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Executive Summary

DNA-People's Legal Services and Alaska Legal Services Corporation, with sanctioning resolutions from the Navajo Nation, Kenaitze Indian Tribe, and the Central Council of the Tlingit and Haida, propose to develop an AmeriCorps program serving in the Navajo Nation and Alaska that will focus on the CNCS focus areas of Healthy Futures and Economic Opportunity. The CNCS investment of \$55,731 will be matched with \$11,481 in public funding and \$6,863 in private funding. No AmeriCorps members will be needed to execute this plan.

Rationale and Approach/Program Design

I. Medical-Legal Partnership: A Missing Component in Native American Healthcare

American Indian and Alaska Native populations experience some the greatest health inequalities in the United States. Statistics for type II diabetes, alone, illustrate how chronic disease is plaguing native communities. Among adults age 20 or older, 15.9 percent of American Indians/ Alaska Natives have diagnosed diabetes, compared to a rate of 7.6 percent for non-Hispanic whites (National Diabetes Statistics Report, 2014, Centers for Disease Control and Prevention). Not only is diabetes a potentially fatal illness, but it is associated with critical health issues like blindness, non-traumatic lower extremity amputation, end stage renal disease, and heart disease. Overall life expectancy for American Indians and Alaska Natives is 73.6 years, which is more than five years below the national average of 78.7 years (National Vital Statistics Report, May 2013, Centers for Disease Control and Prevention).

The standard models of healthcare delivery for American Indians and Alaska Natives communities are failing. In part, this is because the Indian Health Service (IHS) and tribal health centers are not equipped to respond to the tremendous social and legal barriers that keep patients from leading healthy lives. Nationwide, 27 percent of the American Indian/ Alaska Native population lives below the poverty line, which is almost triple the 2012 rate for non-Hispanic whites (Income, Poverty, and Health Insurance in the United States: 2012, September 2013, U.S. Census Bureau). Living in poverty forces compromises, like the choice between purchasing healthy foods and putting gas in a vehicle. In rural areas, where people are isolated from social supports, the costs of poverty are higher. Most IHS and tribal healthcare systems rely on benefits coordinators and social workers to address the social determinants of health. However, securing health-promoting resources often requires more than a referral to a particular agency or program. When a patient is unlawfully denied access to a particular service or when a patient's rights are abridged, an attorney can use the court system, administrative appeals, or negotiation strategies to correct the wrong. Placing legal aid attorneys in health centers

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broadens the array of treatment tools available to health providers and improves the well-being of patients.

The success of the medical-legal partnership model has fueled its expansion to 135 hospitals and 127 health centers across the nation. Nevertheless, DNA's program, Four Corners Legal Care, remains the nation's only medical-legal partnership (MLP) in an IHS or tribal location. Four Corners Legal Care currently operates in Shiprock, New Mexico and Tuba City, Arizona. There are six additional regions of the Navajo Nation where MLP would be expected to thrive (Kayenta, AZ; Chinle, AZ; Fort Defiance, AZ; Winslow, AZ; Crownpoint, NM; and Gallup, NM). DNA has also identified seven legal aid organizations with an interest in building MLPs that will serve American Indian and Alaska Native communities in their respective regions (Northwest Justice Project, Alaska Legal Services Corporation, Montana Legal Services Association, Legal Aid of Nebraska, New Mexico Legal Aid, Pine Tree Legal Assistance, and Wisconsin Judicare). These programs have participated in conference calls, webinars, and a one-day summit on the Navajo Nation, all focusing on the development of MLPs in Indian Country.

Consistently, the largest hurdle to MLP implementation is the inability of legal aid organizations to hire, train, and supervise new MLP attorneys. To address this gap in capacity, DNA will develop an AmeriCorps program that places members in IHS hospitals, tribally-operated health centers, and urban Indian health clinics, where they will provide direct legal services to patients. With a planning grant, DNA will not only create a process for recruiting, training, and mentoring new AmeriCorps members, but will also build relationships with the healthcare institutions that eventually host the AmeriCorps members.

II. Planning Grant Timeline and Activities

To ensure that DNA is ready to proceed with an operational grant proposal on the AmeriCorps Indian Tribes Grant cycle, the proposed planning process is set along a ten month timeline, which is scheduled to start on July 15, 2015.

A. Months 1 and 2: Assemble Team and Establish a Project Management Plan

As early in the grant period as possible, DNA will hire a Project Coordinator and provide this employee with an orientation to DNA's medical-legal partnerships. Shortly thereafter, the Project Coordinator and the Director of Four Corners Legal Care will conduct a field visit with Alaska Legal Services Corporation (ALSC). ALSC was selected as a subgrantee to ensure that the AmeriCorps program DNA develops is adaptable to tribal communities outside of the Navajo Nation. During the site visit, DNA's team members will meet with ALSC's Executive Director and Local Coordinator.

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Together, the group will identify at least five prospective healthcare sites for MLP development (three on the Navajo Nation and two in Alaska). Sites will be evaluated according to the type of facility (e.g. IHS versus tribally-operated), the degree to which health providers at the facility are committed to healthcare innovations, and the proximity of the facility to a legal aid office where a new MLP attorney can find support and supervision. Using these criteria, DNA and ALSC will create a project management plan that outlines objectives under the planning grant, assigns specific tasks, and sets deadlines for activities.

B. Months 3 through 8: Develop AmeriCorps Proposal and Build MLP Foundations

Activities under the planning grant will fall into two categories: 1) developing a proposal for AmeriCorps members to operate medical-legal partnerships in Indian Country; and 2) building the relationships that will facilitate implementation of the AmeriCorps proposal.

* Developing an AmeriCorps Proposal *

DNA's Project Coordinator will lead the effort to examine the following topics:

i. Theory of Change and Evidence Base

The MLP model is based on the principle that legal advocacy connects patients with health-promoting supports and services. Showing that MLPs connect patients with critical supports and services is straightforward. For example, Four Corners Legal Care has served close to 900 patients in the past three years, creating direct financial recoveries, new health insurance coverage, housing opportunities, protection from abuse, and more. At this point, however, DNA has only anecdotal evidence to show that these supports and services have a distinct, positive impact on patients' health. During the planning grant period, the Project Coordinator will consider how similar MLPs have used research methods to demonstrate that legal interventions positively influence health outcomes. Evaluating the existing evidence base will help DNA support the theory of change that underlies MLP work.

ii. Member Selection, Training, and Supervision

DNA maintains a network of field offices in rural portions of New Mexico, Arizona, and Utah. From some offices, DNA attorneys must travel over 100 miles to reach an airport or a major hospital. These conditions are characteristic of other legal aid programs who serve American Indian and Alaska Native communities. DNA will use the planning grant to explore the best strategies of recruiting attorneys to work in remote, underserved regions of the United States. This will include an identification of online databases, forums, and listserves that would generate interest in the AmeriCorps opportunity. DNA will also consult with organizations like Equal Justice Works that have

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experience recruiting attorneys for multi-regional AmeriCorps programs. Finally, the Project Coordinator will construct a recruiting strategy that promotes diversity among AmeriCorps members, including the hiring of Native American attorneys.

DNA will bolster its recruiting potential by creating a best-in-class supervision and training system. For example, the Project Coordinator will develop a plan for hosting up to 20 AmeriCorps members in a week-long 'MLP Boot Camp'. Members who participate in this intensive training session would leave with a package of resources that would inform the way they work with health providers, deliver legal assistance to patients, and track outcomes. The Project Coordinator will also consider how remote supervision models (e.g. videoconferencing) could be used to keep a multi-regional network of attorneys aware of best practices and supported when they face challenges in their field locations.

iii. Commitment to AmeriCorps Identity

DNA's Project Coordinator and ALSC's Local Coordinator will communicate with health providers at the prospective MLP host sites to determine whether they have hosted AmeriCorps members in the past or are otherwise familiar with AmeriCorps service programs. DNA and ALSC will ensure that partnering healthcare institutions would welcome the display of AmeriCorps-identifying materials in conjunction with their MLP programs.

iv. Compliance and Accountability

DNA anticipates building a multi-regional AmeriCorps proposal, where members would be hosted by multiple legal aid organizations. To support grant compliance among multiple sites, DNA will develop a plan to disseminate information about AmeriCorps rules and regulations to senior leaders in each legal aid program. DNA will also propose a schedule for partnering legal aid programs to report on member activities and will create an outline of the measures that would be taken if non-compliance with grant terms or AmeriCorps rules or regulations is detected.

v. Securing Match Support for the Program

To recruit qualified AmeriCorps members, legal aid programs like DNA and ALSC must create a combination of supports that, to the greatest extent possible, approximates the starting salary of a legal aid attorney. In most regions, this figure is between \$35,000 and \$40,000. This may require a larger matching contribution from legal aid programs. Fortunately, the Legal Services Corporation recently clarified that its funds may be used as matching funds for AmeriCorps grants (Legal Services Corporation Program Letter 14-4, December 2, 2014). DNA intends to consult with legal aid organizations that have previously hosted AmeriCorps attorneys, including Montana Legal Services Association and Legal Aid of Arkansas, in order to learn how these programs handled match support.

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* Building Relationships to Support MLP Development *

Throughout the planning grant period, DNA and ALSC will establish regular contact with leaders at partnering healthcare institutions. This will include presenting to health providers about the demonstrated outcomes of the MLP model for patients in IHS and tribal hospitals. Drawing upon samples from the existing Navajo Nation MLPs, DNA and ALSC will work to construct formal operating agreements with the healthcare institutions. The agreements will cover topics like using on-site office space in the hospitals, handling confidential information for patients, accessing information technology resources, and protecting against legal actions adverse to health providers. Based upon DNA's past experience, it can take up to nine months to complete the agreements necessary for MLP operation. While navigating these steps, DNA and ALSC will share pertinent resources with the legal aid organizations that may join in a future AmeriCorps proposal.

C. Months 9 and 10 -- Finalize AmeriCorps Proposal

In the final months of the planning grant, the project team will consolidate the information and knowledge developed during the planning process into a written report that will assist with development of a full AmeriCorps proposal. DNA will host a webinar session to review the planning outcomes, where the target audience will be the seven legal aid programs that have expressed interest in joining the proposal. DNA and ALSC will also report the planning grant outcomes to government leaders from the Navajo Nation, the Kenaitze Indian Tribe, and the Central Council of the Tlingit and Haida. Along with this reporting, DNA and ALSC will work to secure new tribal resolutions that will enable future participation in the AmeriCorps Indian Tribes Grant program.

Organizational Capability

DNA--People's Legal Services is a non-profit legal aid organization founded on the Navajo Nation in 1967. DNA is an acronym for Dinébe'iiná Náhiilna be Agha'diit'ahii, a Navajo phrase that means "attorneys who work for the revitalization of the people." DNA delivers legal assistance to low-income individuals, regardless of race or ethnicity, but our location and degree of experience in Indian law has led to strong relationships with seven tribes - the Hualapai, Havasupai, Kaibab Paiute, Hopi and San Juan Southern Paiute in Arizona, the Jicarilla Apache in New Mexico, and the Navajo Nation in Arizona, New Mexico and Utah.

DNA partnered with the Navajo Area IHS in 2009 to create the first MLP in the nation to focus on serving low-income American Indians or Alaska Natives. DNA's first MLP site was the Northern Navajo Medical Center, one of the largest Navajo Nation hospitals. In October 2012, DNA opened a new partnership site with Tuba City Regional Health Care, a tribally-chartered operated hospital in

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Tuba City, Arizona. Over the past three years, DNA's MLP attorneys have helped almost 900 patients address health-impacting legal dilemmas that include denials of public benefits, evictions from public housing, and violence by an intimate partner. Over the same period, the MLP generated a million dollars in recoveries for low-income patients, along with almost \$100,000.00 in new monthly benefits. DNA's MLP program, Four Corners Legal Care, is the flagship model of integrating legal advocacy and healthcare in Indian Country.

DNA is committed to expanding Four Corners Legal Care to serve additional hospitals on the Navajo Nation and to growing a larger network of MLPs in Indian Country. In May 2014, DNA and the National Center for Medical-Legal Partnership (NCMLP) welcomed legal and health providers from seven states to the Partnering for Native Health Conference in Tuba City, Arizona. Panel discussions at this conference focused on the value of MLPs for health providers and patients, the technical aspects of operating an MLP, and the potential for funding and sustaining new MLPs in Indian Country. Later in 2014, DNA and NCMLP co-presented a webinar on the MLP model, which was hosted by IHS headquarters and advertised nationally.

With a history of successful MLP operations and leadership at the national level, DNA is well-positioned to develop an AmeriCorps grant proposal with multi-regional scope. DNA has the internal capacity to ensure that the planning process is effectively utilized and directed toward the creation of a successful AmeriCorps program. DNA's Project Coordinator will be supervised extensively by Matt VanWormer, who has served as the Director of DNA's Navajo Nation MLPs since 2009, as well as Margaret Patterson, an MLP attorney with over two years of legal aid experience.

The project team will be assisted in overall grant management by Sylvia Struss, DNA's Director of Administration, and Finance Director, Vernon Laughlin, who has 24 years administrative and financial management experience working for tribal and state governments, and non-profit organizations. DNA has received and administered federal grants for more than 45 years and currently manages 12 federal contracts. Six of these are grants made directly to DNA by the federal agency. The remaining are subcontracts from government agencies or other nonprofits. DNA has board-approved accounting policies that ensure funds are managed properly, including a written accounting manual that is reviewed regularly, a records retention policy, adequate internal controls to safeguard grant funds and all DNA assets and revenue, and processes to ensure timely draw down and disbursement of funds from federal systems. DNA's accounting system ensures funds from different sources can be maintained and managed separately, and ensures funds are expended as budgeted. Accounting staff have received training on the Super Circular (2 CFR Part 200).

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Alaska Legal Services Corporation is ideally situated to help DNA develop an AmeriCorps proposal that reaches tribal communities outside of the Navajo Nation. ALSC is the only provider of free, comprehensive legal services to low-income Alaskans with offices in Alaska's rural communities. ALSC maintains offices in Kenai, near the Kenaitze Indian Tribe, as well Juneau, which the Central Council of the Tlingit and Haida maintains its administrative headquarters. Each year, ALSC enables approximately 6,400 low-income Alaskans to address critical civil legal issues directly affecting their families, homes, incomes, jobs and access to vital services such as health care and utilities. ALSC also has a Native Law unit that specializes in enforcing the sovereign rights and orders of Alaska Native tribes. ALSC's Executive Director, Nikole Nelson, attended the Partnering for Native Health Conference in Tuba City, Arizona and was selected by as a 2014 'Where Health Meets Justice' Fellow by the National Center for Medical-Legal Partnership.

Expanding the MLP model to serve a greater number of American Indian and Alaska Native communities will require substantial collaboration with healthcare institutions, legal aid organizations, and tribal governments. DNA and ALSC must engage health providers and administrators at healthcare institutions, through all stages of MLP development. Collaboration with legal aid partners will be critical in terms of evaluating the potential for a multi-regional AmeriCorps proposal. By sponsoring DNA and ALSC to seek AmeriCorps Indian Tribes Grant funds, the Navajo Nation, the Kenaitze Indian Tribe, and the Central Council of the Tlingit and Haida have established themselves as stakeholders in the AmeriCorps proposal. DNA and ALSC will inform tribal government representatives of the planning process results and seek their input in the development of the operational grant proposal. The planning process will allow for direct feedback from community members, especially while DNA and ALSC build support for MLPs within partnering healthcare institutions. Many of the doctors, nurses, social workers, therapists, and medical technicians in IHS and tribal hospitals are tribal members who reside in the communities where they work. These frontline health providers will help the project team design MLPs that not only respond to the needs of the healthcare institutions, but also create lasting benefits for the broader tribal communities.

Cost Effectiveness and Budget Adequacy

DNA's budget provides calculations for each cost, has been checked for mathematical errors, and is in compliance with budget instructions. The project budget aligns with the project activities and goals described in the narrative. Thoughtful program planning ensures the budget is cost effective by accurately reflecting the anticipated project activities. It allows for sufficient program staff at each site (AZ and AK), supervision and oversight of staff, travel to accomplish program goals, supplies needed

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to implement the program, and costs directly attributable to the program such as space, utilities, telephone, and equipment rental for communications, printing and postage. DNA has experience planning and implementing similar projects. The budget process follows DNA policies, uses approved salary scales, and considers project activities, DNA's current fiscal environment, historical financial data, past experience, OMB guidelines, and federal regulations.

Evaluation Summary or Plan

N/A

Clarification Summary

Budget clarification items.

4. Criminal history background checks are required for all staff. Please revise the budget to include the costs of these checks, or confirm the checks will be completed and how the cost will be covered.

DNA already has a policy of conducting criminal history background checks for incoming employees and provides this service as an operating cost. For all staff working under the proposed planning grant, including staff members who are supported only with matching funds, DNA will conduct new, up-to-date criminal history checks. Because the planning grant staff will not have direct access with vulnerable populations during the course of the planning grant activities, the criminal history checks will include 1) a nationwide name-based check of the National Sex Offender Public Website (NSOPW) for each staff member and 2) a name- or fingerprint-based search of the statewide criminal history registry in the staff member or candidate's state of residence and in the state where that person will serve or work. DNA will also conduct a criminal history check for the Local Coordinator employed by ALSC or confirm that ALSC is conducting this criminal history check prior to the start date of the planning grant.

Programmatic clarification items.

1. Please describe the applicant's plan to raise non-CNCS resources to fully support the planning process.

DNA will use matching funds from the Legal Services Corporation to cover office space for the Project

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Coordinator and a portion of indirect costs. The Legal Services Corporation recently clarified that "LSC grantees may use LSC funds as matching funds in AmeriCorps grants and other grants funded by the Corporation for National and Community Service" (Program Letter 14-4, December 2, 2014). DNA uses its existing LSC grant to fund direct client services offered through Four Corners Legal Care, as well as evaluation of this medical-legal partnership program. DNA's strategic plan, which has been shared with LSC, includes continuation and expansion of the MLP model in Indian Country.

DNA will also use funding from the Kresge Foundation as matching support for the proposed planning grant. In February 2015, DNA was awarded three-year grant to facilitate the development of new medical-legal partnerships in American Indian and Alaska Native communities. The Kresge Foundation funds activities at DNA that support MLP expansion, including: measuring the return-on-investment and community benefits from DNA's existing partnerships; presenting on the MLP model at field site visits and at national convenings of health and justice leaders; providing technical assistance and leadership to emerging MLPs; and creating sustainability structures for a network of MLP sites. DNA's Kresge grant is an appropriate source of matching funds for the proposed AmeriCorps planning process.

2. Please provide a more detailed description of the community problem as related to the specific American Indian and Alaskan populations of which AmeriCorps members will serve.

DNA envisions creating an AmeriCorps operational grant proposal that enables attorneys to operate medical-legal partnerships that serve American Indian or Alaska Native tribes in as many as seven states. During the planning process, however, DNA and ALSC will build an AmeriCorps proposal that is specific to healthcare facilities located on the Navajo Nation and in Alaska Native communities. Not only is there a strong possibility of MLP replication in these locations, but they are also representative of the socioeconomic hardships and health inequities that prevail throughout Indian Country.

Navajo communities experience some of the most persistent and debilitating poverty ever seen in our country. For decades, unemployment in the Navajo Nation has hovered at close to 50 percent of the workforce. This contributes to a reservation-wide poverty rate of over 40 percent. A quarter of families live without electricity, indoor plumbing, or running water. Almost one third of Navajo tribal

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members over the age of 25 do not have a high school education. Health statistics from the 2005 Navajo Area Indian Health Service Community Health Status Assessment outline a situation in which chronic health problems, limited access to health resources, and a high risk of violent injury and death severely impact the wellbeing of the Navajo people. The age-adjusted mortality from diabetes on the Navajo Nation (41.1 per 100,000) was over three times the general U.S. rate (13.5 per 100,000). Tuberculosis infection rates were also three times higher than the U.S. population as a whole. Access to oral health services was 22 percent, much lower than the U.S. average of 70 percent. The reported alcoholism mortality rate on the Navajo Nation was seven times higher than the U.S. average.

The Washington Post reports that 22 percent of the Alaska Native population lives in poverty, with an equal number unemployed ("Two Worlds", September 2010). A 2009 report by the Alaska Native Tribal Health Consortium suggests that poverty is compromising health for much of the Alaska Native population. At the time of the report, the infant mortality rate for Alaska Natives was twice as high as the rate for White Alaskans. In some Alaska Native communities, the type II diabetes rates had tripled in less than two decades. The suicide rate for Alaska Natives was 3.6 times higher than among the White population in the U.S.

Although legal interventions play an important role in addressing the nonmedical determinants of health, access to an attorney is limited for persons living on the Navajo Nation and in Alaska Native communities. On the Navajo Nation, for example, there is only one legal aid attorney for every 3,000 individuals living below the poverty line. Most Alaska Natives must travel long distances to reach an office of the Alaska Legal Services Corporation. Medical-legal partnerships connect vulnerable individuals with legal assistance by placing attorneys in convenient, familiar locations. By training health providers to screen for legal issues in the clinical setting, MLPs also reach many patients who are unaware that legal advocacy can resolve stressors in their lives. On the Navajo Nation, however, there are MLPs in only two of the eight hospitals that serve the Navajo community. Currently, there are no MLPs that serve Alaska Native communities. DNA and ALSC seek to change this equation.

3. Please provide a more detailed description of the planning grant timeline and activities related to Months 3 to 8 so that is clear what the responsibilities of the project coordinator are related to the identified topics intervention; member selection, training and supervision plan; compliance and accountability; and securing match funds.

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During months 3 through 8 of the planning grant period, the Project Director will carry out the following tasks, broken down by topic area and specific time period:

i. Theory of Change and Evidence Base

Months 3 to 5: The Project Coordinator will conduct a thorough review of the existing literature on the health impacts of medical-legal partnerships. Because DNA already maintains a record of positive outcomes produced by MLP interventions, the Project Director will examine research studies that show changes in a patient's health status, stress levels, or emotional wellbeing as a result of legal interventions. The Project Coordinator will summarize the findings from relevant research studies, which will help DNA evaluate whether there is a sufficient evidence base to show that MLPs lead to health improvements or greater wellbeing for vulnerable community members.

Months 6 to 8: The Project Coordinator will review and summarize existing literature on the social return on investment (SROI) that results from legal aid interventions, generally. Together, the Project Coordinator and the Director of Four Corners Legal Care will create a list of methods that DNA could use to evaluate SROI from the cases handled in the past five years by Four Corners Legal Care. This will include a cost-benefit analysis of options like hiring a consultant to conduct an SROI analysis or using publicly-available metrics to reach a calculation of SROI.

ii. Member Selection, Training, and Supervision

Months 3 and 4: The Project Coordinator will create an internal database for DNA that lists options for recruiting attorneys to serve in public interest positions. This will include a list of websites that host public interest attorney job postings, as well as listserves that are commonly used to disseminate information regarding openings. The Project Coordinator will also identify regional job fairs that offer opportunities for in-person interviewing of candidates for AmeriCorps member positions. The Project Coordinator will also consult on recruiting practices with Equal Justice Works and other individual programs that have successfully recruited public interest attorneys to serve as AmeriCorps members. Finally, the Project Coordinator will create a recruiting and hiring timeline that DNA can follow, if awarded an operational grant.

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Months 5 to 8: The Project Coordinator will devote this time period to constructing a framework for DNA's system for training and supervising future AmeriCorps members. This will include creating a draft curriculum for the 'MLP Boot Camp' that will serve as the initial introduction for most members to both legal aid practice, generally, as well as the specifics of operating a successful MLP program. The Project Coordinator will create projections of the resources needed to run this week-long intensive training, including staff time, materials, use of facilities, and travel expenditures for members. In consultation with the Director of Four Corners Legal Care, the Project Coordinator will also develop a plan for providing continuing oversight of each AmeriCorps member's legal work and his or her engagement with the partnering healthcare institution (e.g. conducting trainings at the hospital and developing patient referral mechanisms). The Project Coordinator will work closely with the ALSC Local Coordinator to determine how a lead organization (DNA) should coordinate its supervision structures with a subgrantee/ host organization (ALSC) in order to avoid duplication of effort. For example, the Project Coordinator will assess whether ALSC already has adequate measures in place to guarantee that members provides high quality legal assistance to clients, comply with applicable ethical rules, and develop positive relationships with community partners. With these quality-assurance measures in place, DNA could limit its oversight to the matters that strictly relate to MLP development and operation.

iii. Compliance and Accountability

Months 3 to 5: The Project Coordinator will spend time during these months familiarizing him or herself with all AmeriCorps rules and regulations.

Months 6 to 8: The Project Coordinator will create a document that summarizes the measures that a legal aid organization must take in order to remain compliant with all AmeriCorps rules and regulations. The Project Coordinator will create an online survey for DNA and for partnering legal aid organizations (ALSC and other programs interested in joining in a larger operational grant proposal) that asks whether the organization is currently following the identified measures. In regard to measures that are not already in place, the Project Coordinator will develop a list of the necessary changes and a timeline for implementation. Finally, the Project Director will create proposals for DNA's remote supervision of field sites, including periodic reporting by field sites on the activities of

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AmeriCorps members.

iv. Securing Match Support for the Program

Months 3 and 4: The Project Coordinator will create a budgetary projection that shows how much DNA and partnering organizations would need to spend in order to meet the matching obligation of a future operational grant.

Months 5 and 6: The Project Coordinator will consult with other legal aid programs that have hosted attorneys as AmeriCorps members and determine what sources of funding were used by these programs to provide match support.

Months 7 and 8: The Project Coordinator will consult with DNA's Finance Director to determine which revenue sources DNA could use to meet the match obligation and to provide adequate compensation for AmeriCorps members. To the extent that new revenue sources are needed to provide match support, the Project Coordinator will consult with DNA's Development Director regarding grant opportunities that may align with the operational grant proposal. The Project Coordinator will work with ALSC's Local Coordinator to conduct a similar analysis with regard to ALSC's budget and finances. Based upon these inquiries, the Project Coordinator will develop a written financial strategy and send this document to other legal aid programs that are considering applying with DNA and ALSC for a future operational grant.

4. Please provide information regarding DNA's federal grant awards and administration.

DNA has received federal grants since our inception in 1967. Federal awards since 2005 (direct and pass-through) appear in the list below. In summary, DNA received the following number of federal grants in each of the years since 2005: 22 federal grants in 2005; 12 federal grants in 2013; 11 federal grants in 2014, 2012, 2011, 2010, and 2006; 10 in 2007; 8 in 2008; 9 in 2009. In the late 1990s, DNA began to receive many more federal awards than we had previously. A Protection and Advocacy Project that was operating at DNA during that time qualified for many federal awards. This project eventually spun off into a separate nonprofit, taking several federal grants with it.

List of Federal Grant Awards (2005 -- 2014):

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1. Legal Services Corporation (AZ Basic Field, NM Basic Field, AZ Native American, NM Native American); Years Received: All Years 2005-2014; Amounts: 2014 = \$3,000,406; 2013 = \$3,210,600; 2012 = \$3,191,888; 2011 = \$3,902,738; 2010 = \$3,620,984; Impact: Delivered civil legal services and provided community legal education to thousands of low-income community members in the Navajo Nation, Hopi Nation, and surrounding communities.
2. U.S. Department of Justice (Victims Of Crime Act); Years Received: All Years 2005-2014; Amounts: 2014 = \$40,425; 2013 = \$30,723; 2012 = \$22,868; 2011 = \$22,868; 2010 = \$24,689; Impact: Delivered critical legal assistance to victims of crime in the State of Arizona, including victims of domestic violence and sexual violence.
3. U.S. Department of Justice (Violence Against Women Act); Years Received: All Years 2005-2014; Amounts: 2014 = \$26,691 ; 2013 = \$26,691; 2012 = \$25,574 ; 2011 = \$25,574; 2010 = \$28,770; Impact: Representation in Domestic Abuse Protection Order cases for victims of domestic violence in the State of New Mexico, including tribal members.
4. Department of Treasury (IRS-Low Income Tax Clinic); Years Received: 2005-2014; Amounts: 2014 = \$50,000; 2013 = \$50,000; 2012 = \$43,000; 2011 = \$40,000; 2010 = \$45,160; Impact: Representation of low-income clients in tax cases involving the IRS.
5. Department of Health and Human Services (TANF); Years Received: 2005-2015; Amounts: 2014 = \$77,206; 2013 = \$84,281; 2012 = \$80,359; 2011 = \$80,359; 2010 = \$80,359
6. Department of Justice (Bureau of Justice Assistance/ Native American Rights Fund); Years Received: 8 of the last 10 years; Amounts: 2014 = \$160,962; 2013 = \$206,989; 2012 = \$135,247; 2011 = \$212,097; 2010 = \$31,408; Impact: Assisted Indian Tribes with the development of tribal law; improved access to tribal courts by providing legal assistance to hundreds of vulnerable community members.
7. Department of Justice (Legal Assistance for Victims); Years Received: 4 of the last 10 years; Amount: 2012-2014 = \$300,000; Impact: Comprehensive legal assistance to victims of domestic violence, including family law, housing, and public benefits; Attorneys placed in domestic violence shelters on the Navajo Nation to promote victims' access to the justice system.
8. Department of Housing and Urban Development (various); Years Received: 3 of the last 10 years; Amounts: 2013 = \$27,095 (pass-through); 2011 = \$18,471 (pass-through); 2010 = \$7,479 (pass-through); Impact: preserved housing by providing advice and representation, including eviction defense and housing counseling to hundreds of low-income families.

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9. Department of the Interior (Office of Special Trustee/ Indian Land Tenure Foundation); Years Received: 2015; Amount: \$42,000.00; Impact: Ongoing; providing comprehensive estate planning services to tribal members who own individual allotment lands.

In the last three years, DNA implemented major changes to our accounting department and staff in order to improve our financial management capacity. DNA created a new Finance Director position to oversee our accounting department and hired someone with more than two decades of experience. With board approval and involvement, DNA worked with additional consultants to rework our entire accounting system's chart of accounts. We dramatically upgraded our accounting system and added important features that ensure our ability to comply with the oversight, management, and reporting of all grant awards, including federal grants. As a result, DNA was better able to monitor grant budgets and prepare reports that reflect actual revenue and expenditures compared to budgets. The Legal Services Corporation requested many of these changes as special conditions of DNA's grant awards in 2013 and 2014.

In 2012 and 2013, DNA also rewrote its Accounting Policies and Procedures manual to incorporate better internal controls and to clearly delineate tasks and job responsibilities of our entire accounting staff. In 2013, the DNA Board of Directors approved a Fraud Risk Prevention Policy to prevent, detect, and investigate any element of fraud, misappropriations, and other irregularities, and if fraud is discovered, to ensure that it is corrected. DNA's accounting staff received training on the new federal super circular, and receives ongoing training through funder site visits (DOJ, LSC, IRS, HUD) and programs offered by some of these funders.

DNA was recently notified by our auditors of immaterial weaknesses in our accounting processes, along with findings that DNA's unadjusted general ledger was not materially correct because adjustments were not recorded. DNA is working to correct these problems. Specifically, in October 2015, DNA will be replacing its Microsoft Dynamics accounting software with MIP, which will give DNA non-profit fund accounting capacity.

Continuation Changes

N/A

Grant Characteristics