

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 16-DEC-10	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC123162		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 10ACHAK0010001
5. APPLICATION INFORMATION			
LEGAL NAME: Rural Alaska Community Action Program DUNS NUMBER: 020247920 - 0908		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Ellen M. Kazary TELEPHONE NUMBER: (907) 279-2511 342 FAX NUMBER: (907) 278-2309 INTERNET E-MAIL ADDRESS: ellenkazary@hotmail.com	
ADDRESS (give street address, city, state, zip code and county): 731 E. 8th Ave. Anchorage AK 99501 - 3772 County: Dillingham (CA)			
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 920033876		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community Action Agency/Community Action Program	
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Rural Alaska Village Environmental Network	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): RurAL CAP will operate RAVEN AmeriCorps throughout the state of Alaska. Each year, 20 remote villages will apply with a locally recruited applicant. Villages will vary from year to year and will be across the entire state. Communities must demonstrate		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 12/01/11 END DATE: 11/30/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="AK 001"/> b.Program <input type="text" value="AK 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 313,642.00	<input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
b. APPLICANT	\$ 271,927.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 585,569.00		
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO		18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.	
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Ellen M. Kazary	b. TITLE: Community Development Manager	c. TELEPHONE NUMBER: (907) 279-2511 342	
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 11/15/10	

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Executive Summary

Executive Summary

The Rural Alaska Village Environmental Network (RAVEN) AmeriCorps Program improves environmental conditions in 20 remote, rural Alaskan communities by recruiting an AmeriCorps member from within the community and engaging at-risk youth in positive, community service activities that strengthen youth developmental assets and resiliency.

RAVEN members address environmental needs in Alaskan villages by implementing projects that include waste backhaul systems, energy efficiency home improvements, community clean-ups, recycling, gardening, and environmental education.

Rationale and Approach

COMPELLING NEED

Rural Alaska Community Action Program, Inc. (RurAL CAP) has worked to improve the quality of life for low-income Alaskans for 45 years. For the past 15 years, RurAL CAP has administered the Rural Alaska Village Environmental Network (RAVEN) AmeriCorps Program which improves environmental conditions in 20 remote, rural Alaskan communities each year by recruiting an AmeriCorps member from within the community and engaging youth and other volunteers in service. The RAVEN Program supports low-income, underserved, primarily Alaskan Native families and communities (or villages, as referred to locally) as they build local capacity to improve and protect their environment.

The RAVEN Program has been recognized nationally as a model of success for engaging extremely remote, rural and at-risk populations in service. RurAL CAP and RAVEN members have been invited to share program practices at national and state conferences on:

- Remote delivery and successful cross-cultural communication;
- Creating and providing regionally and culturally appropriate environmental education resources;
- Generating and tracking measurable results;

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- Leveraging project resources in cash-poor communities;
- The positive impact of recruiting members locally to increase capacity and sustainability; and
- Creating a web-based resource, the Alaska Environmental Resource Hub On-line (AERHO.org) to capture member success stories and best practices.

This program addresses CNCS's Strategic Plan Targets and Guiding Principles:

1. Mobilizing more volunteers; and
2. Ensuring a brighter future for all of America's youth by engaging youth from disadvantaged circumstances in national service.

The RAVEN Program meets Serve Alaska's (Alaska's state service commission) and CNCS' national service priority area of "Unmet Community Clean Energy/Environmental Needs." Further, the program is aligned with Serve Alaska's and CNCS' mission statement: "to improve lives, strengthen communities, and foster civic engagement through service and volunteering and address compelling unmet needs in underserved communities."

The RAVEN Program addresses the compelling community needs for improved environmental conditions and youth engagement in rural Alaska.

Need for Environmental Services

Environmental conditions in rural Alaskan communities resemble those of the developing world. Many villages lack sewer and plumbing systems, resulting in a haul-and-dump system for disposing human waste. Villages do not have permitted sanitary landfills, but unlined and leaking dumpsites. Home heating/energy issues cause physical and financial hardship for rural Alaskans as well: many homes in rural Alaska were built out of state and are not efficient for the harsh climate, appliances are old and

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inefficient and village stores do not offer simple weatherization and energy efficiency supplies. Many rural residents use inappropriate materials in dangerous ways to seal their homes from extreme weather resulting in hazardous indoor air quality, mold/mildew, and fire safety conditions.

Without essential environmental services, such as solid and human waste collection, recycling programs, hazardous waste removal, landfill management, and environmental education, village residents resort to make-shift waste disposal methods including burning trash, mixing human excrement and household waste, and disposing of hazardous waste in the dump. These practices impact individual and community health and subsistence activities (hunting, fishing, gathering food from the land).

Roughly 9 out of 10 villages in rural Alaska rely on an open dump for the disposal of all waste. Less than a third of these villages report having a solid waste management plan, funding for waste management programs, or a dump manager. Community education about proper solid waste disposal practices was reported to be a top priority by Tribes. ('Left Out in the Cold,' Zender Environmental, 2003).

As of September 14, 2009, the Alaska State Department of Environmental Conservation reported the existence of 119 unpermitted landfills in the 229 Alaska Native tribal villages across the state (ADEC 9/14/09) that threaten human and environmental health in these communities and surrounding areas. Vehicular and home heating oil spills, discarded vehicles and appliances, and household hazardous wastes complicate the solid waste management system. These non-standard dumps are filling rapidly and there is little local infrastructure to ensure safe solid waste disposal.

In 51 rural villages, half of the households have no indoor plumbing (Anchorage Daily News, 8/27/09). In most other communities, the systems are 30-40 years old, serve only a percentage of homes, and are

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disintegrating. Instead of sewer and plumbing systems, individuals use a haul-and-dump system for disposing human waste, which is often mixed with solid waste disposal in the unpermitted, unlined and leaking dumps. When floodwaters rise each spring, raw sewage and trash from sewage dumps flood neighborhoods and homes and flow into river systems. Communities rely on these water sources for drinking water and subsistence fishing. The common practice of combining sewage and solid waste in rural Alaska is associated with high pediatric lower respiratory tract infection incidence (AK Division of Public Health, May 2008).

A yearly assessment of the sanitation needs of Native Americans across the country is conducted for the Indian Health Service (Sanitation Deficiency System). In 2009, the program estimated sanitation needs of Alaska's rural villages to be 429 unfunded projects with a cost of \$736 million (Village Safe Water, State of AK report '09).

These environmental conditions in Alaska's rural communities affect every aspect of life: -- health, education, self-esteem, ability to work, impact on watershed and future generations. Recognizing this, the Alaska office of the Environmental Protection Agency (EPA) met with community leaders and partners in 1994 to design a strategy for addressing these needs while engaging rural communities at the LOCAL level in environmental action. The EPA directly applied for and managed the first RAVEN grant in 1994, then selected RurAL CAP as the lead administrator in 1995. RurAL CAP held meetings with community leaders, EPA and ADEC workers, and community members to further identify the depth of the need and design appropriate strategies for engaging service members, youth and volunteers in environmental improvements. Projects RAVEN members commonly organize to address these needs include waste backhaul systems, energy efficiency home improvements, community clean-ups, recycling, gardening, and environmental education.

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Youth Engagement:

To improve environmental conditions, the RAVEN Program employs a strategy of engaging local, at-risk youth and other community members as the volunteer service providers the AmeriCorps member recruits, organizes and mentors.

Engaging at-risk youth is a priority considering many youth from Alaskan villages targeted by RAVEN experience most or all of the risk factors that define at-risk youth: they come from low-income backgrounds, their parents and other role models abuse alcohol and drugs, they have little connection to their schools or their cultural heritage; and they have easy access to substances that bring immediate, short-lived escape. Alaska Native populations suffer from suicide at a rate five times that of the rest of the US and youth ages 15-19 suffer even higher rates (AK Suicide Prevention Council 2006 Annual Report). The ratio of the Alaska Native teen birth rate to the Caucasian teen birth rate increased from 2.3 times in 1993 to 2.5 in 2002 (AK Vital Signs, March 2005). In the 2005-06 school year, nearly 12% of Native students dropped out of high school, compared with 8% among all Alaska students and 4% of students nationwide (University of Alaska, Institute of Social and Economic Research). According to 'An Alcohol Index for Alaska' (from PreventionExpress Feb 2001); rural Alaska alcohol-related deaths are seven times the national average.

Research conducted by the Search Institute in Minnesota has shown that engaging youth in community service helps improve their mental health and education performance while reducing substance abuse. The Center for Substance Abuse Prevention (CSAP) Prevention Strategies and the Alaska Division of Behavioral Health cites meaningful engagement as increasing resiliency (the ability to overcome life challenges and problems) through "involvement in activities that give life meaning and purpose...helping others or improving local conditions (i.e. subsistence or cultural activities, community service and education)."

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The Search Institute has a list of 40 Developmental Assets that contribute to youth resiliency. According to the Institute, "The more assets a young person has, the more likely he or she is to succeed in school and be a helpful, healthy, and productive citizen," less likely to be involved with drugs, alcohol, violence, or other risky behaviors. In addition, the Search Institute research shows that community activities with "heavy participation from youth have greater volunteer contributions, larger impacts and more lasting efforts."

Recognizing the link between at-risk youth hungry for meaningful participation in their communities and the need for significant environmental improvements, the RAVEN Program trains locally-recruited AmeriCorps members to educate, involve and motivate youth and other volunteers to act as environmental stewards. With input from rural leaders, families and youth themselves, the RAVEN Program engages at-risk youth in positive, community service activities that strengthen their developmental assets and resiliency, while strengthening the impact and sustainability of member environmental service projects.

To understand the environmental and youth engagement needs the RAVEN Program addresses, it is important to be aware of the unique living conditions, socio-economic struggles, and geophysical features of the remote villages in Alaska.

Imagine all of the land in the U.S. east of the Mississippi River. Now take out all of the people except for 100,000 and scatter them randomly into 229 villages. Remove the roads except for three state highways in Georgia. Remove running water and sewer systems from many homes. For services and supplies, leave one K-12 school, a small health clinic, post office, a city and tribal council office, and only one tiny store per community. Add massive mountain ranges and winter temperatures that frequently drop to

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minus forty. Approximately 80% of the communities served by this program are not connected by road. Communities off of the road system are only accessible by small plane or boat. It costs between \$650-1,500 to fly from a village to an urban community in Alaska. Food costs are 25-87% more than in Anchorage. Fuel costs average 30% higher than the national average. In 2008, Alaskans in rural areas spent approximately 40% of their annual income on energy during the winter, compared with 4% for the average urban Alaska household (Institute of Social and Economic Research, University of AK, 2008).

Many remote Native villages in Alaska suffer from more than just economic poverty. They experience a poverty of access and opportunity. A legacy of forced acculturation, the highest rates of substance abuse and suicide in the country, and economic stress deeply impact Alaska Native communities.

Superimposing a cash economy over a traditional subsistence lifestyle has caused turmoil in rural society. High costs of living collide with high rates of poverty and communities across the state suffer from the effects of alcoholism, mental illness, domestic violence, teenage pregnancy, high school dropout rates, and environmental conditions that threaten public health.

AmeriCorps helps break through that poverty to provide valuable opportunities for training, income and services that would not otherwise exist in rural Alaska. RAVEN operates in 20 communities annually, with many sites utilizing the resource for two to five consecutive years, increasing environmental service improvements and their sustainability with each additional year.

Based on statistics from the AK's Department of Commerce, Community and Economic Development (2009), the average RAVEN community had the following characteristics:

- Average population 593;
- 62% of the population is all or part Alaska Native;
- 54.7% of the workforce is unemployed;

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- 23% of the population lives in poverty, compared with 12.7% nationally;
- 86% of villages were completely off the road system, accessible only by plane or boat; and
- 60% of villages considered economically 'distressed' by the Denali Commission (an independent federal agency designed to provide critical infrastructure in Alaska).

RurAL CAP acts as an intermediary to engage partner organizations across Alaska's rural, primarily tribal communities to host a RAVEN member. Potential host organizations submit applications which are carefully screened to ensure that they demonstrate unmet needs for improving environmental conditions. Although Alaska is a diverse state and RAVEN communities differ in size, geophysical features, cultural heritage and specific environmental issues, it is expected that future RAVEN communities will continue to have approximately equivalent community profiles as the past three years.

Over the years, the RAVEN Program has succeeded in diverting millions of pounds of solid waste from landfills, establishing dozens of recycling and solid waste programs that continue to this day, saving thousands of dollars in energy costs, and educating and involving tens of thousands of school children, youth and volunteers in environmental improvements. However, the continued need for the program has been repeatedly confirmed by community surveys, participant feedback, RurAL CAP's Board of Directors and partner organizations. Many rural communities are yet to be served by RAVEN and many critical environmental improvements remain unmet. Sites hosting RAVEN report that their environmental needs require more than a single RAVEN year to achieve sustainable improvements. Thus, this grant is a commitment on the part of Alaska's citizens and leaders to continue to work to reverse the negative environmental issues that plague so many in our state. The RAVEN Program is the only program that provides these resources to the underserved, primarily Alaska Native communities in remote Alaska.

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ACTIVITIES AND MEMBER ROLES

The RAVEN Program offers 20 full time service positions to locally recruited AmeriCorps members serving in 20 remote villages throughout Alaska. Members start their 12 month service year in January and complete at least 1,700 hours by the following January.

Host organizations and members apply to the program together. Communities identify a host organization such as a tribal or city office, school, health clinic, or the local environmental office. Each host organization must demonstrate that they have unmet compelling needs for improved environmental services as described above in order to be eligible for the program. Sites must also commit to providing a local site supervisor who meets with the member at least once a week, provides daily program oversight, attends orientation training, and supports member activities locally.

RAVEN members serve as community leaders, organizers, educators, volunteer coordinators and youth mentors for environmental change. They work with local leaders, volunteers and community organizations to create or improve solid waste management systems and plan, organize and implement other projects that improve environmental conditions. RAVEN members focus on engaging youth and other community volunteers in carrying out these activities.

Members have well-defined, yet flexible roles that allow them to meet local needs. Members use the general position description they receive at orientation as the basis for their work, molding activities to meet specific community needs and to maximize personal strengths. Prior to attending the orientation training in January, RAVEN members conduct a community environmental needs assessment that involves community leaders, decision makers, and a broad demographic of residents. At orientation training, members and site supervisors create a work plan based on this needs assessment. Throughout the year, members and their site supervisors revise and update these work plans.

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Examples of environmental improvement projects included in the work plans are: environmental education in schools, community clean-ups, marine debris clean-ups, water quality testing, recycling and waste reduction programs, solid waste management improvements, community gardening projects, indoor air quality, energy efficiency and conservation education and conducting energy efficiency upgrades to homes and community buildings. Members work closely with the local environmental program (frequently the EPA's Indian General Assistance Program - IGAP), elders and others to ensure that all of the activities strengthen the cultural identity of individuals and communities.

Volunteers and youth are recruited locally by members to carry out projects and community activities that improve environmental conditions. Volunteers get things done alongside members by conducting community and marine debris clean-ups, collecting and backhauling recyclables, visiting homes to educate on indoor air quality and energy efficiency, coordinating energy efficiency resource fairs, creating community gardens and composting projects, and organizing and chaperoning youth activities, to name a few.

Each site has different resources, so RurAL CAP coordinates with each member and site supervisor on how best to access youth in their community. Often this occurs through pre-existing youth organizations, such as Boys & Girls Clubs, faith-based organizations, Boy/Girl Scouts, school based groups, or sporting teams. Members also use their training to start environmental youth groups that meet regularly and plan and conduct environmental service projects as a team. Many of these service projects may be similar to the volunteer projects described above. Examples of recent RAVEN projects engaging youth include:

- Composting -- through school science classes in Petersburg, youth were educated about composting organic matter with worms, collected and composted organic waste in their cafeterias;

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- Nature Trail Repair -- teams of youth in Ouzinkie were trained on trail maintenance and safety and then repaired boardwalks and cleared overgrowth on several nature trails;
- Marine Debris Clean-Up -- high school students on St. Paul Island attended a weeklong workshop on using the media to tell their story. They cleaned up several tons of marine debris from harbor seal breeding beaches and produced a story for TV and newspapers;
- Youth Litter Patrol -- in Slana, youth painted a shipping container as the area's new recycling collection site. The youth have acted as a "litter patrol" to pick up highways and roadsides, wearing reflective vests for safety;
- Environmental Education -- in Yakutat, members of the environmental club prepared presentations for school assemblies on a variety of environmental topics; and
- Recycling -- youth in New Stuyahok organized community recycling drop-off stations and presented educational materials to community residents.

A Typical Day for a Rural Alaskan AmeriCorps Member:

RAVEN member "Agnes" begins her day at the tribal office. She checks her messages and meets with her local site supervisor who signs her weekly time sheet before faxing it to RurAL CAP. Agnes and her site supervisor discuss her progress working with the youth group to organize a community clean-up. Agnes reports that the youth volunteer group has included elders in the planning and will follow the clean-up event with a potluck dinner and Yup'ik dancing. After meeting with her supervisor, Agnes bundles up against the cold and walks to the village store to request donations of trash bags and gloves. At 10:00 am, Agnes returns to the office to participate in the weekly teleconference with 19 other rural members and RurAL CAP staff. Agnes talks about what she's been doing and shares some information about how to coordinate the backhaul of lead/acid batteries with the local airline. Later, she uses her site supervisor's computer to edit an article a teen wrote for the local environmental newsletter. The teen has been helping youth group volunteers collect aluminum cans and send them to the Anchorage Recycling

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Center through the Flying Cans fund-raising program. Two youth in the high school metal shop have been making recycling containers from abandoned 55-gallon oil drums. Agnes uses her snowmobile and a sled to help the youth drag one of the containers to the village store and set it up at the entrance. They talk to the city manager about putting one in the community hall where bingo is played. Agnes ends her day incorporating traditional culture into her service by helping students who are decorating cloth bags with traditional beadwork to replace the plastic grocery bags that litter the tundra.

RAVEN AmeriCorps staff are responsible for program administration and reporting, working with communities to recruit and select host organization and member applications, supervising host organization/member performance, and enforcing AmeriCorps guidelines, requirements, and regulations. RAVEN staff provide training to site supervisors and members and provide remote support (phone calls, emails) to members on a daily basis and to supervisors at least weekly throughout the service year. Additional support includes orientation and in-service training, site visits, mailings, teleconferences, and more. Site supervisors are selected locally by the host organization and interviewed and approved by RurAL CAP staff. Site supervisors provide daily oversight of the AmeriCorps member and service activities. Site supervisors have at least one formal meeting a week with the member, approve member timesheets, weekly, and monthly reports, and provide mid-year and end-of-year evaluations of the member and program. Site supervisors assist the member in implementing projects successfully and problem-solving as challenges arise.

The RAVEN Program has an extensive process of planning for member development, training, and supervision starting with a three-month cycle to plan for orientation training. To ensure that training and member support is effective and culturally appropriate, we rely on feedback from members and sites and 14 years of successfully running AmeriCorps programs in rural Alaska. We begin planning for the orientation and site supervisor training with weekly staff meetings, conversations with the partners who

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provide training workshops, and a review of the evaluations from previous years. After each training, staff has a debrief meeting and we begin planning for the next event. Staff members take careful note of supervisor and member strengths and potential improvement areas, providing each site with specialized support.

Communities are notified of prohibited activities during the recruitment process. Members and site supervisors receive a thorough introduction to rules and prohibited service activities during orientation. All members and site supervisors receive a copy of the RAVEN AmeriCorps Manual and have access to the RurAL CAP Policies and Procedures Manual. This manual contains sections on the Drug Free Workplace, Harassment, Conflict Resolution and Infractions and clearly spells out consequences of engaging in prohibited activities. Weekly activity logs and monthly reports, weekly communication with each site, and site visits are used to further review member activities to ensure that no member participates in prohibited activities.

RurAL CAP staff receive extensive orientation and training regarding AmeriCorps policies and procedures, including prohibited activities, non-duplication, non-displacement, and non-supplementation rules. Starting with recruitment, we make sure that all sites understand these rules and have the training and support from us as the intermediary to comply.

The RAVEN Program adds value to existing service activities by providing a structure to recruit full time national service participants who are trained and serve as community leaders. RAVEN members mobilize their communities to 'get things done' in rural Alaska and improve environmental services. Without the RAVEN Program, there is no mechanism in most communities to train community leaders to address environmental services and engage volunteers and youth in hands-on community service projects that improve the environment.

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MEASURABLE OUTPUTS AND OUTCOMES

The RAVEN Program will use CNCS national performances measure created for Clean Energy/Environment. We plan to use Clean/Energy Environment Performance Measures:

-3: Number of students and youth receiving education or training in environmentally-conscious practices

-6: Number of tons of materials collected and recycled

Volunteerism (Serve Alaska requirement):

-Volunteerism: 1,000 volunteers will dedicate 12,000 hours of service to implementing community improvement projects in RAVEN communities.

-RAVEN members will participate in at least three National Service Days during their program year.

RAVEN members complete weekly activity logs and monthly reports that track their outputs and intermediate outcomes on a weekly and monthly basis. These reports are reviewed by site supervisors and program staff and results are tracked at least quarterly to make sure we meet program goals each year.

PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

RurAL CAP has a comprehensive system for monitoring performance and evaluating strengths and weaknesses. Community Development Division staff meet weekly to discuss progress on recruitment, planning training, site visits and on-going site support, reporting, and member service completion.

Members and sites provide feedback to RurAL CAP in weekly activity logs, monthly reports, and mid-/end-year evaluations. These required reports are contributed to by members and site supervisors and reviewed by staff. Additionally, our staff participate in a twice yearly strategic planning retreat where we

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review program strengths and weaknesses and develop new systems for capitalizing on strengths and improving weaknesses.

RurAL CAP uses ROMA (Results Oriented Management and Accountability) system to review agency performance in meeting program goals on a quarterly basis. ROMA is an evaluation system used by non-profits and Community Action Programs nationally to measure and evaluate performance in meeting goals and progress with the applied strategic plan. Feedback is provided to sites and members both formally and informally. Members receive a mid-year and end-of-service evaluation from staff, bulleted program performance results each quarter, and a weekly update from their RurAL CAP Program Coordinator on their progress towards meeting service hours, paperwork, and output/outcome requirements. During site visits and on phone calls, other more general coaching is provided.

COMMUNITY INVOLVEMENT

Community involvement is at the core of the RAVEN Program. The program is designed to allow flexibility for the members to address the particular environmental needs and youth concerns of their own community, not a set of pre-assigned goals that may not fit their situation. This ensures community ownership and encourages local people to help implement projects they believe are important. Members, site supervisors, and representatives from the host tribal/city council and local environmental program provide input on the content of member training, staff performance and the overall design/operation of the program.

Starting with the application process, communities and other stakeholders show their investment in the program through resolutions and letters of support. Members and host sites conduct needs assessments and develop plans and partnerships to address concerns. After orientation, members and site supervisors use the results of their needs assessments to guide the creation of the work plan. For the

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service year, members work to build partnerships with local resources, coached by their site supervisor and RurAL CAP program staff. These resources include developing relationships with the Boys & Girls Club, local chapter of Boy/Girl Scouts, local school and science teachers, village store, 4-H, the IGAP program, health clinic, and more. During site visits, staff reinforce these partnerships and host a series of meetings with local leaders to gain feedback and bolster program support and success.

RELATIONSHIP TO OTHER SERVICE PROGRAMS

RurAL CAP enjoys a strong collaboration with Serve Alaska and other service programs in Alaska. Over the past three-year grant cycle, RAVEN has worked with RurAL CAP's Building Initiatives in Rural Community Health (BIRCH) AmeriCorps Program, our 26 member VISTA umbrella, and SAGA's and Nine Star Education and Employment Service's AmeriCorps programs to coordinate recruitment, training and recognition events. We coordinate in-service trainings for all Alaska VISTA members and work with Serve Alaska on AmeriCorps week, and National Service Day activities. RurAL CAP will continue collaborating with the other statewide AmeriCorps programs by sharing resources and working with staff to promote the ethic of service in Alaska.

POTENTIAL FOR REPLICATION

RAVEN is designed to be and has been replicated. RurAL CAP's BIRCH AmeriCorps Program was based on RAVEN. Additionally, staff have worked with other organizations to assist with building similar programs. Staff will continue to share the program model through conferences, meetings, in publications and other venues, such as AERHO.org.

Organizational Capability

ORGANIZATIONAL STRUCTURE

Since 1965, RurAL CAP has been promoting self-sufficiency in rural Alaska. RurAL CAP's mission is to improve the quality of life of low-income Alaskans through education, training, direct services,

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advocacy, and strengthening the ability of low-income Alaskans to advocate for themselves. Through its various programs and services, RurAL CAP works with rural Alaskan communities to promote healthy people, sustainable communities, and vibrant cultures. These programs find positive, culturally responsive solutions to local problems by focusing on measurable results and actively engaging community members. With up to 700 employees working in Alaska's rural communities annually, RurAL CAP has mastered distance delivery of services and program management.

RurAL CAP's Community Development Division has a long history of administering AmeriCorps programs. The agency began managing VISTA programs in the 1960's, and in 1994, became one of three Alaskan agencies to sponsor AmeriCorps. RurAL CAP has since created four AmeriCorps programs and a VISTA umbrella program that provide direct services to rural Alaskans in the areas of education, public safety, human needs, and the environment. Each year, RurAL CAP supports up to 140 AmeriCorps and VISTA members in approximately 50 communities.

With an annual budget of over \$25 million and a history of successfully administering hundreds of federal, state, and foundation grants, RurAL CAP has demonstrated the ability to provide sound programmatic and fiscal oversight. The agency receives grants from the U.S. Departments of Education, Energy, Health & Human Services, Agriculture, Environmental Protection Agency, and Housing and Urban Development.

RurAL CAP understands the importance of connections among sites (creating an esprit de corps) and has structured the program to ensure that members feel like part of a team working toward shared goals, despite the vast physical distances that separate them. RurAL CAP works closely with the other providers of similar services, including ADEC, EPA, tribal consortia, regional and state nonprofits, and tribal organizations to build a broader team network for those working on youth and environmental

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issues.

RurAL CAP evaluates host organization partner programmatic and fiscal capabilities during the selection process. Through site applications, letters of support, site supervisor interviews, recommendations from rural partners, and our previous experience working in many applicant communities, RurAL CAP selects sites in need with the greatest potential for innovation, leadership, community involvement, and project sustainability. RurAL CAP monitors site compliance with programmatic requirements through regular contact with site supervisors and members, site visits, and member and supervisor reporting.

Starting with orientation training, connections are developed between sites to unite members in accomplishing RAVEN's mission. By focusing on team building and including site supervisors, RurAL CAP links sites engaged in similar program activities (solid waste management, energy efficiency education, youth engagement, and volunteer generation). These connections are reinforced during weekly team teleconferences and in-service trainings, and site visits by staff, and occasionally other members. Second year member mentors also help to connect sites and reinforce the team. Additionally, AERHO.org provides a rich and easily accessible resource for all participants to communicate with each other and share resources.

Board of Directors, Administrators, and Staff

A private, 501(c) (3) non-profit, RurAL CAP is governed by a 24-member Board of Directors representing the public sector, private sector and the different regions of rural Alaska. Board members support RAVEN by helping advertise positions in their regions, representing rural issues to our executive staff, recognizing the accomplishments of National Service Volunteers at their meetings, and representing the successes of these programs in their other occupations outside the board. The executive

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director provides promotional support for the program and acts as a liaison between the board of directors and program staff. The finance director oversees the accounting department and monitors agency compliance with standard accounting procedures.

Community Development Division Director Cathie Clements provides agency oversight of RAVEN. Ms. Clements brings more than 15 years of community development experience to her position. Community Service Manager Ellen Kazary brings ten years of program development and management experience and is responsible for overall management of RAVEN including planning, staff supervision, fiscal management, promotion and evaluation. RAVEN Coordinator Charlie Ess has experience in the environmental field including coordinating conferences on environmental, youth, community and professional development and coordinating the current RAVEN program. Other program staff that support RAVEN (but are not funded by this grant directly) include the BIRCH coordinator, an EPA environmental liaison, youth and energy program coordinators, and a local site supervisor.

Internal Assessment and Improvement

RurAL CAP has a strong Applied Strategic Planning system that serves as an internal assessment tool and results in an on-going improvement tool for systems, staffing and programs. The process includes input from a broad spectrum of community members, leaders and partner organizations. Every two years the plan is revised to reflect new opportunities and directions. Additionally, RurAL CAP uses the Results Orientated Management and Accountability (ROMA) model to evaluate the success of our projects and divisions in meeting goals on a quarterly basis.

At the start of member service, site supervisors participate in an introductory teleconference. Shortly after orientation, staff begin site visits. During these three-day visits, staff, site supervisors, and members sit down and revise workplans and problem-solve. Supervisors have a group teleconference

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with staff every month. They have an opportunity to provide weekly feedback on member reports. They also use AERHO.org to get program updates and share successes. Any time a problem arises in the community, staff contact supervisors and begin to solve the problem.

Members and site supervisors provide ongoing feedback to the Program Coordinator regarding their training and technical assistance needs. The coordinator uses this information to develop training plans and to secure technical assistance from other organizations.

SOUND RECORD OF ACCOMPLISHMENT

Volunteer Generation and Support

Volunteerism is central to a number of programs that RurAL CAP delivers. In the Anchorage Services Division, volunteerism is a large part of community reintegration for individuals readjusting from a life of homelessness. Our early childhood learning programs require that parents and the community provide in-kind support as part of the community engagement and contribution necessary to match federal funds. In our RurAL Housing and Planning Division, sweat equity is part of what makes our Self-Help housing program so successful.

Organizational and Community Leadership

Staff participate in community programs including serving breakfast at the local soup kitchen, a quarterly highway clean up, collection of summer reading kits for 0-K children, and the creation of seasonal gift bags for local homeless individuals. In addition, staff participate in local, regional and national leadership opportunities. A sampling of these include board/leadership positions with AK Community Share, the Housing and Neighborhood Development Commission, American Planning Association, Renewable Energy Alaska Project, AK Native Heritage Center, and AK League of Women Voters.

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RurAL CAP has recently received the following recognition:

2009 -- Denali Commission Best Practice Award to Ted Jacobson, EPA Liaison; and

2009 - Emerging Leaders awards from the National Community Action Partnership to Community Development Managers; Joie Brown and Ellen Kazary.

Success in Securing Match Resources

RurAL CAP has successfully exceeded the required match resources for all RAVEN AmeriCorps awards.

SUCCESS IN SECURING COMMUNITY SUPPORT

Collaboration

As described above, RurAL CAP identifies agencies whose missions complement RAVEN's work, then builds collaborations with them to meet mutual goals. At the program level, RAVEN benefits from several strong partnerships. The EPA has provided a significant portion of the program support costs and their IGAP grantees provide site supervisors, workspace, project support, and other resources at the village level. The Alaska Native Health Board (ANHB) works with RurAL CAP to design and implement the annual Alaska Tribal Conference on Environmental Management. Alaska Youth for Environmental Action (AYEA) supports youth development and leadership through environmental and conservation activities throughout Alaska.

Additional partners provide training at orientation, during two in-service trainings, through technical support, site visits, regional training and other means during the year and include: Alaskans for Litter Prevention and Recycling, Battery Specialists of AK, AK Community Action on Toxins, Big Brothers/Big Sisters, Red Cross, Girl Scouts, AK Center for the Environment, Green Star, AK Conservation Foundation, AK Valley Recycling, AK Rural Water Association, Renewable Energy Alaska Project, State

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of AK Department of Health and Human Services, AK Native Heritage Center, Camp Fire USA, AK Housing Finance Corporation.

At the local level, members collaborate with faith-based organizations, community councils, and other local groups working toward environmental improvement and/or preservation of traditional values in their community.

Local Financial and In-Kind Contributions

In-kind and cash match commitments are critical for success. RurAL CAP and its partners contribute significant in-kind support, the majority of which is not tracked for official program match. Over the years, RurAL CAP has continued to expand local and in-kind contributions to increase the impact of the RAVEN program. Communities now provide in-kind support and supervision for members, office space, including access to the phone, fax, and internet. We have increased partnership support of the program, building relationships with environmental service providers who provide hands-on technical training during in-service trainings and are available for phone consultation throughout the year.

Wide Range of Community Stakeholders

RAVEN has community-level stakeholders among the rural community residents including council members, faith leaders, school teachers and administrators, youth and other residents. Community involvement includes training assistance, conference collaboration, member support, resource development and technical information-sharing between programs. Additional collaborative relationships exist with community health aides, public safety officers and schools.

Special Circumstances

The communities RurAL CAP serves through the RAVEN Program are resource-poor, rural, remote, and

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have a high poverty rate (23% live below the poverty rate), scarcity of corporate resources and high unemployment. Even as an experienced organization in rural Alaska, RurAL CAP cannot completely combat the impacts of these circumstances on locally recruited members, and the RAVEN retention rate of 80-85% reflects these circumstances. When other job opportunities arise, the sole childcare provider leaves the community, or a relative becomes sick and requires care, RAVEN members must respond and sometimes must leave their AmeriCorps service, either with a temporary suspension or resignation.

Cost Effectiveness and Budget Adequacy

CNCS's cost per member share for RAVEN is \$15,682. The justification for this cost per member is based on the reality of maintaining an effective program in rural Alaska.

The RAVEN program serves resource-poor communities that have been defined as high-cost and economically distressed. We serve a difficult to reach, underserved population, both literally and figuratively. The primarily Alaska Native population that comprises our AmeriCorps members, local volunteers, and activity participants is truly remote requiring small planes, skiffs, and snow machines to reach at least 80% of the participants.

We have always met our match requirement at higher levels than required.

This is not just the only AmeriCorps Program of its kind, this is the only PROGRAM of its kind engaging rural residents at the grass-root level in environmental action in remote areas of rural Alaska. The cost per MSY may be high, but the cost per community is not.

The strategy that RurAL CAP has employed to assure that the total portfolio for the state of Alaska reflects an average cost per member under \$12,600 has been implemented at the suggestion of senior CNCS staff and with the support of Serve Alaska. RurAL CAP will continue to apply for 80 quarter-time (20 FTE) EAP positions through its SIS Program. RurAL CAP will also apply for continuation funding

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for the 15 members supported in the BIRCH program. The total budget for all three programs from CNCS is \$559,863 (\$313,642 RAVEN, \$12,000 SIS, \$234,401 BIRCH) which when divided by 55 FTE members equals an average member cost of \$10,179, well under the \$12,600 limit.

Diverse Non-Federal Support

RurAL CAP has developed strong local ties that allow for local and foundation, non-federal support.

Sources of support obtained for 2011 include:

*Although local communities are cash-poor, they are committed to the RAVEN Program and complete a Memorandum of Agreement with RurAL CAP at the start of each program year, committing to substantial in-kind contributions that include local site supervisor, member office space and supplies, and access to phone, fax, and internet.

*EPA and Senior Services America, Inc. provides a staff position who serves as Solid Waste Management Liaison at RurAL CAP. This position assists members with technical assistance on solid waste management improvements.

*State of Alaska Department of Health and Human Services provides a cash match of approximately \$35,000 to RAVEN members for their work providing healthy and positive activities for youth as part of a State Prevention grant.

Non-Corporation Resource Commitments

We are in the process of applying for the following funds for 2011:

* \$34,000 in funding to continue Indoor Air Quality education through the RAVEN Program

* We have submitted an application to the United State Department of Agriculture (USDA) for \$150,000 to provide additional staff support and in-service training for the RAVEN Program

*RurAL CAP receives Community Service Block Grant funding each year. Approximately \$130,000 of RurAL CAP's CSBG budget will be dedicated to the RAVEN Program, primarily to pay a portion of

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member stipends

*Indian Health Services provides full health coverage for all Alaska Native AmeriCorps members. This provides a minimum of \$33,660 in in-kind contribution.

Decreased Reliance on Federal Support

In this proposal, we are committing to providing a 49% match to the CNCS share. This exceeds the required overall match at year four by 23%. The non-federal support of this program will come in the form of \$35,000 from DHSS, in-kind professional services and technical training through the SEE position, and local community in-kind contribution in the form of a site supervisor, office space and office equipment for the AmeriCorps member (not tracked as match).

The cost of operating a program in rural Alaska is high due to the high cost of living in remote areas and the cost of transportation, but the demand for the program is also high. Motivated by this highly demonstrated need, we work hard to limit the burden on CNCS by working with our partners to make prudent choices and find additional sources of funding.

BUDGET ADEQUACY

The proposed budget, including both the Corporation percentage and the tracked match adequately funds the essential staffing, training, and operational support needed to accomplish program activities and meet desired outputs and outcomes. Additional resources that are not included in the tracked match will be leveraged from program partners to provide site supervisor orientation training, a second member in-service training, technical assistance and staff support from the SEE position, Youth and Energy Coordinators, five site visits, and local site supervision and office space. The funding provided by CNCS for this program is a critical component holding the other funding elements together.

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The expense and difficulty of travel contribute to the high cost of supporting members in rural Alaska. RAVEN members receive a living allowance of \$1,200 per month. The justification for this level of living allowance is quite simple: where a gallon of milk can be as high as \$12.00, rural Alaska has the highest cost of living of any region in the country.

Evaluation Summary or Plan

We have completed 23 months of our three-year cycle. The evaluation plan submitted in 2007 was a three-year process. Final results will be reviewed after the 2010-2011 activity period. We completed member and site reports described in our plan and reviewed them during staff meetings.

We assess progress by reviewing our success meeting ROMA performance measures:

1. Members will recruit community volunteers. Of the 5,000 people that attend events, 2,500 will volunteer to help with projects and 250 will provide ongoing support.
2. Members will increase their income, education, and employment skills through service. Out of 35, 30 will obtain a job.

We met ROMA measures for FY 2008 with the exception of tracking alumni success in obtaining a job in a related field, because we did not have a tracking system in place. We are working with our Development Division and a VISTA position to create an alumni survey to track these measures.

We evaluated our progress towards meeting our CNCS performance measures in 2008:

- 16 members reported making significant progress towards implementing plans to improve solid waste management systems in their villages.
- Members recruited 2,035 volunteers for 19,840 hours of service implementing community improvement activities and improving solid waste management systems.
- Members implemented 413 healthy activities and engaged 4,647 youth in activities that incorporated

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traditional values and addressed environmental education.

-Members reported diverting 2,456,090 pounds of solid waste and collecting an additional 1,962,388 pounds for backhaul.

The original evaluation plan relied on past performance measures and was found to be duplicative of other reports being completed. Performance measures have changed as part of the new national initiatives and we will revise our evaluation plan accordingly.

Amendment Justification

N/A

Clarification Summary

Rural Alaska Community Action Program - Rural Alaska Village Environmental Network

This application is currently under consideration for a grant in the amount of \$313,642, 20 Member Service Years (MSYs) and 20 member positions.

1. Budget Clarification Items:

a. Section 1-A: Personnel Expenses - the program is budgeting 1.5 staff to supervise 20 members at single placements. Please clarify site supervisors are budgeted into the program design.

Site supervisors will be designated during the application and selection process in each of 20 sites. Site supervisor time is committed to this project by each site in a Memorandum of Agreement signed by both RurAL CAP and the site.

In-kind donations (such as site supervisor time, office space for members, materials and prizes) provided by Member host organizations or other community partners is tracked. This information is useful to the donor as well as our program and agency as a whole. However, RurAL CAP does not apply

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these contributions as match for this proposal, since we have already exceeded the minimum match requirement. This also allows program staff more time supporting Members, rather than on assuring compliance with CNCS requirements for documenting these types of in-kind contributions.

We have committed to tracking \$305,595 in match for this project, which is 49% of project costs. This exceeds the required match by 23%.

b. Section 1-B: Fringe Benefits: because fringe benefits are over 30% of staff salaries, please itemize benefits.

Fringe benefits include (costs are approximate and vary slightly due to differences in employee classifications): Taxes/workers comp (12%) Health insurance (14.25%), dental insurance (1.5%), life insurance (.5%), and vision insurance (.5%), employee assistance/wellness (.75%) as well as an employer-contribution retirement account/profit sharing plan (6%).

c. Section 1-C: Member Travel - please clarify how many days are spent on a single site visit.

Site visits to communities last approximately three days including travel time. Site visits include meetings with the member, supervisor, community leaders and project partners to review progress, problem-solve issues, plan for future activities, assist with member development, provide technical assistance, review program files and record-keeping and promote AmeriCorps and the member's activities in the community. Staff also participate in member service activities that coincide with the site visit.

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d. Section 1-G: Member Training - please clarify why only \$160 is allocated to member training. There is also no agency match reported in this section.

Member training costs (besides travel) are minimal due to our in-house training facilities and partnerships with organizations that provide free training to AmeriCorps members. We will cover training costs with funds provided by a USDA Solid Waste Management and Training and Technical Assistance grant. However, since we have already exceeded the required match by 23%, we have not listed these funds as tracked match in our budget.

e. Section 1-I: Other Program Operating Costs - criminal background checks are budgeted for members but not for staff. Please clarify how the organization will comply with CNCS' regulation that program staff must also have criminal background checks.

The program is conducting criminal history checks for all grant funded staff consistent with CNCS Regulations. Funds from a Community Services Block Grant will cover any costs for conducting criminal history checks for all grant funded staff. As we have already exceeded the required match, we have not listed these funds as tracked match in our budget.

f. Section 2-Member Support Costs - please clarify statement in the application narrative that SRC was recommended as a health provider by the Corporation. This is not standard CNCS-policy.

We made an error in stating this. We should have stated that SRC is an allowable health provider and meets requirements set by the Corporation.

g. Source of Funds - all of funds listed appear to be federal sources as agency match.

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\$38,850 in member stipend costs, support costs, and indirect will come from the state Department of Health and Social Services Prevention Grant.

\$33,660 in Health Services/Medical Coverage will come from Indian Health Services. According to the Indian Health Service 42 CFR 137.217, "funds provided under compacts, funding agreements, or grants made pursuant to Title V may be treated as non-Federal funds for purposes of meeting matching or cost participation requirements under any other Federal or non-Federal program."

\$138,979 in member stipends and support costs, \$15,288 in indirect, and \$17,103 in unmet indirect funding will be provided for by RurAL CAP's Community Services Block Grant, awarded to RurAL CAP through the State of Alaska, Department of Commerce, Community and Economic Development.

2. Programmatic Clarification Items:

Please make the following changes in the eGrants narrative filed labeled "Clarification Summary."

a. Please clarify the technical assistance capability of the organization.

Organization Experience

Since 1965, RurAL CAP has been promoting self-sufficiency in rural Alaska. RurAL CAP's mission is to improve the quality of life of low-income Alaskans through education, training, providing direct services, advocacy, and strengthening the ability of low-income Alaskans to advocate for themselves.

Through its various programs and services RurAL CAP works with rural Alaskan communities to promote healthy people, sustainable communities, and vibrant cultures. These programs find positive, culturally responsive solutions to local problems by focusing on measurable results and actively

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engaging the community members. With up to 700 employees working in Alaska's rural communities annually, RurAL CAP has mastered distance delivery of services and program management.

With an annual budget of over \$25 million and a history of successfully administering hundreds of federal, state, and foundation grants, RurAL CAP has demonstrated the ability to provide sound programmatic and fiscal oversight. The agency has received several U.S. Housing and Urban Development grants, as well as grants from the Departments of Education, Energy, Health & Human Services, Agriculture, Environmental Protection Agency, and the Corporation for National and Community Service.

RurAL CAP understands the importance of connections among sites (creating an esprit de corps) and has structured the program to ensure that members feel like part of a team working toward shared goals, despite the vast physical distances that separate them. RurAL CAP works closely with the other providers of similar services, including ADEC, EPA, tribal consortia, regional and state nonprofits, and tribal organizations to build a broader team network for those working on environmental issues.

RurAL CAP has more than 40 years of experience administering federal grants, many of which are \$1,000,000 or more. Examples of current state and federal funding sources include the US Dept. of Health and Human Services, US Dept. of Interior, US Dept. of Housing and Urban Development, Alaska Department of Community and Economic Development, Alaska Department of Education, Alaska Department of Fish and Game, Alaska Department of Health and Social Services, and Alaska Housing Finance Corporation. RurAL CAP's financial management system includes an in-house accounting staff of six full-time positions and an independent annual audit.

This project will be part of the Community Development Division, one of the four primary divisions at

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RurAL CAP. The Community Development Division has successfully provided technical assistance and training to RAVEN AmeriCorps teams since 1995 on a wide variety of technical areas including energy conservation, electrical upgrades, indoor air quality, project management, fire safety, and a variety of other areas. Additionally, the Community Development Division has been providing technical assistance to Denali Commission (an independent federal agency designed to provide critical infrastructure in Alaska) SWM awardees since 2007 and EPA solid waste management sub-awardees since 2008. Over 20 communities have completed or are in the process of completing SWM improvements with these funds, as administered by RurAL CAP. Projects have included burn box installation, dump clean-ups, improving recycling and waste reduction practices, and equipment purchases. Over \$1 million in funding has been successfully sub-awarded through these projects.

Program Management and Coordination

The Division Director is responsible for program promotion and developing partnerships with organizations that support the RAVEN Program goals. The Director is also responsible for evaluating program progress, approving financial and program reports, and supervising staff. Director Cathie Clements brings more than 15 years of cross cultural community development experience in rural Alaska and Africa to her position. With an annual Division budget of more than \$4 million in project funds ranging from \$30,000 small project grants to \$2.5 million for multi-site projects, Ms. Clements has a long history of building relationships with diverse partners and successfully developing and directing large federally funded grants that benefit rural Alaskans.

RurAL CAP's Environmental Program Manager, Ellen Kazary, (supervised by the Division Director) will be responsible for the implementation of the project. The Manager is responsible for overall project management including planning, staff supervision, fiscal management, promotion and evaluation. Ms. Kazary brings ten years of program development and management experience to this project. Ms.

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Kazary has a background in environmental education and managing campus recycling systems and has provided workshops to diverse audiences across the state and during national trainings. Ms. Kazary has managed grants since 2002 that range in funding from \$30,000 - \$2.5 million, including the aforementioned Denali Commission and EPA SWM technical assistance sub-awards. Ms. Kazary has a strong reputation for meeting reporting and outcome requirements for federally funded grants with detailed and accurate qualitative and quantitative data that grant officers require and has always met reporting and outcome requirements.

The RAVEN AmeriCorps Coordinator, Charlie Ess, (supervised by the Manager) will coordinate the project, organize and host the environmental education training, provide on-going support to AmeriCorps members and their sites as they implement environmental education strategies in their communities. Mr. Ess has experience in the environmental field including coordinating training for AmeriCorps members on environmental topics, youth and community engagement, and professional development. Since 2007 he has coordinated the RAVEN program. Mr. Ess has seven years of experience providing education to diverse groups of people on topics including outdoor education, environmental awareness, health and wellness, solid waste management systems, energy efficiency, and community engagement. Mr. Ess has two years experience tracking paperwork, outputs and outcomes for the RAVEN program and completing reports.

EPA Solid Waste Management Tribal Liaison, Ted Jacobson will provide hands-on technical assistance and training on solid waste systems to RAVEN Members and Site Supervisors. Mr. Jacobson has over 17 years of experience managing solid waste systems in Alaska and providing training to solid waste management operators. Mr. Jacobson has spent the past three years serving as a SWM Tribal Liaison based at RurAL CAP, providing on-demand training and technical assistance to communities on SWM across the state. Mr. Jacobson uses his lengthy experience as a senior landfill operator in Southeast

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Alaska to provide technical assistance to Alaskan Tribes regarding solid waste, recycling, hazardous waste handling, and other SWM issues. He is an instructor for Rural Alaska Landfill Operators (RALO) courses and conducts trainings several times a year in the field. Additionally, Mr. Jacobson regularly conducts site visits to tribes upon their request to provide them with on-the-ground training and technical assistance on SWM needs.

Amy Flaherty is the Youth Program Coordinator for the Rural Alaska Community Action Program, Inc. (RurAL CAP), and is based in Anchorage. Since 2008, she has been coordinating the youth program that provides Youth Action Groups opportunities for engagement, leadership development and community service. These groups are facilitated by AmeriCorps National Service Members in rural communities. Amy lived in Nome, Alaska for several years working and traveling for KNOM Radio as Public Affairs Director, and also at the Nome Youth Facility. She is a High/Scope Trainer for the Center of Youth Program Quality and has Bachelor of Arts degrees in Communication and English from the College of Saint Benedict.

b. Criminal History Check Requirement: Criminal history checks are required for all grant funded staff and AmeriCorps members. A detailed description of the requirements can be found at: <http://www.nationalservicerresources.org/criminal-history>. Please verify that you will conduct criminal history checks.

The program is conducting criminal history checks for all grant funded staff consistent with CNCS Regulations.

3. Performance Measurement:

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The program indicated a priority area of clean energy and reviewers found the program eligible to opt-in to the national performance measures. The program will have to complete an MSY chart indicating the proportion of AmeriCorps members' time they expect to be devoted to that Priority Area.. The total of MSYs in all Priority Areas (including Other) should be equal to the total budgeted MSY. If they are not equal, then please provide an explanation in the "clarification" section of the application narrative.

Members will spend approximately 50% of their time (10 MSY) on the Environment/Clean Energy priority area, performance measure 6: Number of tons of materials collected and recycled.

The MSY chart for the national service measure reflects this. The 'Other' category did not allow for MSY to be entered.

Members will also spend approximately 20% of their time (4 MSY) on 'Other' and perform duties related to youth engagement in community building activities including cultural, educational, and environmental.

Members will spend 20% of their time on average (4 MSY) on improving local environmental conditions beyond recycling and waste reduction. This includes the individual community environmental priorities such as indoor air quality education, waste reduction and collection activities beyond recycling, environmental education, energy efficiency education, and health/safety issues.

Finally, Members will spend approximately 10% (2 MSY) of their time on professional development which will enable them to better perform their duties as environmental, youth, and community leaders and lead to increased capacity and increased ability to secure employment after their service year.

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EN6 Performance Measure

RAVEN communities lack adequate solid waste management structure. Most communities have a village dump area, not a permitted sanitary landfill. The Department of Environmental Conservation reports that the majority communities in Alaska lack a permitted landfill.

RAVEN Members will educate community members on environmental issues, organize clean-up projects, organize recyclable/backhaul waste collection, and improve the overall solid waste management and environmental education systems in their villages. Members will be in constant contact with a local site supervisor, program staff, and other agencies to gain needed resources to carry out projects. RurAL CAP will provide training during orientation and in-service trainings for RAVEN members on solid waste management and recycling systems. RurAL CAP staff will provide on-going technical assistance to RAVEN members and their sites on recycling and backhaul by phone, in consultation with our partners who are recycling experts, and through weekly teleconferences and site visits.

20 RAVEN sites will receive technical assistance and training on improving their solid waste management systems. Sites will report collecting and recycling 50 tons of materials during the service year.

monthly reports, weekly activity logs, and teleconference minutes

20 RAVEN sites will receive technical assistance and training on improving their solid waste management systems. Sites will report in weekly activity logs, monthly reports, and teleconferences that they have successfully collected and recycled 50 tons of materials during the service year.

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Please note: Tonnage of recyclables collected and backhauled from RAVEN sites has varied significantly from year to year depending on the type of recyclable communities can backhaul and community needs (plastics versus steel, for instance). Additionally, the geographic location of the community (distance from recycling centers typically involves hundreds of air and river miles), resources available to cover the cost of transporting recyclables to recycling centers, and other factors complicate the rate of material backhaul. Based on past experience, we are estimating that 50 tons of recyclables collected and backhauled from 20 RAVEN sites over the course of the year is an ambitious, yet achievable, goal.

Continuation Changes

CONTINUATION CHANGES

No changes made to other narrative sections.

ENROLLMENT

We continue to have a 100% enrollment rate. Close to 100 individuals apply for these positions each year, demonstrating the willingness of rural Alaskans to take advantage of civic engagement opportunities when they are available. During recruitment each year, we have over 60 community applications for the 20 open positions, further demonstrating the unmet environmental, youth engagement, and related needs in communities in rural Alaska.

RETENTION

Our retention rate has been for the last full year of operation (FY 2009) was 80%. We are currently in the final weeks of FY 2010 and anticipate an 80% retention rate.

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RurAL CAP staff has a 100% retention goal for the RAVEN Program. Over the past three years, our retention rate has been 80%. Some attrition has been due to the high-risk population we recruit from and the challenging socio-economic conditions they face in their communities. To help counteract this, we refer members to RurAL CAP's Employee Assistance Program (EAP) for counseling services, referrals and other resources.

RurAL CAP is not satisfied with this retention rate and we are constantly searching for ways to provide better support for our RAVEN sites and members. RAVEN members in sites with strong site supervisors have higher retention rates. To improve our retention, we've enhanced our site supervisor selection and support system, starting with recruitment. We require that all site supervisors take part in the member interview process and answer interview questions about their own availability, experience, commitment, and program priorities. We work with the host organization to complete a Memorandum of Agreement, formally committing to serving with the program and providing oversight to the member, support for the projects, and regular communication with our staff. We continue to strive towards developing sustained funding resources to cover the expense of bringing site supervisors to Anchorage for orientation training where we can provide them with in depth training on the program, regulations, resources, and assist in building their capacity to be mentors and supporters of their members. With a stronger support system, and commitment to a high retention rate, we expect to see a rise in our member retention during the coming grant cycle.

PERFORMANCE MEASURES

No changes have been made to our performance measures.

BUDGET REVISION

Minor revisions were made to the budget to meet changes in staff salaries, general program costs, and

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match funding.

Staff salaries are expected to increase slightly over the next two years with cost of living increases.

Match funding sources have changed as we have leveraged allowable matching funds from the United States Department of Agriculture to provide solid waste management technical assistance and training to RAVEN members.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
 Geographic Focus - Urban
 Geographic Focus - Rural
 Encore Program

Priority Areas

- | | |
|---|--|
| <input type="checkbox"/> Education
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Healthy Futures
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Environmental Stewardship
<i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <input type="checkbox"/> Veterans and Military Families
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity
<i>Selected for National Measure</i> <input type="checkbox"/> | <input checked="" type="checkbox"/> Other
<i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 15

Service Categories

Waste Reduction, Management, and Recycling

Mentoring

National Performance Measures

Priority Area: Environmental Stewardship

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

RAVEN communities lack adequate solid waste management structure. Most communities have a village dump area, not a permitted sanitary landfill. The Department of Environmental Conservation reports that the majority communities in Alaska lack a permitted landfill.

RAVEN Members will educate community members on environmental issues, organize clean-up projects, organize recyclable/backhaul waste collection, and improve the overall solid waste management and environmental education systems in their villages. Members will be in constant contact with a local site supervisor, program staff, and other agencies to gain needed resources to carry out projects. RurAL CAP will provide training during orientation and in-service trainings for RAVEN members on solid waste management and recycling systems. RurAL CAP staff will provide on-going technical assistance to RAVEN members and their sites on recycling and backhaul by phone, in consultation with our partners who are recycling experts, and through weekly teleconferences and site visits.

Result: Intermediate Outcome

Result.

18 RAVEN members will receive technical training on Solid Waste Management and will learn how to use the solid waste matrix system to evaluate the status of their community's solid waste management systems, identify areas that can be improved, and develop workplans to make these improvements. 15 RAVEN communities will show measurable improvement in solid waste management systems based on before and after solid waste system assessments.

Indicator: Communities improve solid waste management systems

Target : 15 RAVEN communities will show measurable improvement in solid waste management systems

Target Value: 15

Instruments: solid waste management system assessment matrix

PM Statement: 20 RAVEN members will receive technical training on Solid Waste Management and will learn how to use the solid waste matrix system to evaluate the status of their community's solid waste management systems, identify areas that can be improved, and develop workplans to make these improvements. 15 RAVEN communities will show measurable improvement in solid waste management systems based on before and after solid waste system assessments.

Result: Output

Result.

20 RAVEN sites will receive technical assistance and training on improving their solid waste management systems. Sites will report in weekly activity logs, monthly reports, and teleconferences that they have successfully

National Performance Measures

Result.

collected and recycled 50 tons of materials during the service year.

Indicator: EN6: Tons of materials collected and recycled.

Target : 50 tons of recyclables collected and backhauled for recycling from 20 RAVEN sites

Target Value: 50

Instruments: monthly reports, weekly activity logs, and teleconference minutes

PM Statement: 20 RAVEN sites will receive technical assistance and training on improving their solid waste management systems. Sites will report in weekly activity logs, monthly reports, and teleconferences that they have successfully collected and recycled 50 tons of materials during the service year.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable