

# PART I - FACE SHEET

## APPLICATION FOR FEDERAL ASSISTANCE

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

1. TYPE OF SUBMISSION:  
 Application  Non-Construction

2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):  
 01/25/11

3. DATE RECEIVED BY STATE:

STATE APPLICATION IDENTIFIER:

N/A

2b. APPLICATION ID:  
 11ED125322

4. DATE RECEIVED BY FEDERAL AGENCY:  
 01/25/11

FEDERAL IDENTIFIER:  
 11EDHNY001

### 5. APPLICATION INFORMATION

LEGAL NAME: FoodCorps, Inc.  
 DUNS NUMBER: 965847234

NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):

ADDRESS (give street address, city, state, zip code and county):  
 281 Park Ave S  
 New York NY 10010 - 6125  
 County: New York

NAME: Curtis Ellis  
 TELEPHONE NUMBER: (503) 863-7270  
 FAX NUMBER:  
 INTERNET E-MAIL ADDRESS: curt@food-corps.org

6. EMPLOYER IDENTIFICATION NUMBER (EIN):  
 273990987

7. TYPE OF APPLICANT:  
 7a. National Non Profit  
 7b. Service/Civic Organization  
 National Non-Profit (Multi-State)  
 Volunteer Management Organization

8. TYPE OF APPLICATION (Check appropriate box).  
 NEW       NEW/PREVIOUS GRANTEE  
 CONTINUATION       AMENDMENT  
 If Amendment, enter appropriate letter(s) in box(es):    
 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 Fixed Amount Grant

11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:  
 FoodCorps: A School Garden and Farm to School Program  
 11.b. CNCS PROGRAM INITIATIVE (IF ANY):

12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):  
 AZ, AR, IA, ME, MA, MI, MS, NM, NC, OR

13. PROPOSED PROJECT: START DATE: 08/01/11      END DATE: 07/31/14

14. CONGRESSIONAL DISTRICT OF: a.Applicant  b.Program

15. ESTIMATED FUNDING: Year #:

a. FEDERAL	\$ 625,000.00
b. APPLICANT	\$ 0.00
c. STATE	\$ 0.00
d. LOCAL	\$ 0.00
e. OTHER	\$ 0.00
f. PROGRAM INCOME	\$ 0.00
<b>g. TOTAL</b>	<b>\$ 625,000.00</b>

16. IS A APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?  
 YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:  
 DATE:  
 NO. PROGRAM IS NOT COVERED BY E.O. 12372

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?  
 YES if "Yes," attach an explanation.       NO

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Curtis Ellis	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (503) 863-7270
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/04/11

## Narratives

### Executive Summary

FoodCorps is a new national service organization that seeks to reverse childhood obesity by increasing vulnerable children's knowledge of, engagement with, and access to healthy food. Working through a network of state and local partners, AmeriCorps members will invest a year of full-time service delivering nutrition education, cultivating school gardens, and sourcing farm-fresh school meals for K-12 students in communities of need.

### Rationale and Approach

PROBLEM: A NATIONAL EPIDEMIC OF CHILDHOOD OBESITY WITH LOCAL NODES OF CRISIS

In the last 30 years, the percentage of American children who are overweight or obese has tripled (CDC, 2010). Diet-related disease, diminished academic performance and a shortened life expectancy threaten the future of our kids. According to the Centers for Disease Control and Prevention, one in three American children born in the year 2000 is on a path toward Type II diabetes. Among children of color, the figure approaches one in two (JAMA, 2003). Retired Generals describe a coming crisis of national security: already, 27% of 17-24 year olds are ineligible for military service because of excess body fat (Mission: Readiness, 2010). Reversing this epidemic of childhood obesity has become a priority for the Corporation for National and Community Service and the nation at large.

Though broad in its reach, America's obesity problem does not affect all parts of our country equally. First, there are geographic patterns to its severity. High rates of childhood obesity plague whole regions, particularly the American South: North Carolina 18%; Arkansas 20%; Mississippi 22% (RWJF, 2010). Zooming in on a map of American obesity, there are also localized geographies in crisis: rural communities in Oregon where children are twice as likely to be overweight as their

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counterparts in healthy Portland (Oregon DHS, 2007); and small-town kids in Iowa who, despite living amidst the nation's richest topsoil, lack regular access to the fresh fruits and vegetables required for a healthy diet (Rural Sociological Society, 2007). America needs a strategic response to its obesity epidemic--one that pays particular attention to these places.

In addition to geography, there are demographic and environmental patterns associated with the epidemic, including: 1) Ethnicity: in Michigan, 42% of African-American children are overweight or obese, compared with 28% of non-Hispanic Whites (U MI, 2010). In New Mexico, American Indian kindergarteners suffer obesity at three times the rate of non-Hispanic Whites (NM DH, 2010). 2) Poverty: in Massachusetts, wealthy Arlington maintains a 10% childhood overweight and obesity rate, compared to 47% in impoverished Lawrence (MA DPH, 2010). In the Tohono O'odham Nation in Arizona, where annual per capita income is uniquely low--\$8,100--rates of Type II diabetes, diagnosed in children as young as six, are the nation's highest (TOCA, 2011). 3) Food Insecurity: in Maine, where one in five children are at risk of hunger (the highest rate in New England), a low-quality diet puts the same kids at heightened risk of obesity (USDA, 2010). These vulnerable communities deserve focused attention as well.

Schools--their classrooms, cafeterias, and playgrounds--are the logical frontlines in our nation's response to childhood obesity. More than 31 million children eat school food five days a week, receiving more than half their daily calories from school food programs (Let's Move, 2010). What we feed our children, and what we teach them about food, affects how they learn, how they grow and how long they will live. Considering that when last studied, only 2% of schoolchildren met the USDA's Dietary Guidelines for Americans (USDA, 2001), the nation's school food environments have significant need for improvement.

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America's sweeping epidemic of childhood obesity requires us to marshal a national response. The known geographic, demographic and environmental hotbeds of this epidemic are strategic places to concentrate our work. Accordingly, in partnership with Host Sites in the ten states identified above-- Arizona (Johns Hopkins Center for American Indian Health), Arkansas (Arkansas Children's Hospital Research Institute), Iowa (National Center for Appropriate Technology), Maine (University of Maine Cooperative Extension), Massachusetts (The Food Project), Michigan (Michigan State University), Mississippi (Mississippi Roadmap to Health Equity), New Mexico (University of New Mexico), North Carolina (North Carolina State University and North Carolina 4-H) and Oregon (Oregon Department of Agriculture)--a new AmeriCorps program, FoodCorps (FC), stands ready to bring significant assistance: a "troop surge" for healthy kids.

### SERVICE AS THE SOLUTION: INTRODUCING FOODCORPS

State-level programs have demonstrated that AmeriCorps members and community volunteers can be highly effective at developing school food environments that protect children from obesity. In Montana, AmeriCorps VISTAs have created portable kitchens that bring nutrition education to life in the classroom. In Vermont, AmeriCorps members have helped food service staff incorporate local, fresh foods into school menus. In Wisconsin, members have built school gardens and led farm field trips. These programs have measurably improved the diets of the children they serve. They have shown AmeriCorps to be an effective force in the fight against childhood obesity. And they have all been closely involved in the development of FC, a new nonprofit organization designed to bring this work to new communities through a locally driven national program.

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The Centers for Disease Control and Prevention, The US Department of Agriculture and The White House Task Force on Childhood Obesity have endorsed a clear set of strategies to address the obesity epidemic's underlying causes. From the Task Force Report to the President:

\* "More, and better, nutrition education is needed in schools.... The time spent on nutrition and dietary behavior has declined in recent years, and funding has been limited."

\* "School gardens offer opportunities for fun and physical activity while also serving as an important educational tool to help students understand how healthful food is produced."

\* "Most children eat at least one meal at school.... Use farm-to-school programs, where possible, to incorporate more fresh, appealing food" (Let's Move, 2010).

These recommendations provide the basis for FC's service plan. In August 2011, working through an initial network of Host and Service Sites in 10 states, a first class of 50 full-time FoodCorps Members (FCMs) will serve under an AmeriCorps National Direct Fixed-Amount grant, leveraging significant additional support from the WK Kellogg Foundation and philanthropic partners. In their 1,700 hours of service, these young leaders (most are expected to be ages 18-30) will deliver informative and engaging nutrition education, hands-on connections to fresh food through school gardens, and increased awareness of and access to healthy meals in school cafeterias. In keeping with the directives of the National Prevention Council, FC proposes a strategic plan to build school environments that make healthy choices the norm, not the exception among vulnerable kids (PC, 2010). Specifically:

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1) FCMs will conduct food and nutrition education. Dedicated instruction in nutrition and physical activity is required in most states, yet median figures from elementary schools show teachers spending just 3.4 hours on these topics all year (Society for Nutrition Education, 2009). FCMs will strive to increase both the quality and the quantity of this education, arriving armed with a sourcebook of curriculum materials and working with teachers to integrate nutrition and physical activity lessons into classes as diverse as Health, Math, English and Science. Members will solicit professional athletes and chefs to volunteer for classroom visits, will conduct hands-on demonstrations in the preparation of healthy foods, and will model positive lifestyle choices in a way that makes exercise and balanced eating cool.

2) FCMs will establish or expand school garden programs. As studies have demonstrated, engaging children in the process of growing food increases their dietary preference for and consumption of fresh vegetables (Health Promotion Practice, 2009). FCMs will break ground on new gardens, help incorporate garden programs into curricula, and engage parents, community volunteers and kids in the active outdoor play of growing fruits and vegetables. Though harvests are not expected be sufficient to supply high-volume cafeterias, even taste-tests conducted with garden produce have been shown to help children build positive relationships with fresh food (Ibid.). Whether tending a half-acre greenhouse in the Arkansas Delta or windowsill tomatoes in Detroit, FCMs will use school gardens as gateways that connect classroom lessons on nutrition to real-world physical activity and healthy eating in the schoolyard.

3) FCMs will increase children's access to and information about healthy food in school cafeterias, offering them regular servings of the nutritious meals they've now studied and grown. Through holistic "Farm to School" programming, FCMs will help transform public school cafeterias into

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educational environments where healthy food choices are promoted. They will also facilitate relationships between food service directors and local farmers who can supply nutritious ingredients at scale. Activities in the Farm to School area will be diverse: crafting displays that teach kids to identify and taste the winter greens in their salad bar; developing institutional recipes for sliced Maine apples and spiced yogurt to replace fries and ketchup; or establishing an online message board that links food service directors to farmers looking to distribute their produce. Research demonstrates that kids participating in Farm to School programs often consume one more serving of healthy fruits and vegetables each day (Journal of Hunger and Environmental Nutrition, 2008).

Working in small teams in public schools, school districts, or school-focused organizational settings, FCMs will divide their service hours among these mutually reinforcing pillars of work, with proportions adjusted to local needs. Implemented together, these strategies will give children in obesity-prone populations information, engagement and access: a three-ingredient recipe that yields a measurably healthier school food environment.

FC is the product of an 18-month program development process funded by planning grants from CNCS and the WK Kellogg Foundation. A federation of four organizations oversaw the program's development: The National Farm to School Network of Occidental College (lead partner and incubator; connector of 2,000 school garden and Farm to School programs nationwide), Slow Food USA (a 20,000-person volunteer network that promotes equitable access to healthful food), The National Center for Appropriate Technology (parent to FC's model VISTA program in Montana), and Wicked Delicate (filmmakers of the Peabody-winning PBS documentary about American obesity, King Corn).

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With a launch of 50 full-time FCMs serving across 10 states in 2011, FC is poised to become a high-impact, high-visibility force solving the problem of childhood obesity: a prime example of how AmeriCorps service gets tough jobs done.

### FOODCORPS MEMBER RECRUITMENT:

FC enters its first recruitment cycle with a base of 500 young men and women who self identified as potential FCMs when they joined our mailing list. Thirty of these individuals volunteered with one of seven topic-specific Work Groups during our planning process, many attended our open conference calls, two of them crashed our 60-person planning summit determined to prove their commitment to the program, and more contact our offices every day.

Looking beyond this initial momentum, our 72-person Recruitment Work Group, two Recruiting Directors and Recruiting Manager have launched a proactive campaign to broaden FC's pool of applicants. Our strategy hones in on desirable candidates: aspiring young farmers and nutritionists, community-builders and educators, particularly from the communities FC will serve, including African American, American Indian, Hispanic, and rural and urban poor. It then communicates with these audiences through video, web and traditional media, seeding social networks with the message that FC offers career development, esprit de corps and a hands-on opportunity to make a difference in communities of need. We are fortunate to have pro bono support for this work from the advertising professionals at Wieden and Kennedy (Adweek's 2010 Agency of the Year) and from Deidre Smalls, a specialist in marketing campaigns that engage young people of color.



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Other assets for FC's national recruitment include: a commitment from USDA Deputy Secretary Kathleen Merrigan to promote FC on her spring 2011 College Tour; promotional videos from Peabody-winning filmmaker Ian Cheney (on view at [www.foodcorps.org](http://www.foodcorps.org)); and invitations to share the FC story at TEDx (a 300-person live event with a popular online archive), at the seven Real Food Challenge Summits (regional gatherings of college food advocates), at a southern environmental conference hosted by Historically Black Colleges and Universities and Land Grant Colleges, and in a featured address in front of 5,000 college activities directors meeting to discuss "Educating for Lives of Purpose."

Running parallel to this national strategy are the recruitment campaigns of our ten Host Sites. Site Supervisors have received physical and electronic recruiting materials, personalized coaching on how to cultivate FCMs from within their communities, and media training (provided pro bono by Haberman Communications) on how to earn local press coverage of FC service opportunities. In its local recruiting, FC is engaging networking tools both new (eBlasts, Twitter and Facebook) and traditional (church flyers, 4-H chapters and small-town newspapers).

Candidates will complete a two-page online application between February 1 and April 10, responding to short answer and essay questions via the FC website. The application challenges candidates to detail their eligibility, education and experience, passion for combatting childhood obesity, and commitment to public service. Recruits may apply to just one Host Site or rank their preferences among three; a general service description applies to all FC slots, with each Host Site further detailing the uniqueness of a placement with them. Applications will be vetted through an initial review by national staff, with 250 candidates advancing to second-round review by Host Sites. Host Sites will interview semi-finalists and submit rankings to national staff for final placements. Four to seven members will be

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assigned to each Host Site, with teams of two typically assigned to specific Service Sites. Preliminary notification will be given to applicants by June 7, for a yearlong term of service (pending approval of background checks and Member Files) that begins enrollment August 1.

### FOODCORPS MEMBER TRAINING:

FC's inaugural term of service will commence on August 15, with five days of intensive Member training at the Milwaukee, Wisconsin headquarters of Growing Power (tentative). There, MacArthur "Genius" Fellow Will Allen will showcase his vibrant school garden program and share his inspirational journey from NBA basketball star to urban agriculture and empowerment visionary.

At this national training, FC staff will facilitate team building, trainers will lead diversity workshops, and representatives of the National Farm to School Network will conduct courses on school garden and Farm to School implementation. Topics will include food and garden safety, fresh-food procurement, classroom management, community engagement, volunteer coordination and impact evaluation. The policies of FC and AmeriCorps will be closely covered in seminars rooted in the FC Member Manual; successful completion of a written test of regulations will be required. Lastly, FCMs, staff and trainers will break bread and exercise together, building a sense of camaraderie and cementing healthy habits for the year of service ahead.

Local orientation for FCMs will be provided by Host Site Supervisors. Further orientation will be conducted by Service Site Supervisors responsible for FCMs in a specific community or school. Periodic statewide training potlucks will bring each service force together for in-person skill-building and

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reflection. FCMs will also participate in quarterly online learning sessions organized by the national office of FC. To ensure that these meetings are engaging and informative, each will feature a celebrity speaker, like filmmaker Morgan Spurlock of Super Size Me, chef Alice Waters of Chez Panisse or Sam Kass of The White House Food Initiative.

FCMs will be further supported by a career mentor who helps them reflect on their service and explore their professional aspirations, as well as by a member of the FC national leadership team, each of whom is adopting a cluster of geographically proximate sites and Members. FCMs will develop close support relationships among the teams which collaborate at most Service Sites, and will remain connected to their larger class through a FCM Facebook Group.

Service will close with all FCMs coming together for a second full-group meeting and harvest feast, to be held just prior to the training of our second class, August 11-12, 2012. Together we will celebrate the accomplishments of the year behind us, solidify our commitment to ongoing service, and usher alumni into new opportunities for career development in the fields where they have gained skills: education, food, farming and public health.

The division of training responsibilities is as follows:

FC Staff:

- \* Pre-service training for Site Supervisors (7/11-14)
- \* Kick-off training for FCMs (8/15-20)
- \* Quarterly online peer-to-peer trainings for Site Supervisors (9/10, 12/10, 3/10, 6/10)
- \* Quarterly online guest speaker trainings for FCMs (9/15, 12/15, 3/15, 6/15)

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- \* Distribution of Member Manual (8/1)

### Host Site Supervisors:

- \* State-level orientation for Service Site Supervisors and FCMs (8/23-26)
- \* Monthly trainings and check-ins for FCMs (per Host Site)
- \* Connection of FCMs to career mentors (9/1)
- \* Distribution of supplement to Member Manual (8/1)

### Service Site Supervisors:

- \* Service site orientation (8/29-30)
- \* Weekly one-on-one check-ins (per Service Site)
- \* Biannual on-site safety trainings (8/31, 3/1)

### FOODCORPS MEMBER SUPERVISION:

Ongoing supervision of FCMs will be provided by Host Site Supervisors who collectively offer over 150 years of experience in the fields of food systems, health, education, and community development. Supervisors will sign and certify electronic timesheets, monitor data collection, manage the day-to-day work of FCMs and furnish office space and supplies. Host Site Supervisors will delegate responsibilities to Service Site Supervisors where appropriate.

The administrative processes of Member enrollment, background checks and payroll will be centralized in the New York national office of FC. There, a dedicated Program Administrator, working

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under the direction of seasoned CNCS program development coach Thenera Bailey (contracted by FC for additional in-house consulting), will compile electronic Member Files and signed Service Agreements from FCMs, maintain Memoranda of Understanding with Host and Service Sites, ensure coverage for child- and healthcare, and process biweekly stipend payroll for FCMs.

Since the selection of Host Sites in November 2010, Site Supervisors have participated in regular monthly orientation calls. Looking ahead, focused training of Site Supervisors will be conducted in a three-day in-person retreat at the Oregon headquarters of New Seasons Markets (pro bono; tentative) July 11-14, 2011. There, Bailey and FC staff will provide instruction on best practices for Member management. Participants will develop relationships for ongoing peer-to-peer support, become confident messengers of the values of AmeriCorps and national service, and learn systems for recording and documenting service hours, measuring impact and ensuring compliance. Site Supervisors will also engage in their own quarterly webinar trainings facilitated by peers, and will gather in person at the National Farm to Cafeteria Conference in Vermont in April 2012.

Education of FCMs and Supervisors is being led by half-time FC Training Director Crissie McMullan, founder of the successful Montana VISTA initiative on which FC is largely based. McMullan has a decade of nonprofit experience and a five-year track record with AmeriCorps as both service member and supervisor. She also led the 40-person FC Training Work Group, a collaborative planning effort that yielded many of the strategies outlined above. The effectiveness of trainings will be evaluated through participant and supervisor surveys. Electronic time tracking will ensure that FCMs engage in appropriate reflection and career development, but do not exceed the 20% of service hours allowable for training.

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Supported by robust educational, supervisory and peer-to-peer structures, FCMs will move through their year of service with multiple allies to keep them motivated, retained and energized.

### MEASURING OUR PERFORMANCE:

Under the leadership of FC Evaluation Director Anupama Joshi, school food researcher and Host Site Supervisor Dr. Michelle Ratcliffe, and the 35-person FC Evaluation Work Group, FC has committed to tracking the following four performance measures synced with the data collection strategies of the USDA, CDC and National Farm to School Network. Targets were established through an electronic survey of Host Site Supervisors in January 2011 and compared against benchmarks from existing research.

1) Healthy Futures Aligned Performance Measure H6: In FC's first year, at least 9,585 children and youth from at least 163 schools will receive at least 10 hours of garden-enhanced nutrition education from FCMs. At least 3,834 participating students will increase their knowledge of fruits and vegetables as measured in pre- and post-assessment. Over a three-year grant cycle, FC expects these efforts to result in a measurable shift in the dietary preferences of participating students.

2) Access to Healthy Food: In FC's first year, at least 25% of participating schools will serve and promote local, healthy food at least seven times during the service term. Within three years, we expect Farm to School programming to be incorporated into the standard procurement process of a number of participating schools, with a measurable shift in cafeteria food to healthier ingredients and recipes.

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3) Member Professional Development: In the program's first year, all 50 FCMs will receive career training and mentorship in food, agriculture, education or public health. We expect 50% of members who complete their term of service to express interest in pursuing employment in related careers. Over three years, we will track the number of alumni actively entering fields that contribute to the nation's wellness.

4) Strengthening Communities: In the program's first year, FCMs will recruit, train and place 410 new volunteers in community-led school garden and Farm to School initiatives. This number represents five volunteers recruited and trained for each of 50 FCMs. Within three years, we expect volunteer networks to have assumed enough management of established programs that FCMs can increase the portfolio of schools with which they work.

FCMs will report on the above outcome measures in impact logs that accompany their timesheets. Data from all sites will be compiled by the FC national office on a quarterly basis and used to evaluate areas for improvement among Sites and Members. Annual reports will be shared with CNCS and other funders.

With its focus on results-driven deployment of resources, FC stands ready to be a critical player in achieving the larger goal established by Let's Move and the National Prevention Council: bringing childhood obesity rates back below 5% by 2030 (Let's Move, 2010).

GENERATING A COMMUNITY OF VOLUNTEERS:

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Among the thousands of stakeholder comments we have received in the FC planning process, one thought has been repeated more than any other: the work of improving America's school food environments is, at its core, the work of a community. The impact FCMs will make depends on their ability to engage local volunteers and earn buy-in from diverse partners.

Generating volunteerism is woven throughout the service descriptions of FCMs. In Arkansas, each Service Site will organize a Garden Club that generates 50 volunteer hours each month. In North Carolina, FCMs will recruit chefs to train food service staff on safe handling of fresh ingredients. The American Community Garden Association has pledged to provide a skilled bank of volunteers, and New Seasons Market (an Oregon grocery chain) and Whole Foods (a national grocery chain) have expressed enthusiasm for integrating FC into their employee community service programs. FCMs will oversee recruitment of a diverse array of parent and community volunteers on the local level, and will track the hours and accomplishments they contribute.

One of FC's founding organizational partners, Slow Food USA, is making special efforts to activate its 20,000 members to volunteer with FC. With its regional, chapter-driven structure, Slow Food has a strong presence in most of our Service Site communities. It should be noted that the FC planning process has generated significant volunteerism already, from the 300 individuals who donated time to Work Groups to the ongoing legal services donated by Orrick, Herrington and Sutcliffe and the public relations services donated by Wieden and Kennedy, Deidre Smalls and Haberman Communications.

COLLABORATING WITH PARTNERS:



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FC is the product of an 18-month planning process that has engaged more than 4,000 stakeholders. Rather than being designed from the top down, it has emerged from the grassroots up: a national organization that local voices have shaped according to real needs in their communities.

From the beginning, FC drew strong support from the people and places the program will serve. An oversubscribed Planning Summit in May 2010 grew from 40 participants to 60. In each of eight open conference calls, 45-190 volunteers participated. Topic-specific Work Groups, organized around issue areas like "Data and Evaluation" attracted more than 300 active participants.

Embracing the spirit of an open planning process, and using the tools of Wiki, email and conference call to invite collaboration, the founders helped FC take shape according to the needs of its stakeholders. The result was tremendous buy-in from across the food, health and education fields. At a meeting of 15 Connecticut educators, farmers, anti-hunger advocates and food service administrators collaborating on a Host Site application, one participant commented: "These organizations don't sit in one room very often; FC has us working together."

FC does not seek to dominate the existing organizational patchwork working in school food around the nation, but instead to connect and empower it. Through our anchor partner, the National Farm to School Network, FC is linked to 2,000 Farm to School and school garden programs around the nation, and has close allies in the eight Region Lead Agencies and 50 state partners the Network maintains for training, technical support and impact evaluation. Outside partners involved in FC's recruitment, training, and implementation include the National Parent Teacher Association, Y USA, the National Farmers Union, FFA, the US Department of Agriculture, the President's Council on Physical Fitness, Sports and Nutrition and Let's Move.

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As an example of FC's potential to connect allied organizations, consider the proposals we received from groups eager to serve as Host Sites. 108 nonprofits, agencies and schools applied for 10 slots. The applicants, representing 39 states, detailed partnerships with more than 1,240 collaborating groups.

Nested into the existing organizational landscape, FC is the rare national NGO that can avoid duplicating existing work even as it makes a game-changing national impact.

### SUSTAINING WHAT WE START:

As we leverage corporate and philanthropic support into the work of combatting childhood obesity in school environments, AmeriCorps provides a trusted framework to build on. We expect federal support to always comprise a minority of our budget, however, and we are building a model of high-impact national service that is prepared to stand on its own.

The Kellogg, Claneil and Woodcock Foundations have not only contributed to FC's launch, but have also expressed interest in providing ongoing support. We have had productive conversations about corporate philanthropic investment with the CEOs of Whole Foods, Sysco and Newman's Own Organics, and with the corporate giving departments of Welch's and Organic Valley. Seed Savers Exchange, New Seasons Markets and Annie's Homegrown have committed either cash or in-kind support already. High-capacity funders like the USDA and the Robert Wood Johnson Foundation are monitoring our work, and full funding of this proposal would strengthen our efforts to bring them into our funding base in 2012. A full-time Development Director will join our staff in April to oversee this

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effort.

Much of the work FCMs will do is designed to be institutionalized and sustained by local partners at minimal cost. In FC's Montana model, after three years of VISTA service, each of the program's Service Sites has now adopted Farm to School food procurement as standard operations. Missoula County Public Schools now says that "Purchasing local, fresh foods isn't a program, it's a way of doing business." In Bozeman, a single AmeriCorps position spawned the development of a volunteer-run nonprofit organization that now provides nutrition education throughout the community. While we intend placements to be ongoing--school vegetable gardens, for example, cannot just be planted once--FC emphasizes community-building and volunteer recruitment so that, when the time comes, work can continue without us.

FC also anticipates generating a lasting impact in the communities we serve through the ongoing contributions our alumni will make as farmers, teachers and public health leaders. By maintaining a robust alumni network, FC will leave a legacy of impact far richer than any one term of service or three-year grant cycle can measure.

### **Organizational Capability**

#### ORGANIZATIONAL BACKGROUND:

FoodCorps (FC) is a new national organization formed for the sole purpose of addressing childhood obesity with service-based solutions. The organization's staff, structure, partnerships and resources give it the capacity of a seasoned program.

Six founders brought FC to life and direct the organization's work today: Curt Ellis (primary grant

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contact), Debra Eschmeyer (secondary contact), Cecily Upton, Crissie McMullan, Ian Cheney and Jerusha Klemperer. Together they bring more than four decades of experience building community food systems. Ellis, Cheney and Eschmeyer bring track records with federal grants from USDA, HHS, CPB, CDC, CNCS and NEH, and McMullan offers specific experience as founding director of Montana's state-level VISTA Farm to School program.

A federation of high-impact organizational partners have stood behind FC since its earliest days. As FC's anchor founding partner, Occidental College's National Farm to School Network has been closely involved in designing our evaluation plan, and the College has provided key assistance building FC's financial and grants management systems. Slow Food USA has lent fundraising expertise from Development Director Kate Krauss and guidance on internal controls from CFO Bryan Lawrence. The National Center for Appropriate Technology (grantee for FC's model VISTA program in Montana) has brought an experienced eye to FC's program design, while the Brooklyn-based communications organization Wicked Delicate has overseen communications and branding.

Under the auspices of lead partner Occidental College, FC was awarded planning grant funds of \$172,268 from the Kellogg Foundation and \$44,213 from AmeriCorps (20% of budget), and in early 2010 the formal planning process began. The founders invested more than 4,000 hours designing the FC program, and participated in the National Conference on Volunteering and Service, the AmeriCorps Program Start-Up Institute, the CNCS Financial and Grants Management Institute and the full series of planning webinars. The team worked closely with AmeriCorps program officers Jennifer Brown and Lora Pollari-Welbes and Program Development Coach Thenera Bailey (now contracted to provide ongoing support to FC), with additional guidance from Acting Deputy Director Rob Glazier. Independently, FC hosted a 60-person Planning Summit in Detroit and a five-day Site

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Selection Retreat in Oregon, and traveled to meet with advisors or Host Sites in 17 states.

In October 2010, FC was incorporated as a New York nonprofit organization, with the six founders serving as initial directors. The organization's tax-exempt status was confirmed in 27 days, and work transitioned from planning to start-up on January 1.

FC enters 2011 with significant resources in-hand for expenses prior to the start of service: a \$50,000 anonymous donation, a \$45,000 grant from the Claneil Foundation, a \$20,000 pledge from the Wallace Genetic Foundation and a \$100,000 grant from the Woodcock Foundation. Implementation will be further supported by a \$4,000 per Member cost share from Host Sites (\$200,000 for 50 FCMs in year one), and a 3-year, \$3.5 million grant due from the Kellogg Foundation in September. Strong financial, organizational and human resources stand behind the our launch.

### STAFFING:

FC's primary leadership team consists of Curt Ellis (Executive Director), Debra Eschmeyer (Program Director) and Cecily Upton (Program Director).

Ellis, after becoming passionate about food issues at Yale, moved to Iowa to investigate the roots of American obesity. The documentary he co-authored there, *King Corn*, reached an audience of millions on PBS. Through a Food and Society Fellowship with the Institute for Agriculture and Trade Policy, Ellis subsequently helped launch the mobile school garden project *Truck Farm*. He has appeared on CNN, CBS, ABC and NPR, is a frequent speaker about food issues on college campuses, and serves on

## Narratives

the Board of Directors of Slow Food USA. In his ten-year career, Ellis has managed millions of dollars in grant funds from foundation, corporate and federal sources. He became full-time Executive Director of FC in January and now oversees the organization's national office, financial systems, strategy and staff.

Eschmeyer is a leading voice for school food reform, with 15 years of experience in farming and school feeding programs. As Communications and Outreach Director of the National Farm to School Network, she presented at hundreds of events including the White House Childhood Obesity Task Force Forum, and managed the Department of Health and Human Services national media initiative on school gardens. As a Food and Society Fellow, Eschmeyer created One Tray, a campaign that successfully encouraged Congress and USDA to expand Farm to School programs. A graduate of Xavier University, she began her nonprofit career with Rotary International and Conservation International. Her Peace Corps assignment as an agriculture volunteer was cut short when her husband was diagnosed with diabetes; she sees FC as an opportunity to continue her service. As FC Program Director for Policy and Partnerships, Eschmeyer manages FC's relationships with the USDA, the White House and national partners.

Upton's interest in food and agriculture began in high school, when she helped plant her school's first garden. After graduating from Bowdoin College, she spent five years at Slow Food USA, where she served as Slow Food in Schools Coordinator and Youth Programs Manager. Upton established Slow Food on Campus, a network of college organizations that advocate for clean and fair food at their schools, and worked on Slow Food's efforts to reinforce the Child Nutrition Act. She has farmed in Italy, promoted agricultural empowerment in India, and served on the Steering Committee for the Real Food Challenge and the Partner Committee of the National Farm to School Network. Upton

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received an MA from NYU, where she focused on community organizing. As Program Director for Sites and Service, Upton is responsible for Host and Service Site relationships and oversight of the Member service experience. On behalf of their work with FC, Upton and Eschmeyer are finalists for the 2011 Echoing Green Fellowship, a leadership development program that helped launch City Year and Teach for America and provides a two-year grant award of \$90,000.

FC's primary leadership team guides the organization's daily work. The organization's three other founders inform questions of strategy and oversee specific issue areas as part-time staff: Jerusha Klemperer (Recruitment Director), Ian Cheney (Recruitment Director) and Crissie McMullan (Training Director). Each is also responsible for support of a cluster of geographically proximate FCMs.

Beginning in April 2011, five operations staff will work in FC's national office under Ellis' direction: the Strategy and Capacity Consultant (Thenera Bailey, formerly FC's CNCS Program Development Coach, will provide consultation on strategy and implementation), the Program Administrator (three years AmeriCorps experience expected; responsible for Member Files, Memoranda of Understanding and AmeriCorps compliance and oversight), the Development Director (responsible for building philanthropic and corporate partnerships to expand and sustain the program), the Chief Financial Officer (three years experience expected; initial oversight from Slow Food CFO Bryan Lawrence and Occidental College Grants Manager Jessica Gudmundson) and the Program Associate (to be offered to Recruiting Manager Lucy Flores).

FC Staff will receive focused training in financial management and regulatory compliance in a two-day New York retreat in April 2011 facilitated by Bailey. Ellis, Upton and Eschmeyer will highlight key

## Narratives

lessons from their planning grant year, and training will include coverage of the FC Employee Manual and review of internal controls from the employment and tax lawyers of Orrick, Herrington and Sutcliffe.

### RELATIONSHIP WITH STATE COMMISSIONS:

The State Service Commissions in nine of the 10 states where FC will operate have confirmed that our work is unduplicated, needed and welcome; one has not yet responded:

AZ: exchanged emails with Bob Shogren; introduced Host Site staff. AR: exchanged emails with Mary Bea Gross; submitted Consultation Form; introduced Host Site staff. IA: emailed and followed up; no direct response; Host Site staff has existing relationship. ME: exchanged emails with Maryalice Crofton; submitted Consultation Form; introduced Host Site staff. MA: exchanged emails with Emily Haber; introduced Host Site staff. MI: Marcy Bishop Kates involved in FC planning since May 2010; introduced to Host Site staff. MS: Judy Stein involved in FC planning since August 2010; introduced to Host Site staff. NM: Julie Reeves involved in FC planning since August 2010; submitted Consultation Form; introduced to Host Site staff. NC: exchanged emails with Kaye Gattis; introduced Host Site staff. OR: exchanged emails with Patricia Bollin; submitted Consultation Form; introduced Host Site staff.

We look forward to partnering with Commissions on State and National Days of Service, group trainings, and in milestone events like garden groundbreakings and harvest feasts.



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### HOST AND SERVICE SITES:

FC selected its 10 initial Host Sites through a competitive application process conducted between September and December 2010. 190 people participated in conference calls to learn about the opportunity, 108 organizations from 39 states prepared two-page letters of inquiry requesting to be considered, and 22 were invited to submit full 15-page proposals. Finalists detailed their qualifications in the following areas, based on 45 CFR §2522.475: organizational history and capacity, community need, recruitment and service plan, strategy for selecting Service Sites, potential for measurable impact, budget for implementation, breadth and depth of partnerships, and experience of staff. Proposals were reviewed by six internal and three external evaluators.

The majority of Host Sites described specific Service Sites in their proposals to FC, detailing both need and capacity at the local level. In cases where Service Sites had not been selected, Host Sites described a selection process aligned with the criteria above.

At either the Host or Service Site level or both, FC's program design empowers community organizations to solve local problems (per 45 CFR §2522.450). Three Host Sites are community-level nonprofits with track records of effective work: The Food Project in Boston (a youth food organization founded by a white farmer and a black minister in 1991), the Mississippi Roadmap to Health Equity (a food justice organization founded by Beneta Burt, former President of the Urban League of Jackson), and The Delta Garden Study at the Arkansas Children's Hospital Research Institute (part of the state's only pediatric medical center). Our partner in Iowa is a multi-state nonprofit organization, The National Center for Appropriate Technology. Five Host Sites are institutions of higher education that

## Narratives

will oversee FC work being done in schools or community organizations within their states: the Johns Hopkins Center for American Indian Health (AZ), University of Maine Cooperative Extension (ME), CS Mott Group for Sustainable Food Systems at Michigan State University (MI), University of New Mexico Office of Community Learning and Public Service (NM) and North Carolina State University Center for Environmental Farming Systems, in partnership with North Carolina 4-H (NC). Our Oregon partner, the state Department of Agriculture, will work through a similar network of community organizations and schools. Host Sites will make an annual cost-share contribution of \$4,000 per FCM, and will contribute implementation and supervision costs in-kind.

Across all Host Sites, the primary beneficiaries of FC service will be youth in educational settings, with the majority representing limited-resource communities (per 45 CFR §2522.450). Four of the 10 selected Host Sites are in states with unemployment levels higher than the national average over the past year (MI 13.7%, MS 10.8%, NC 10.4%, OR 10.6%; BLS, 2011). Five of the 10 Host Sites will conduct at least a portion of their work in areas meeting the USDA definition of rural. Members will work in Empowerment, Enterprise or Redevelopment Zones in Pulaski County (AR), Detroit (MI), Flint (MI), Lewiston (ME) and Boston (MA) (HUD, 2011), and in numerous individual communities with low-income populations, such as the Navajo Reservation in Arizona, where per capita income is just 56% of the national average (BLS, 2011).

FC's Host Site Supervisors each bring an average of 13 years relevant experience to their work. All Host Site organizations have previous experience with federal grants and with AmeriCorps. FC is fortunate to have previous programmatic relationships with each of the ten as well, through our founding partnerships with the National Farm to School Network and Slow Food USA.

### **Budget/Cost Effectiveness**

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### COST EFFECTIVENESS:

FC's program design seeks to be cost efficient, but more than anything it seeks to be effective at achieving our goal: building school food environments that reverse childhood obesity. Although the program's planning process was conducted under the auspices of Occidental College, FC's founders, organizational partners and anchor funder (the Kellogg Foundation) concluded that the clarity of FC's mission risked being diluted if implementation was pursued under the mission of a multi-purpose organization. Accordingly, FC was established as an independent nonprofit with a single guiding focus: using national service to reverse childhood obesity.

While we gain much from this independence and clarity of purpose, we do not seek to invest valuable resources in duplicating work other organizations already do well. Accordingly, FC continues to share resources and technical assistance with its founding organizational partners, and in our AmeriCorps program, we will cost-effectively centralize administrative functions like background checks, enrollment, payroll and health insurance, while empowering our Host Sites to direct the service of FCMs on the ground.

FC seeks Fixed-Amount implementation support of \$12,500 per MSY, meaningfully below the \$13,000 cap. This represents a relatively modest federal contribution to the program's overall cost: FC will pay its Members annual stipends of \$15,000, cover the operating costs of background checks, health insurance and childcare, fund the program's national office and staff, sponsor multiple in-person trainings for Site Supervisors and FCMs, and invest in the initial expenses of launching a new organization and a new national program in ten states. FC anticipates first-year program implementation costs of \$35,369 per Member, 35.3% of which will be supported by CNCS funds. The

## Narratives

balance will be supported in full by Host Site cost sharing (\$4,000 per Member) and by the first installment of a three-year, \$3.5 million grant from the Kellogg Foundation expected in September. Additional start-up support is described in detail below.

### BUDGET ADEQUACY:

As a fixed-amount applicant, a full budget is not included but is available upon request.

The 18-month planning process to develop FC, supported by CNCS and the Kellogg Foundation, transitioned on January 1 into its start-up phase. Expenses for this period (to 8/15/11, when Member Training begins) are expected to total \$301,441. These costs are being supported by grants from the Woodcock (\$100,000), Claneil (\$45,000), Wallace Genetic (\$20,000) and Anonymous Foundations (\$50,000), and by a pending grant of \$95,000 from a New York family foundation. 69% of this start-up budget will be invested in staff; 14% in office and infrastructure; 10% in Site Supervisor training; and 7% in travel, insurance and recruiting materials.

For its inaugural service year, 8/15/11 - 8/15/12, FC anticipates an implementation budget of \$1,768,430 (\$35,369 per FCM). The CNCS share of this cost is calculated as  $\$12,500 \times 50 \text{ MSY} = \$625,000$ . The balance of FC's first-year expenses will be supported in full by two sources: a \$4,000 per member cost share from Host Sites (\$200,000 in year one, due August 1) and the first installment of a three-year, \$3.5 million grant from the Kellogg Foundation (anticipated in September). Additional fundraising, which is expected to be significant (FC is hiring a full-time Development Director April 1), will support cash flow and lay the groundwork for expansion in future years.

## Narratives

67% of FC's first-year implementation budget is devoted to Member stipends, child care and health insurance; 18% is devoted to supervision and staff; 8% is reserved for training and service materials; 4% covers staff development, site visits, impact assessment, and financial audits; 2% will be needed for office space and insurance, and 1% will be invested in communications. Legal services will continue to be provided pro bono by Orrick, Herrington and Sutcliffe, and communications work will benefit from the ongoing pro bono support of Wieden and Kennedy, Deidre Smalls and Haberman Communications.

If planning, start-up and first-year implementation costs are tallied together, FC leverages 71% of its total budget from non-federal sources. With a program design that combines a focused national organization, empowered Host and Service Sites and well-supported FCMs, FC stands ready to cost-effectively grow its operations to a 50-state scale, and to sow the seeds of sustainable wellbeing for our nation's children.

The proposed 50-Member size of the inaugural FC class is amply supported by contributions from partner funders. More importantly, operating the program at this size maximizes FC's cost effectiveness. Our staff and support structure and outside fundraising have taken shape according to the demands of operating at this scale. The size reflects what we and our philanthropic partners believe to be a high-impact, low-cost response to one of CNCS' primary priorities. If funded for fewer than 50 FCMs, the cost efficiency of FC will decrease, total cost per Member will increase, and our ability to leverage modest federal support for significant private investment and public good will be diminished. We urge you to fund FC fully, and hope you will join us in demonstrating that national service can solve the problem of childhood obesity.

## Narratives

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

GENERAL UPDATE:

Since submitting our initial application in January, FoodCorps (FC) has made important progress toward the program's launch.

Our recruitment process, conducted between February and April, drew 1,229 applications from young leaders passionate about agriculture, education and public health. With positions available for only 4% of these candidates, FC can afford to be highly selective as our interview process moves forward.

FC continues to attract media attention that spotlights the role of national service as a solution to childhood obesity. Food writer Mark Bittman championed "the much-anticipated FC" in his recent New York Times article, "Food: Six Things to Feel Good About", and upcoming coverage is anticipated from Rachel Ray, Eating Well and Fast Company.

New philanthropic partners interested in the FC model have come forward as well. We can add to our roster of expected grants a three-year, \$300,000 start-up investment from the Draper Richards Kaplan Foundation, a social venture fund that has helped launch a number of organizations to national prominence. An additional anonymous funder also committed \$30,000 to support FC start-up costs.

## Narratives

In light of the decision to launch FC at a 50-Member scale, we intend to make several operational changes that will support implementation at this scale and budget:

1) Evaluation supervision will shift from external Evaluation Director Anupama Joshi to our Oregon Site Supervisor, Michelle Ratcliffe. Dr. Ratcliffe studied at the Friedman School of Nutrition Science and Policy at Tufts University, earning her PhD for research on school gardens under now- Deputy Secretary of Agriculture Kathleen Merrigan.

2) The Training Director position will be eliminated, and its responsibilities will be distributed to Program Directors Debra Eschmeyer and Cecily Upton, with strategic support from board member and former Training Director Crissie McMullan.

3) The part-time Recruiting Director positions will be eliminated, and their responsibilities will be distributed to Recruitment Manager (now Program Associate) Lucy Flores, with strategic support from board members and former Recruiting Directors Ian Cheney and Jerusha Klemperer.

4) The Development Director will be hired in June rather than in April, and interim responsibilities will be distributed to Executive Director Curt Ellis.

5) The organization will not hire a CFO until 2013, and interim responsibilities will be distributed to Executive Director Curt Ellis, with support from a pro bono relationship being developed with Deloitte.

6) Host Site training will be moved from Oregon to the LifeBridge Sanctuary in New York State.

## Narratives

7) FC will no longer place Members in the Lewiston, Maine Enterprise Zone.

In response to direction provided in the clarifying questions, and after reviewing updates to the CNCS Strategic Plan, we removed three of our proposed performance measures (Access to Healthy Food, Strengthening Communities, and Member Professional Development) and strengthened the rigor and significance of our Healthy Futures National Performance Measure.

It should be noted that numerical references to FC have been changed throughout the grant narrative to match the program's revised 50-Member scale. The above operational changes, changes to Performance Measures, and revisions to the budget narrative have not been inserted across the application, but we will gladly do so upon request.

FC remains on track for a strong national launch of the program in August. We have confirmed that the Milwaukee-based agriculture and empowerment organization Growing Power will co-host Member training, and we continue to receive enthusiastic feedback for our work from funders, recruits, organizational partners, schools, parents, children, and thought leaders in the field.

### I) CLARIFICATION ON MEMBER ALLOCATION:

The 50 FoodCorps Members (FCMs) enrolled in the program this August will be distributed to our Host Sites as follows: Arizona (4), Arkansas (4), Iowa (4), Maine (6), Massachusetts (6), Michigan (6), Mississippi (4), New Mexico (6), North Carolina (6) and Oregon (4).



## Narratives

Within each state, Host Sites will re-allocate their FCMs to Service Sites based on the same criteria used in their initial selection process and aligned with 45 CFR §2522.475: organizational history and capacity, community need, recruitment and service plan, potential for measurable impact, budget for implementation, breadth and depth of partnerships and experience of staff. These requirements are reflected in the Memoranda of Understanding FC maintains with our Host Sites. The same factors used by Host Sites to allocate Members to Service Sites was applied by FC to allocate Members to Host Sites.

In order to preserve esprit de corps and maintain the collaborative spirit of our program design, some proposed Service Sites have been eliminated so FCMs can continue to serve in teams where possible.

### II) CLARIFICATION ON PARTICIPATION OF SCHOOL PERSONNEL:

The participation of school stakeholders is essential for any school garden or Farm to School program to succeed. From the beginning of our planning process, FC has sought to engage educators, school dietitians, food service staff, district administrators, school board members, parent-teacher associations and custodial staff in the process of building our program design and cultivating a culture of partnership. We have received letters of support from many of the principals and superintendents whose schools will be served by the program, and all are excited to have FCMs in their communities.

During the competitive process to select our Host Sites, FC rigorously reviewed the level of engagement candidates had with schools and school stakeholders. The organizations we chose to

## Narratives

partner with all bring strong records of successful collaboration with educators, administrators, and food service personnel. FCMs will be able to enter schools and school communities under the auspices of trusted local partners, and can be expected to be viewed not as "outsiders", but as part of the long-established community fabric. As work unfolds on the ground, Host Site and Service Site partners will continue to work closely with FCMs to ensure school buy-in and long-term sustainability by helping FCMs gather input through school and community assessments, personal and public meetings, and a transparent goal-setting process. The importance of engaging school personnel, and key strategies for doing so, are further outlined in the FC Member Manual.

### III) CLARIFICATION ON GARDEN IMPLEMENTATION:

The planning, establishment, and long-term sustainability of a school garden requires the commitment not just of an individual, but of a whole community. The service of FCMs in this area, therefore, will focus on building support, engagement and volunteerism around a garden, rather than just on building or tending the garden itself.

Working under the direction of Host and Service Site Supervisors, and utilizing skills honed at national training and resources provided in the FC Member Manual, FCMs will engage stakeholders in the following roles:

\* School and district administrators will review and approve proposed garden projects, encourage participation from other members of the school community, and help identify funding and resources that could be utilized.

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\* Teachers will integrate the garden into standards-based lesson plans, monitor the garden during the school day, and build enthusiasm for the garden within the student body.

\* School food service and grounds maintenance personnel will apply their expertise to the garden, assisting with safe tasting of garden produce or facilitating construction projects that benefit the project.

\* Parents and community volunteers will build support for the project in the broader community, help to secure donations of materials, act as a volunteer workforce for garden construction, maintenance, and supervision, and take a long-term role sustaining the garden after FCMs transition to new schools of need.

\* Students will engage with, learn from and enjoy the garden as a part of their school lessons, as well as during after-school or summer programs that maximize use of the resource. FCMs and all stakeholders will ensure that children will not be exposed to tools or inputs that pose a safety risk; hands-on interactions with the garden through planting, tending and harvesting activities will be encouraged. Taste tests will only be conducted when rigorous food safety protocols have been met.

\* FCMs will convene and unify the above stakeholders, develop short- and long-term garden plans based on community preferences, coordinate volunteer and stakeholder participation, provide garden safety training and supervision to those who require it (FCMs will themselves receive garden safety and food safety training at FC Member Training and local orientation), collaborate with school staff and administration to incorporate the garden into standards-based lessons, build support for the

## Narratives

garden in the school and community, and develop a volunteer base within the school and community to ensure longevity and sustainability.

Throughout their work in school garden projects, FCMs are expected to engage school and district staff, parent organizations, local businesses, volunteers, and the curiosity and enthusiasm of students themselves, with the goal of ensuring the creation and cultivation of gardens that reflect the unique aspirations and identities of a school and its surrounding community. We are fortunate to have Host and Service Site partners who are experienced at facilitating this work in their communities.

#### IV) CLARIFICATION ON STATE COMMISSION CONTACT:

An email introduction was sent to Emily Haber, CEO of Mass Service Alliance, on November 22, 2010. FoodCorps emailed again on January 10, 2011 to introduce James Harrison, the Host Site supervisor at our Massachusetts partner, The Food Project. On February 22, 2011, Shana Lothrop, Administrative Assistant at Mass Service Alliance, sent a consultation form to FoodCorps, which was completed and returned on her and Beth McGuinness by email on March 3, 2011. Evidence of each of all correspondence is available upon request.

#### V) CLARIFICATION ON POST-SERVICE ENGAGEMENT:

FC seeks to instill in our Members a spirit of civic engagement that will last long past their 1700 hours of active AmeriCorps service.

## Narratives

In applying to serve in FC, potential Members detailed their commitment to public service and reflected on the role of civic engagement in America today. As they enter FC through national training, this institutional value of an ethic of service will be reinforced: Members will hear inspiring stories from former leaders of national service projects and will be invited to reflect on their commitment to service in sealed letters to themselves.

As their service term unfolds, FCMs will receive a training podcast focused on long-term civic service, will engage in bi-weekly Reflection Reports completed with their time-sheets, will participate in statewide and nationwide Days of Service, and will reflect on their service in a group environment at periodic statewide potlucks.

Service will close with all FCMs coming together again to reflect on their year of service and look ahead to a lifetime of civic engagement and continued advocacy for healthy food. Members will open and read the letters they wrote themselves a year before, and will write new letters of reflection to be mailed to alumni a year later. A resource list of opportunities for future service will also be provided.

After our alumni are launched into life beyond their initial service, national staff will stay in touch with a segmented FC alumni mailing list, sharing opportunities for continued service and civic engagement in the food systems field, CNCS programming, and beyond.

VI) CLARIFICATION ON CRIMINAL HISTORY CHECKS:

## Narratives

FC has stayed abreast of the requirements for criminal history, National Sex Offender, and FBI background checks for all Members and staff working with vulnerable populations. Directly following the signing of a Letter of Intent to accept a FC position, finalist candidates will be entered into the background check process. This should allow ample time to confirm clearance prior to enrollment in August. If for some reason this is not possible, any Members who have not yet received background check clearance will be supervised at all times while in the presence of vulnerable populations. FC verifies that it will conduct all checks for members, employees, supervisors, and other required individuals in accordance with the requirements of CNCS.

Thank you for the opportunity to clarify these portions of our application. We are grateful for your continued consideration.

### Continuation Changes

N/A

## Performance Measures

### SAA Characteristics

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

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas      50

### Service Categories

Community Gardens

Food Security

## National Performance Measures

### Priority Area: Healthy Futures

#### Strategy to Achieve Results

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

AmeriCorps members will each provide at least 10 hours of garden-enhanced nutrition education to a cumulative total of at least 8,000 children and youth in a cumulative total of at least 150 schools during the 2011-2012 service year. At least 125 selected schools will represent student populations where 50% or more receive free or reduced-price meals. After being trained in providing garden-based nutrition education, Members will provide education experiences that provide children and youth at least 4 hands-on opportunities to plant, tend, harvest, prepare or consume fresh food. Educational experiences will include teaching children and youth about fruits and vegetables and their role in a healthy, active lifestyle.

#### Result: Intermediate Outcome

Result.

Percentage of children and youth who received garden-enhanced nutrition education who demonstrated increased knowledge and practice of healthy eating behaviors.

Target :40% of participating children and youth who complete at least 10 hours of garden-enhanced nutrition education will increase their knowledge and consumption of fruit and vegetables by at least 10%.

Target Value: 3200

Instruments: A pre- and post-intervention Garden Vegetable Frequency Questionnaire (GVFQ) will be used to assess student knowledge and consumption of fruits and vegetables as part of a healthy diet.

PM Statement: 3,200 children and youth who participate in garden-enhanced nutrition education will increase their GVFQ scores between pre- and post-assessment, demonstrating an increase in knowledge of fruits, vegetables and healthy diet.

#### Result: Output

Result.

Number of children and youth receiving nutrition education with the purpose of reducing childhood obesity (H6).

Indicator: H6: Youth receiving nutrition education.

Target :8000 children and youth in 150 schools receive at least 10 hours of garden-enhanced nutrition education.

Target Value: 8000

Instruments: Members will complete electronic Education Logs on an ongoing basis upon submission of time sheets, with approval of logs by Site Supervisors. Data will be compiled by FoodCorps national staff on a quarterly basis.

PM Statement: 8000 unduplicated children and youth in 150 schools receive at least 10 hours of garden-enhanced nutrition education for the purpose of reducing childhood obesity.



## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable