member, what CNCS stands for, and what we collaboratively plan to accomplish with the project. We will conduct an ongoing media blitz as we will write and share articles and announcements on social media, CBI and partner websites and listserves, at the 3 job fairs held in the region each year, and at chapter house events including the Navajo Nation Fair. Special efforts will be made to reach out to the clientele of Navajo TANF and Social Services as we target Opportunity Youth to participate. We anticipate no less than 50% of members will fall into the Opportunity Youth category. These mediums will reach a number of sectors from this diverse community including underrepresented Native American populations who live in poverty, youth and young adults from disadvantaged backgrounds living on the reservation (all of which is considered rural), and individuals with disabilities. CBI has a long history of working with displaced populations and will take a methodical approach to recruiting, screening, and selecting the most diverse participant group possible. Prospective AmeriCorps members referred from our outreach campaigns and partner network will be selected to serve based on their response to a survey assessing their qualifications, professional and personal needs (i.e., education, training, transportation, physical/other access, etc.)

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background, interests, and attributes as well as their responses to the AmeriCorps entrance application. A taskforce, composed of CBI staff, AmeriCorps Crew Leaders, tribal officials, and community representatives will use a project developed rubric to measure each applicant's fit with the project and specific positions within the project. After an interview and acceptance in the program each member will be required to complete an initial one week orientation which will introduce them to AmeriCorps and CBI policies governing the project, partner agency policies and needs including a tour of partner site where the members will be working (including an observation of the project in action), the Navajo government and departments of the Navajo Tribe, and tribal rules and laws governing the work associated with the grant. This orientation will be repeated for new members as needed and as attrition occurs. A second tier of on-the-job training will entail an initial full day learning the specific on-the-job skills required by each project position followed by a full day of shadowing another AmeriCorps member, CBI or partner staff member working in the position(s) where the member will be placed. These skills could include food handling, manual labor, an introduction to traditional Navajo foods and nutrition, and culturally appropriate communication techniques for the NYB Healthy Futures project or learning styles, instructional technology, and the best practices of educational and instructional program. Once a month, Members and project volunteers will complete a one-hour training to ensure all rules and regulations are freshly in mind, that prohibited activities are clearly understood, and that service delivery is conducted with fidelity. The on-going training, professional development, networking, and regular communication with the project supervisor helps address issues and concerns as they arise and promotes member retention. Members will receive training during orientation week on the rules, regulations and prohibited activities for service. The handbook will be reviewed which outlines the procedures for non-compliance with the regulations, including participation in prohibited activities. Members will receive additional training throughout the life cycle of the program, developing and enhancing skills to work with students. The TOP training, an evidence based program for engaging youth and promoting healthy lifestyle choices will be part of the ongoing training to support members. Members who are experiencing challenges or who are non-compliant with regulations will receive additional training and support. Only under circumstances where remedies are not changing conduct will a member be suspended or exited from the program. AmeriCorps members will have the opportunity on Fridays to complete entries in their reflection journals, which will be maintained throughout the service term. Members will also be networked with AmeriCorps members throughout New Mexico to discuss programming, community service learning, and citizen engagement. CBI will work to increase

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networking opportunities for members at the national level by providing skype and webinar activities throughout the year. AmeriCorps members will travel to the state conference to have networking time with other program members. Member Supervision: Navajo Youth Builders (NYB) Healthy Futures Initiative: The CBI Project Director will provide direct oversight for the 12 NYB AmeriCorps Healthy Futures members, assisted by the program specialist and the Site Supervisor from the Navajo Nation. Members will work with staff daily, receiving assignments and tasks. The Project Director will collaborate with agency leadership to design Member-led expansions, including physical education and family nutritional learning opportunities. The Project Specialist will create assignment schedules aligned to these collaboratively-designed expansion plans. The Site Manager will be on-site during the work day to provide training, supervision, and project management for the members. The Site Manager from the Navajo Nation has over ten years of experience working on hands-on manual labor projects. Additionally the Site Manager will ensure the facilities being used for housing and program activities are maintained. The specialist will be on-site daily working with the members on direct implementation and the Project Director will be responsible for Member oversight, traveling to the site regularly to work directly with Members in a field setting. The Project Director and Specialist will have a strong positive relationship with each Member, serving as recruiter, trainer, and manager. The Project Director, Specialist, and Site Coordinators will receive training through CNCS, taking advantage of the webinars offered for regulations, reporting, program management, and expectations; also participating in the training provided through the NM Commission on Community Volunteerism, CNCS and other volunteer networks. Member Experience: AmeriCorps members will be working in a rural low-income area on the Navajo Nation. For individuals who are not from the area the opportunity for exposure to the Native American culture, rich with history and spiritual traditions. The Navajo Nation partners intend to provide cultural education to non-native AmeriCorps members and have an expectation of learning from non-native members about their traditions and culture. AmeriCorps members will encounter Navajo young and old in the community; they will glean history from the elders; learn traditional recipes and share healthy alternatives; they will build a trail; and provide food to those living in a food desert. These learning experiences will afford members a wealth of service experience that will build character and stay with them for life. Each member is required to maintain a reflection journal to document experiences and impact. This journal will be read at the end of the project period by the project director to learn additional programmatic information for future project development and implementation and then will be returned to the member as a keepsake of their journey with the AmeriCorps NYB Healthy Futures initiative. The experience for

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each member is designed to instill a sense of pride in their work and the mission they are fulfilling in a community where services are desperately needed. This training and experience will provide them a strong foundation for future employment and civic engagement. Members must complete the background checks and screening process as well as be enrolled in MyAmeriCorps. AmeriCorps members in the NYB Healthy Futures initiative will be networked with AmeriCorps programs and members in New Mexico and across other states, with emphasis on Tribal AmeriCorps programs. There are a couple of long-term AmeriCorps programs in New Mexico that are working in the southern part of the state on farm to table and food security issues that are currently networked with CBI through the local agriculture initiatives. Their programs will provide insight into culturally relevant programs that can be replicated in the northern part of the state by CBI. AmeriCorps will be recruited through national and local channels. A successful recruitment strategy has been to work through the Chapter Houses. The Chapter Houses are significant gathering places for families and individuals on the reservation. There are no recreation facilities, no Wal-Marts or grocery stores, which makes the Chapter Houses a main gathering spot. Additionally recruitment will be carried out through unemployment workforce solutions centers, at the two local colleges, and at the job fairs and information fairs throughout the county. CBI will use its social media networks and will market through newspaper and radio public service announcements. This is the strategy for recruiting from the local community. The work to be accomplished through the NYB Healthy Futures Initiative will require training on food preparation, education programs with cultural competency specifics, and manual labor activities to clear the trail. The site manager from the Navajo Nation will provide training related to building the trail and CBI staff will provide training on food and nutrition programming. The skills gained through the NYB Healthy Futures initiative will benefit AmeriCorps members by providing manual labor skills public speaking skills, verbal and written communication skills, the ability to work independently and as a team, and skills for engaging communities. The work being carried out through this initiative will have AmeriCorps members breathing life back into a community and providing a means for creating a space for engaging the community in activities that will promote health and well-being. Ultimately the hope is that each AmeriCorps member will carry a piece of the Navajo Nation with them as they move on in life's journey; that they will each embody the esprit de corps and encourage others to take on the AmeriCorps challenge for a life changing experience. Commitment to AmeriCorps Identification - All Members will be provided with shirts that feature the AmeriCorps logo and clearly identify Members as being an important part of the AmeriCorps movement. The shirt will be a requirement for program participation, a rule clearly

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established during initial trainings. AmeriCorps hats and name tags will also be provided to ensure that all volunteers are readily recognizable as Members during all program hours. To further promote a feeling of connectivity with the AmeriCorps brand among Members, all handouts and meeting minutes will feature the AmeriCorps logo. In addition, the AmeriCorps logo is on the website with specific page information. The NYB Healthy Futures initiative will be added to the website with appropriate hyperlinks and included in programming descriptions that are distributed throughout the Navajo Nation. During monthly training sessions, Members will practice sharing positive experiences they have had in the program, preparing them to share with community members. The AmeriCorps logo will be displayed on-site at the walking path and will be displayed at the Chapter House throughout the life of the project. As a result of the infusion of the AmeriCorps motto of Getting Things Done for America through skills, training, community engagement, civic and citizenship experiences, networking, and serving a rural disenfranchised Native American population, the AmeriCorps members will come out of this experience better informed, skilled and challenged to go out into the world and make a difference in the lives of those in need.

Compliance and Accountability: The Project Director will also ensure compliance with AmeriCorps rules and regulations, including prohibited activities. Members will receive training during orientation week on the rules, regulations and prohibited activities for service. The handbook will be reviewed which outlines the procedures for non-compliance with the regulations, including participation in prohibited activities. Weekly meetings with AmeriCorps members on Fridays is an additional opportunity to review compliance and prohibited activities. In the event that it is determined that a member is not adhering to the regulations or is conducting a prohibited activity the Project Director will immediately meet with the member and depending on the severity will follow procedures outlined in the member handbook for remediation. Additional training, probation, or even termination from the program are options to address non-compliance for members. The Executive Director will also follow similar procedures with the Program Director in the event that issues regarding compliance or accountability arise. A combination of ongoing recruiting and training for community volunteers, a comprehensive evaluation process to support continuing grant pursuit, and in kind support from a widespread coalition within the Navajo Nation and led by resource wealthy CBI, the AmeriCorps NYB sustainability plan will ensure ongoing program implementation well beyond the initial funding period.

Securing Match Support for the Program: Matching support is derived from in-kind and private contribution support. The Chapter House where the path will be completed is donating time from the Site Manager who will supervise the trail activities and provide training to the members

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working on the path. The kitchen facilities and Chapter house is donating space for training and education for nutrition and fitness as well as storage and compilation of food boxes for the community in need. There is substantial support from the community through in-kind donations to sustain this project.

Organizational Capability

BACKGROUND AND STAFFING: Capacity Builders, Inc. is a financially stable agency with a \$2.25 million operating budget and 17 years of experience managing and evaluating large dollar government grants. 90% of CBI staff are Native American, and have a deep understanding of the Navajo culture. In 2005, CBI was contracted by the State Department of Education to conduct dropout reduction activities in Farmington Schools. Our Right Start program created a Navajo youth to school personnel advisory system (resembling a teacher student mentoring but connected to school counseling offices). Right Start led to the adoption of an improved district wide school based discipline protocol. Currently, CBI is implementing a grant from DHHS, leading a business incubator model for recent HS graduates and college students desiring to pursue careers as self-employed artists. Youth are provided business and marketing entrepreneurial training, assistance in business plan creation, feasibility studies, and website creation. Young artists also have access to collective bargaining, shared marketing, and bulk purchasing. Of the 300 plus federal and government grants CBI has managed or evaluated, no default or compliance issues have occurred. We have always performed in accordance to our contracts with these entities; we have never had continuation funding or a progress report rejected because we didn't meet grant goals, objectives, and/or reporting criteria. AmeriCorps members served over 500 students through tutoring and mentoring, impacting behavior, school attendance, and academic performance. The NYB Healthy Futures initiative along with the Navajo Nation compliments the existing efforts by addressing food insecurities, improved access to physical activity, nutrition and healthy lifestyle choices that will address childhood obesity and the risk factors perpetuating these issues. The following staff members will implement the NYB Healthy Futures program: Project Director, Anita Carpenter and Site Supervisor from the Navajo Nation. Carpenter brings extensive experience in supervision, education programming, marketing, recruitment, evaluation, training, and program development/implementation. CBI's Accounting Department controls and manages all of CBI's receivables and payables through its QuickBooks system and a synchronized MIS software program. The 2 systems work in tandem to ensure that grant funds are applied and spent within fidelity to budgets and funder requirements. CBI's 5 member Native controlled Board meets monthly as it works to guide CBI leaders in pursuing opportunities that

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further CBI's vision and organizational goals while safeguarding the agency's integrity. The Project Director's role is that of a coordinator, making sure all partners are in place, that staff is trained and on track, that implementation is occurring as promised, and that money is not mismanaged. The Project Director will also ensure compliance with AmeriCorps rules and regulations, including prohibited activities, at the site. The site manager from the Navajo Nation will oversee work activities, providing training and monitoring safety. CBI requires time and effort documentation for all staff as well as bi-weekly reporting of activities to document time and effort. This process provides the oversight to ensure that there are no duplication of resources and will specifically monitor AmeriCorps funding to ensure no AmeriCorps resources are duplicated across multiple AmeriCorps grants. The Project Director is trained and equipped to provide supervision for both projects and the Project Specialist and Site Manager will provide the direct services and support to the AmeriCorps members in the field. The Site Manager is providing 100% of his time to the project. COMPLIANCE AND ACCOUNTABILITY: CBI represents best practices in building program sustainability. In Right Start, CBI was asked to operate the evidence based Families & Schools Together (FAST) model at public schools of a local reservation border town. More than 265 Navajo families graduated from FAST after receiving in home parent education and family counseling. Along with FAST, we operated an after school program based on the Teenage Healthy Choices curriculum. The curriculum covered sexual health, teen pregnancy, alcohol and drug refusal skills, self-esteem issues, and college and career topics. After training a cadre of PE teachers and school counselors on the pedagogy and lessons learned from Right Start, CBI handed the reigns over to this group which continues to serve border town youth and families. A similar sustainability plan will be carried out for this project. CBI's wealth of resources, grant and program management experience, and professional talent will be effectively and rapidly deployed to support the start-up and implementation of AmeriCorps NYB Healthy Futures initiative. We have performed an internal feasibility study analyzing resources and elements necessary to coordinate and sustain this grant program, and CBI very easily has the staff, matching funds, and capacity to implement the NYB Healthy Futures initiative. A combination of ongoing recruiting and training for community volunteers, a comprehensive evaluation process to support continuing grant pursuit, and in kind support from a widespread coalition within the Navajo Nation and led by resource wealthy CBI, the AmeriCorps NYB Healthy Futures sustainability plan will ensure ongoing program implementation. The annual request of \$62,463 to support the NYB AmeriCorps Healthy Futures project represents 3% of CBI's annual \$2.25 million budget. The Navajo Nation through the Nenahnezad Chapter are implementing this project. CBI and the Navajo Nation have a strong

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relationship that has positively impacted Navajo youth for more than a decade. The Navajo Nation will contribute facilities to implement programming and serve as space for workshops and meetings as well as kitchen space for members as an in kind service valued at more than \$3,000 annually. The Navajo Nation will also provide staff to supervise work activities on site valued at \$20/hour for 700 hours (part-time) valued at \$14,000. Both the Navajo Nation and CBI will participate in regular meetings for evaluation and program oversight; working together to assess performance measures and make program modifications as needed. PAST PERFORMANCE: The AmeriCorps STUDYZONE program has operating sites in the New Mexico Priority Schools, which are part of CCSD, and through NYB, host a daily TOP after school program with a ready audience of more than 300. Other efforts such as the USDA project working with local farmers is bringing together 60 farmers who are seeking to address healthy food access in the food desert. This program will complement the NYB Healthy Futures initiative. The long-term relationships with the Chapter Houses and schools throughout the Navajo Nation will provide strong support for recruitment and CBI staff have learned a great deal over the past year with the AmeriCorps STUDYZONE project in terms of training, support, and retention. With this knowledge and the support from the Navajo Nation to provide facilities for education programs, housing and kitchen facilities for the members, the process is anticipated to run efficiently and effectively.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness: The CNCS investment of \$62,463 will be matched with \$19,725 in in-kind matching. A total of 12 Member will be provided, resulting in a cost-per-MSY of: \$13,698. The NYB AmeriCorps Healthy Futures budget has been designed to meet all programmatic requirements, while remaining beneath the MSY cap of \$13,730 per member, and is reflective of a wide variety of community contributions and in-kind support. CBI will be contributing matching funds and will leverage in-kind contributions from the Navajo Nation. The project has been designed to meet the unique needs of the Navajo Nation, focusing on mobilizing existing resources to expand and enhance the reach of Member services. AmeriCorps Members will fill gaps by providing labor for the trail renovations, physical activity engagement with the youth in the community, food preparation, nutrition and fitness education programming, and food distribution. CNCS funds will support key project components, including the Project Director, stipends for AmeriCorps Members, travel to annual meetings, and Member travel expenses as they work on the Navajo Nation to address food insecurities, healthy food access, access to physical activity, and educational programming around nutrition and fitness that will address the growing problem of childhood obesity on the reservation.

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Programming will support much-needed educational programming, physical activity and food security activities for some of the Navajo Nation's most in-need populations. Through CBI's extensive partner network, efforts to continue and expand services will be ongoing. The Navajo Nation has signed a resolution authorizing CBI to make an application for funding and will engage in a site agreement to affirm the commitment of in-kind contributions through housing, on-site management, training supervision, supplies, and kitchen facilities. We also commit to continually identifying and soliciting both internal and external resources (i.e., federal / state / foundation grants, private donations, various revenues of CBI) to expand these allowances and privileges for our AmeriCorps Members. It is our desired outcome to plan, implement, and sustain the AmeriCorps NYB Healthy Futures initiative for decades to come so that our talented tribal young adults can give back to the next generation of Navajo youth and to the community to address the food insecurities, rising rates of childhood obesity, and lack of access to healthy food options and physical activity.

Budget Adequacy - Budget forms completed online

Evaluation Summary or Plan

All CBI projects undergo intensive evaluation, as qualitative and quantitative benchmarks and outcomes are continuously monitored, with regular quarterly and annual evaluation reports driving program modification as necessary. The NYB AmeriCorps Healthy Futures program provides access to physical activity, educational programming, nutritional support through food education, preparation, and distribution. AmeriCorps members are trained in evidence based approaches to reaching marginalized, rural, and targeted underserved populations. As a public health issue the NYB Healthy Futures initiative will be guided by evidence based practices. The process will involve scientific literature reviews, public health surveillance data, qualitative data from community members, participants, and other stakeholders, word out mouth, personal experience, and media and marketing exposure. (Evidence-based Public Health: A Fundamental Concept for Public Health Practice Brownson, R.C., Fielding, J.F., & Maylahn, C.M.; Annual Rev. Public Health 2009. 30:175-201).

The rurality of the program implementation on the Navajo Nation dictates that efforts be based in effective programs and policies. The nutrition program is based on the Sante Fe NM Cooking with Kids program. This program has been designed and evaluated as a best practices for working with rural Native communities. The education aligns with Common Core and has set objectives and performance measures for each lesson in the curriculum. CBI staff are trained and ready to train the AmeriCorps members on the Cooking with Kids curriculum. Additional program interventions will

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be drawn from the HOPSports physical education program as well as developed through The Community Guide. Developed through the Department of Health and Human Services this guide will assist in the review and selection of additional physical activity intervention and education programs that will help increase access to physical activity and address the performance measure of childhood obesity. One such program from The Community Guide to implement is the Behavioral Interventions that Aim to Reduce Recreational Sedentary Screen Time Among Children. Creating Walkable Communities is another intervention that will be used in line with the rehabilitation on the walking trail to improve physical activity for the community.

AmeriCorps Members will enable more than 300 high –risk, high –need Navajo youth to access critical education programming on food and nutrition as well as access to physical activities to reduce childhood obesity, improve nutritional health outcomes, and improve physical fitness. The Project Director will collect attendance logs, participation activity logs, and surveys from participants to determine impact on performance measures. The initial baseline data will be collected and compared to mid-year and end of year data to determine impact. Additionally the Project Director will gather data and information from the AmeriCorps members to support performance outcome measures. This data will be shared in a summative format with stakeholders, AmeriCorps members, Advisory Committee, executive staff and board of CBI . Data will be reviewed along with recommendations from the Project Director to support program modifications as needed to aid in continuous improvement advances for the success of the program. An Advisory Committee, including representatives from all stakeholder groups, meets semi-annually to review and assess Evaluation Reports. The Advisory Committee recommends program modifications as dictated by ongoing benchmark and objective attainment. In this way, CBI is able to pursue a continuous cycle of improvement in all projects, supported by data driven decision making.

Clarification Summary

Items for clarification

There are two staff members who will be working on the project. The project specialist will be working hands on with the project in concert with the Site Manager from the Navajo Nation. The Project Director will facilitate planning, recruitment, and will conduct orientation and ongoing training as well supervise and oversee the project activities with assurances to adhere to regulations and requirements. The Project Specialist is the boots on the ground person who will oversee the daily activities of the members, track initiatives, meet with the members to discuss challenges and barriers as well as strategies to overcome barriers. The specialist will work with the schools to incorporate

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these additional services where needed, will assist with food distribution, and monitor education and community service learning projects. The Site Manager is focused on the construction of the path and oversight of those members who will be residing at the Chapter House. The site manager will train members on skills for the path clearance and will assist with volunteer recruitment from the community to help with food distribution and assist with cultural education opportunities for the AmeriCorps members. This project and the members in no way take the place of existing programs. The cross training and education described in the narrative will enhance the AmeriCorps member's knowledge base and increase opportunities for civic engagement.

With regard to housing the Chapter House has offered lodging to members who need it. There is an interest in recruiting members from other states, in which case housing would be needed. It is also expected that the program will draw from local residents. The budget calculates that 10 will be from the local area and will use the travel budget to help get back and forth from the site to their residence. The other 10 may be from farther away in NM or other states. Those individuals will have the option of staying at the Chapter House. Additionally because not all members will be staying the full term, some may be part-time working only until the path is completed or some may come on later in the grant period so a prorated calculation was put together to accommodate those elements of the project.

To clarify Capacity Builders Inc. is the name of the non-profit tribal organization as affirmed in the tribal resolution. The Grant Experts was the original name of the organization, however the non-profit does conduct business now as Capacity Builders and will be the recipient of the awarded funding. Please be assured no AmeriCorps resources are duplicated across multiple AmeriCorps grants. While AmeriCorps members will be trained in activities conducted by staff from other programs, the concept is to ensure a well rounded comprehensive program for implementation. Current staff will maintain their roles and responsibilities and AmeriCorps members will reach youth and families on a different level. Multi-pronged approaches are effective ways of impacting change. The Project Director and Project Specialist and the daily supervision and support from the Site Manager will ensure that adequate staffing is available to run the project.

Additional clarification - 7/7/15

Program narratives were updated to reflect the change from 20 members to 12 members. LifeSkills training was removed from the narrative and will be replaced with an existing curriculum Wyman

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TOP.

Budget modification to reflect the change from the requested amount to awarded amount. Changes in personnel that reduced time and amount dedicated to the project. The site manager will still be hands on at the site during the entire project. Reduced the matching contribution amount. Amended the materials and supplies for the Cooking with Kids program. CBI has relationships with the local producers and farmers and will look to those relationships to fill in the gaps for the food boxes and supplies for the nutrition program. The LifeSkills training was removed from the budget and narrative. CBI will use an existing curriculum to train AmeriCorps members called Wyman TOP program with a similar content. The Project Director will supplement with training and materials from her 20 years of work in the anti-violence movement and work with youth. The members were changed to 12 members.

The logic model was updated to reflect the changes in budget and scope of work. Hours contributed to the the project activities were reduced and numbers of individuals directly served and impacted were reduced to reflect the reduction in funding.

The project will rely heavily upon the Site Manager to provide constant direct oversight for the project. The change in scope to reduce numbers served and adjust the performance measures will allow the project to continue with successful implementation and outcomes.

Performance measures were amended to reflect the requested changes and additional clarity with the tools used for measurement.

Continuation Changes

N/A

Grant Characteristics