# **PART I - FACE SHEET**

APPLICATION FOR FEDERAL ASSISTANCE			1. TYPE OF SUBMISSION:		
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)			Application X Non-Construction		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):			STATE APPLICATION IDENTIFIER:		
01/25/11					
2b. APPLICATION ID:	4. DATE RECEIVED BY FEDERAL A	GENCY:	FEDERAL IDENTIFIER:		
11ND125570	01/25/11		09NDHDC001		
5. APPLICATION INFORMATION		1			
LEGAL NAME: Association of Farmworker Opportunity Programs  DUNS NUMBER: 126523190		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Levy Schroeder  TELEPHONE NUMBER: (202) 828-6006 131  FAX NUMBER: (202) 828-6005  INTERNET E-MAIL ADDRESS: schroeder@afop.org			
ADDRESS (give street address, city, state, zip 1726 M St NW Ste 602 Washington DC 20036 - 4523 County: District of Columbia					
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 561009730		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. National Non-Profit (Multi-State)			
8. TYPE OF APPLICATION (Check appropriate box).  NEW NEW/PREVIOUS GRANTE  X CONTINUATION AMENDMENT  If Amendment, enter appropriate letter(s) in box(es):  A. AUGMENTATION B. BUDGET REVISION  C. NO COST EXTENSION D. OTHER (specify below):					
			DERAL AGENCY: On for National a	and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: SAFE: Serving America's Farmworkers Everywhere  11.b. CNCS PROGRAM INITIATIVE (IF ANY):			
10b. TITLE: AmeriCorps National					
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):					
California, New Mexico, Arizona, Arkansas, North Carolina, Maryland, New York, Idaho, Maine, Indiana					
13. PROPOSED PROJECT: START DATE: 01	/01/11 END DATE: 12/31/12	14. CONGRESSI	ONAL DISTRICT OF:	a.Applicant DC 001 b.Program DC 001	
15. ESTIMATED FUNDING: Year #: 3				/IEW BY STATE EXECUTIVE	
a. FEDERAL	\$ 283,609.00	ORDER 12372 PROCESS?  YES. THIS PREAPPLICATION/APPLICATION		PLICATION WAS MADE AVAILABLE	
b. APPLICANT	\$ 284,163.00		TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:		
c. STATE	\$ 0.00	DATE:  X NO. PROGRAM IS NOT COVERED BY E.O. 12372			
d. LOCAL	\$ 0.00			D BY E.O. 12372	
e. OTHER	\$ 0.00				
f. PROGRAM INCOME	\$ 0.00	0.00 17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?  YES if "Yes," attach an explanation.			
g. TOTAL  18. TO THE BEST OF MY KNOWLEDGE AND DULY AUTHORIZED BY THE GOVERNING E IS AWARDED.					
a. TYPED NAME OF AUTHORIZED REPRES Levy Schroeder	ENTATIVE: b. TITLE:			c. TELEPHONE NUMBER: (202) 828-6006 131	
d. SIGNATURE OF AUTHORIZED REPRESE	ENTATIVE:			e. DATE SIGNED: 05/10/11	

### **Narratives**

# **Executive Summary**

The Association of Farmworker Opportunity Programs (AFOP) is the national federation of non-profits organizations that provide a variety of services to improve the quality of life for migrant and seasonal farmworkers. The SAFE AmeriCorps program provides pesticide safety education and health education outreach to farmworkers and their families in 11 states. Using a training delivery model that AFOP has pioneered and perfected, the AmeriCorps members bring training materials directly to the fields, vegetable and fruit packing sheds, labor camps, farmworker housing, and anywhere they can reach out to this population that remains isolated, underserved and marginalized. Because of our AmeriCorps members' efforts, thousands of farmworkers have access to this life-saving information about pesticide poisoning, heat-related illness and other health issues such as HIV/Aids, domestic violence, diabetes care and nutrition. Our members are recruited from the farmworker community and are able to provide training in a culturally and linguistically appropriate that is sensitive to the low literacy, poverty, and language barriers that typically keep farmworkers from health information, services and facilities. SAFE AmeriCorps members provide translation/interpretation services at health and dental clinics, and assist farmworkers in navigating complex systems and processes at health and legal service providers. Because our members know their communities well, they are able to leverage resources through partnerships with employers, service providers and faith based groups.

### Rationale and Approach

While most U.S. consumers are well aware of the dollar amount of the food they purchase, few consider the human cost of bringing that head of lettuce or bag of apples home to their tables. Behind the shiny wax of the apples, the glossy cellophane wrappers and the clever snap-lock plastic containers, toils a nearly invisible workforce undergoing backbreaking manual labor to plant, cultivate and harvest our nation's food supply. The migrant and seasonal farmworkers in our country, numbering an estimated 2.5 million, work in what the National Safety Council cited as the most dangerous occupation in 2002: laboring in unforgiving heat, working under perpetual exposure to hazardous chemicals, suffering

### **Narratives**

ergonomic destruction of their bodies and dangers around heavy farm equipment. In the face of these occupational hazards, the men, women, and children who perform these important jobs remain among the poorest of the nation's poor, earning less annually than the national poverty level. Their lives are daily struggles with isolation, worries, and indignities of extreme poverty. Because of this, farmworkers have little time and few options to improve the situation for themselves or their families.

The Association of Farmworker Opportunity Programs (AFOP) is the national federation of non-profits and public agencies that provide employment and training services to our nation's migrant and seasonal farmworkers. We are leaders in educating policymakers and the public on the issues farmworkers face in the most difficult and lowest paid employment sector. AFOP's AmeriCorps project, Serving America's Farmworkers Everywhere (SAFE) directly addresses the health and safety needs of farmworkers in the rural communities of ten states, including: Maine, New York, Maryland, North Carolina, Arkansas, New Mexico, Arizona, California, and Idaho.

The Environmental Protection Agency's (EPA) Worker Protection Standard (WPS) mandates pesticide safety training for all farmworkers because of the recognized risks of cancer, birth defects, and other chronic diseases. Despite this mandate, our research shows that most farmworkers are not receiving this training. For the last 16 years AFOP has worked with the EPA to protect farmworkers from these hazards, yet dut to the scarcity of resources training is limited to a small fraction of America's 2.5 million farm laborers. The SAFE Program will allow us to train a significantly larger number of migrant farmworkers than we are currently able to reach. Our program will deploy a team of AmeriCorps members into the fields, labor camps and processing facilities to provide critical training to farmworkers on how to mitigate the risks of pesticide exposure encountered in the fields.

In each of these communities, we are concerned about the daily exposure to pesticides and the acute, chronic, and delayed illnesses and life threatening diseases linked to those chemicals. In a 2000 Human

# **Narratives**

Rights Watch Report, the Environmental Protection Agency (EPA) estimated that 300,000 farmworkers suffer from pesticide poisoning each year. Twenty thousand to thirty thousand farmworkers seek medical assistance for acute toxic poisonings each year, but experts believe the actual number of poisonings is much greater--it is quite common for farmworkers to work an entire duration of seasonal employment with skin rashes, open sores, irritated eyes and nasal membranes, chronic nausea and headaches, without seeking medical attention.

The delayed and often life-threatening results of long-term toxic exposures are becoming better

understood by the medical community and the EPA. Numerous scientific studies, including the seminal Agricultural Health Study, (National Cancer Institute/EPA/National Institute of Environmental Health Sciences, 1993-2008) have linked specific classes of pesticides with various cancers, liver damage, Parkinson's disease, autism, diabetes, reduced lung function, and a host of reproductive health issues, including horrific birth defects and learning disabilities in children. The Migrant Clinicians Network reports that 59% of clinical problems reported by farmworkers are related to pesticide exposure. Recent research on pesticide exposure in the agricultural sector is pointing toward the more insidious problem of the unwitting exposure of farmworker children to these chemicals, through what is known as "take home exposure". Parents working in the fields come home with pesticide residue on their bodies and clothing, which is then transferred to the carpet, furniture, car seat, and more frighteningly, directly onto the children when they embrace their parents or play in the aforementioned areas. Take-home exposure is now of great concern among the EPA, the Migrant and Seasonal Farmworker Headstart Program, the Center for Disease Control (CDC), the United States Department of Housing and Urban Development (HUD), medical personnel and advocates for farmworker children. Children are most vulnerable to hazardous materials because their immune systems are not fully developed; their skin absorption and respiration is more rapid; and all young children have hand-to mouth behaviors that endanger their health and well-being if pesticide residue is present. Mounting scientific evidence indicates pesticide exposure to children can result in diabetes, autism, leukemia, various cancers, birth

### **Narratives**

defects and developmental disabilities. In order to decrease these kinds of exposures, AFOP has developed a curriculum for training parents and caregivers about how to mitigate or eliminate this danger to their children. This is a national initiative funded through the EPA Office of Pesticide Programs.

Despite the dangers of pesticide exposure to farmworkers, the agricultural sector continues to use more pesticides each year. Growers are continuing to use the pesticides as a result of increased pressure to produce higher yields as suburban sprawl reduces the amount of acreage available for growing food. The likelihood of discontinuing pesticide use is slim, so pesticide exposures to workers will continue. There are some techniques and behaviors farmworkers can adopt to mitigate their exposure, but few of them are aware of the dangers in the first place, and rarely have ideas about how to protect themselves or their families. According to our data, 87% of the farmworkers surveyed report that they have never received training on pesticide safety. In another AFOP survey, 80% of the farmworkers ranked pesticide safety as "very important", and over half of them reported knowing of at least one person who had become ill from pesticide exposure.

The eleven AFOP organizations, with two located in California, are situated in the most important agricultural areas of the country, strategically well-placed within the migrant labor streams. These organizations are expert at locating and reaching out to the migrant and seasonal farmworkers, using community mapping, GPS and door to door canvassing. Their services are integral to providing sorely needed resources to a population that is isolated by language and cultural barriers. AFOP organizations have also built strong relationships with local growers, labor contractors and crew leaders in order to maintain access to the labor camps and workers. These tools and relationships will allow our Project SAFE members to bring health and safety outreach services directly to the farmworkers and their families.

While our core interest is in delivering pesticide safety education to the farmworkers, our AFOP communities have identified other health and safety issues that need to be addressed. Preventing heat

### **Narratives**

stress is of prime importance, (for example, in 2008 a heat wave in California claimed the lives of 12 farmworkers). AFOP has a field curriculum prepared to teach prevention strategies to farmworkers and growers which was recently awarded a significant grant from the Department of Labor Occupational Safety and Health Administration (OSHA) to provide training to 20,000 farmworkers and their employers on how to prevent heat illness and/or death.

Hispanics make up the majority of farm laborers, and they are also the fastest growing population to be diagnosed with diabetes. Additionally, there is concern about the alarming rise in the incidence of HIV/Aids among farmworkers indicating a need for education outreach to address sexually transmitted disease. The threat of H1N1 influenza is another great concern for farmworkers, as they frequently live in communal dormitory-style housing where the virus will spread rapidly. Furthermore, maternal health and childhood vaccinations are other topics of great importance to be conveyed. Our AmeriCorps members will be responsible for choosing a health topic that is important to their community and will become subject matter experts in that particular topic. They will collect resources and information to disseminate to farmworkers.

Our crew of 28 SAFE Project AmeriCorps members would become health and safety promotion trainers for these communities. They would be engaged in providing pesticide safety education, take-home exposure prevention, heat stress mitigation, and a gamut of health and safety topics that respond to the specific needs of their communities. As a rural health corps, our members would serve the migrant and seasonal farmworker community, and engage the surrounding community in raising awareness of pesticide exposure risks.

Key to the delivery of these trainings and services is our members' capacity to speak fluent Spanish.

Because most of our members are recruited directly from the farmworker community, they have native Spanish speaking ability. Those who are not native speakers of Spanish are required to have competency in conversational Spanish. Also critical to the training delivery is the cultural competency and deep understanding of farmworker issues, including illiteracy issues. AFOP prides itself in having

# **Narratives**

AmeriCorps members who can provide training and services to a Spanish speaking audience, the majority of whom are functionally illiterate in both Spanish and English.

At the beginning of the program year, SAFE Program members will take part in a week-long orientation. They will receive community leadership and farmworker advocacy training, presentation and public speaking skills, pesticide safety education and an introduction to AmeriCorps and community service. The skills developed during this week will be challenged immediately upon their return to their respective communities, where they will be begin to plan and organize projects specific to their communities, and work toward implementing their community outreach plans. Their community outreach plans will involve organizing their materials, preparing a training tool box, establishing contacts with growers, community leaders, other farmworker advocates as well as other AmeriCorps groups in their area. The plan will also include scheduling training sessions, as well as other community events for farmworkers and the broader community.

Every member will receive a SAFE Program Member Handbook, which will include AFOP and Host Site policies and procedures and a SAFE Program calendar with scheduled conference calls, training events and due dates for documents. Also included will be a written detail of prohibited activities. Reminders of these prohibitions will be imprinted on the bi-weekly Member Time and Activity Reports. Each member will be required to sign an attendance sheet to verify they were present at the Orientation's coverage of policies, procedures and prohibited activities. Members will also sign a receipt for their Member Handbook.

During the course of their service year, each full- time SAFE Project member will be required to provide pesticide safety education to a minimum of 800 farmworkers, and 100 community members. The 800 minimum includes training at least 200 farmworker families on take home pesticide exposure prevention. They will also need to provide a series of trainings focused on other health and safety topics (diabetes, HIV/Aids, heat stress, etc.) to a minimum of 100 farmworkers. As they deliver these trainings, the members will be presented with situations wherethey will be called upon to provide other

### **Narratives**

services and referrals to farmworkers in need--translation services, transportation, tutoring, food and clothing banks, assisting with tax preparation services, employment and training opportunities, or medical screenings. Our rural outreach corps will be the conduit between the farmworkers and resources, as they will be in the fields, labor camps, homes, churches and social outlets where farmworkers conduct their daily lives.

Our rural outreach corps members will be equipped with mobile training materials such as portable tailgate flipcharts, farmwork artifacts for demonstrations, take-home CD's with radio messages, and published materials specifically designed for low-literacy, non-English speaking audiences. Our members will be exposed to interactive and experiential teaching techniques and alternative delivery mechanisms such as popular theater, storytelling, music and art as means a of delivering messages leading to better health. Emphasis on how to train a low literacy audience in a respectful and effective manner will be provided to each member.

As the majority of our AmeriCorps members will be recruited directly from the farmworker community, we will be developing young farmworker leaders who can parlay their community service into a lifelong commitment to their farmworker roots. As part of their SAFE Project experience, they will be called upon to share their new skills and knowledge with upcoming farmworker leaders. Each SAFE Project site supervisor and a dedicated AFOP staff member will mentor the AmeriCorps members toward the establishment of a Farmworker Youth Leadership Council, composed of at least five young people (aged 16-20) who will be recruited from high schools, vocational schools, other farmworker service providers and community colleges. Other stakeholders serving on the council will be identified by each site, and may include interested parties from faith based and civic organizations. The Farmworker Youth Council involve the AmeriCorps members directly in the organizing, recruiting and leading the Council toward three specific projects as well as serving as "training assistants" at pesticide safety training events. The three projects will include producing a community event to celebrate Cesar Chavez Day/National Farmworker Appreciation Week, (late March), another community event centered on Farmworker

### **Narratives**

Health Education (late summer) and a third project which will be determined by the needs of the host agency.

The purpose of the Farmworker Youth Leadership Council will be to 1. Openly invite community participation within the farm worker world, 2. Allow AmeriCorps members to reach deeper into their communities and themselves, to share their newly formed skills, and 3. Introduce young community leaders to community service.

By working directly with a group of young farmworkers, our host sites and rural outreach team will be able to get closer to the families and individuals who need important information and skills to improve and protect their health, and be well-positioned to bring farmworker concerns directly out of the fields and into the places where resources are available.

Our SAFE Project host sites are all non-profit organizations that have already established leadership in their communities and are part of a larger network of community and faith based organizations and public agencies providing services to their rural constituents. They all have long-standing reputations as the go-to organization for farmworker services, and all have earned the respect of growers and agricultural producers in their areas. By virtue of their work, our sites have developed solid relationships with their local Cooperative Extension Agencies, Departments of Agriculture, land grant colleges and agricultural research universities. These relationships are the strengths of our host sites, which afford them innumerable opportunities to engage stakeholders from very diverse sectors. SAFE Project members would have these resources at their disposal, and would be required to establish a minimum of 75 partnerships and/or collaborations with stakeholders from the farmworker services, growers and producer and faith-based sectors. Members will enlist these stakeholders to participate in the planning and implementation of their activities, including their trainings, community events and assisting with their youth councils. Other National and local community service programs supported by the Corporation will also be invited to collaborate on these activities. AFOP will support these collaborations by connecting SAFE Project members with contact information and facilitating

### **Narratives**

connections with other Corporation-sponsored groups. AFOP will be the formal "employer" of the AmeriCorps members, executing all living allowance and benefits functions.

SAFE Project sites will have a designated Site Supervisor who will quide the members throughout their service term, to ensure the member is properly trained and equipped to perform the tasks at hand, monitor their progress toward reaching the program's goals and objectives, and to evaluate their performance, giving necessary feedback and advice. Site Supervisors will be responsible for disciplinary action, as needed. In cases where there are multiple members, housed in outlying offices within the host site, a Site Coordinator will be designated to oversee the supervision and program implementation. Depending on the site, the Coordinators may oversee two or more Site Supervisors. The Site Coordinators/Supervisors will be part of the SAFE Project coordinating team, which will work together to share best practices and solutions to problems. The coordinating team will meet through regularly scheduled conference calls with AFOP staff, which will facilitate the meetings. Active participation in the Coordinating Team will allow for greater creativity and diversity in finding effective management and member development techniques. The minutes of these meetings will be provided to each Site Coordinator, and recorded in a "Best Practices Archive" for future trainings and reference. The Best Practices Archive will be posted on the AFOP website for Coordinators and Supervisors to reference, and AFOP will offer these methods to the CNCS and other National Direct Programs for their use. Members will be required to document their time, attendance, and service activities on a bi-weekly schedule. These reports will be reviewed and verified by the Site Coordinators and submitted to AFOP for monitoring and evaluation purposes. These reports will require the members to record their direct, non-direct, and training hours of service, as well as daily notes of their specific activities. They will also track their numerical service goals on this report. AFOP's Health and Safety Manager will review them for accuracy, consistency and potential problems. The reports will then be handed off to the Administrative Coordinator who will record the data in the on-site database.

Members will also be required to send a monthly package of documentation to AFOP for monitoring and

### **Narratives**

evaluation purposes. The documents in this package will include training rosters of farmworkers they have trained, training event summaries, and EPA-required pre/post training surveys, summaries of special events or activities, success stories and photos if they are available.

AFOP staff will send monthly progress reports to the Site Coordinator and Members, with comments about areas for improvement. Site Coordinators will complete a formal performance evaluation at the mid-service and end of service points in the member's AmeriCorps term. The performance evaluations are intended to highlight the achievements and strengths of the member, and to address problem areas and weaknesses. The evaluation should also include an action plan of how the member, supervisor, and AFOP staff will work together to correct the deficiencies.

AFOP will convene monthly conference calls with SAFE Project members. With a prepared agenda, the purpose of these calls will be to offer encouragement, advice, and technical assistance. We will also facilitate dialogue with the members about problem solving, team- work, professionalism, leadership and project management. These discussions will always involve check-ins with the members regarding their specific projects, youth council work and trainings, in order to keep them on track with their many duties. AFOP will also make individual telephone contact with each member on a monthly basis, to provide one-on-one guidance. These discussions--the conference calls and individual calls will be an adjunct to their on-site supervision.

AFOP will provide monthly opportunities for professional development for members. Avenues for delivery could include webinars, conference calls, and regional meetings whenever possible. The topics will be centered on professional development, citizenship, and farmworker advocacy issues. On a local basis, the individual sites will provide member development activities as those opportunities arise, such as local conferences, lectures or events at local community organizations (including their own). Additional member development will occur by connecting with State Commissions and other AmeriCorps programs directly. Through these opportunities, our members will take advantage of various development and service opportunities that are offered.

### **Narratives**

AFOP recognizes and values collaborative relationships and is committed to exploring new possibilities with the State Commissions and other CNCS funded programs. Annually, AFOP staff and the individual host sites will be responsible for initiating contact to establish working relationships with the State Commissions and CNCS programs. One of these first steps will include contacting each State Commissioner, introducing ourselves, and sharing the purpose, goals and activities of our program in their respective states. A follow up introduction packet will be sent to each State Commission office, with informational brochures about AFOP and the host site, various AFOP publications and other promotional material. Each State Commissioner will be included in our newsletter distribution. The State Commissioners will be invited to attend SAFE Project events. For example, whichever location is chosen for the Member Orientation, the State Commissioner from that location will be invited to participate at some level. The AFOP Conference would be another venue to invite State Commission involvement. Additionally, AFOP staff will meet with State Commission staff whenever a site visit, a conference, or other business brings us to that area.

AFOP staff will connect Site Coordinators and State Commissions, and seek to negotiate ways in which all parties can collaborate in member recruitment, development, and special projects. Our Site Coordinators will be expected to maintain working relationships with their State Commissions. This expectation will be clarified at the Supervisor Summit, which will include a session on how to build these sorts of partnerships. We will ask that Site Coordinators submit routine reports on their contacts and involvement with State Commissions and other CNCS programs.

Our AmeriCorps members will be quickly introduced to the wider CNCS community during their orientation week. One day of their orientation will be a designated Day of Service, in which we will have arranged a collaborative project with at least one other CNCS group.

Within their term of service, members will be encouraged and supported in their efforts to seek out other AmeriCorps/CNCS programs in their area, and plan shared events, training and projects. AFOP will provide support for the annual National Day of Service, and AmeriCorps Week activities. Each of

### **Narratives**

our members will be required to plan and prepare an event for Cesar Chavez Day, in which they can share the history and importance of farmworker struggles with other CNCS groups which may not have much knowledge of Cesar Chavez or the human cost of food.

AFOP will seek to facilitate a community service exchange day at each of its sites, in which our members will invite a volunteer from another community service program to join them in their work for a day, with the expectation that our member will reciprocate by spending a day with their "exchange volunteer". In some cases, it may be possible to have our rural AmeriCorps member exchange with someone from an urban setting, in order to raise awareness of differences and similarities of the issues in those environments. Members who participate in this activity will be asked to write a reflective article about the experience, to be published in AFOP's newsletter, as well as the operating site's newsletter. AFOP will collaborate with State Commissions to garner support for this activity, in the form of making connections with potential exchange sites, logistical and monetary support.

The SAFE Program is a model for building a rural community outreach corps, and will cover 13 operating sites in 10 States. AFOP membership represents 52 community based organizations, and we believe that this model could be replicated within each of these groups. We anticipate gradual, sustained growth of the project beyond the 2010/2011 program year. As the program progresses in its second year of operation, we believe that interest among the AFOP membership will evolve when they see the results and benefits of continuous outreach through AmeriCorps. We plan to build popularity of the program throughout the AFOP membership with a deliberately implemented internal promotion campaign, utilizing our internal publications, website, blogs, as well as showcasing our members' achievements at the AFOP National Conference. These messages will encourage other AFOP organizations to join our project.

Outside of the AFOP membership, the project could be adapted by other rural community- based or faith based organizations. AFOP connections to other farmworker based service organizations could lead to replication. AFOP staff will provide technical consulting services to assist these types of groups

# **Narratives**

start their projects. This serves a dual purpose of replicating the program and provides sustainability for AFOP's SAFE Project.

# Organizational Capability

The AFOP is a national federation of nonprofit and public agencies that provide training and employment opportunities to migrant and seasonal farmworkers. Since 1971, operating as a 501(c)(3) non-profit association, AFOP has sought to improve the quality of life for farmworkers and their families by providing advocacy for the member organizations that serve them. There are 52 AFOP member organizations in 49 States and Puerto Rico, covering 340 rural communities.

The community- based organizations that belong to AFOP are engaged in a variety of programs and funding streams, from vocational education to Head Start, Farmworker Housing, Day Labor Centers, and food banks. All of them operate Department of Labor Workforce Investment Act (WIA) programs; primarily the National Farmworkers Job Program, which seeks to transition farmworkers into full-time, non-seasonal employment. In terms of DOL performance standards, AFOP member organizations consistently outshine every other DOL national job training program. Between the years 2001-2006, 38,201 farmworkers have received job training and secured jobs with an annual wage gain of \$10,279. These achievements also reflect a 79% job retention rate, and a 79% success rate in job placements. AFOP provides technical assistance and capacity building services to its members as part of a Department of Labor grant.

AFOP member organizations are actively pursuing Department of Agriculture funds that have come available under the new Farm Bill. Four million dollars have been appropriated to provide farmworker job training and education. AFOP is currently involved in active negotiations with a well-known non-governmental organization, to form a partnership on farmworker issues.

# **Narratives**

AFOP pioneered the model for pesticide safety training, and has 16 years of experience delivering the EPA's Worker Protection Standard training to migrant and seasonal farmworkers. With the ability to access these workers and provide the trainings in Spanish, AFOP has been able to reach over 500,000 farmworkers. The EPA Office of Pesticide Programs has consistently funded these efforts with a multi-year cooperative agreement, which enabling AFOP's Health and Safety Alliance' efforts to educate farmworkers across the United States.

We currently operate with a three person team dedicated solely to the leadership and management of Farmworker Health and Safety programs, AFOP has the capacity to support and oversee the SAFE Program operating sites. The staff is bi-lingual and skilled in project management and program development, with a combined total of 34 years experience in managing Federally-funded programs, non-profit leadership and working with the Hispanic population. AFOP anticipates new funding through the EPA that will allow the team to expand to an additional two Health and Safety staff, including a second Manager and a Program Assistant.

The team currently consists of a Director, a Health and Safety Manager, and an Administrative Coordinator. The Director is responsible for program development, fund development, oversight and compliance. When the second Manager is hired, the two will share responsibility for the implementation of the health and safety projects, with one of the managers solely dedicated to the AmeriCorps SAFE Program. Currently the single Manager handles all of AFOP's health and safety programs. The Administrative Coordinator handles all of the documentation, data collection and storage, and administrative tasks associated with the program. The future Program Assistant will provide research, market and promote our projects, coordinate event planning and provide resources to our trainers/members in the field. AFOP contracts an accountant to handle payroll, living allowances, insurance premiums and accounts payable. The accountant works closely with the team to ensure

### **Narratives**

prompt payment of expenses and payroll. Because it is a small team, we are cross-trained to step in when needed, and serve as a checks and balance system to assure compliance.

We will support the sites by operating the program as a centralized unit, with the sites funneling enrollment documents, time and activity reports, in-kind reports, and member evaluations/disciplinary reports to AFOP offices. This will relieve the Site Coordinators of the burden of preparing their own living allowance distribution, ordering and paying for supplies and the associated accounting, while permitting AFOP staff to monitor these activities. The Health and Safety team will update the AFOP procedural manual to include detailed processes for each function of the AmeriCorps program.

Site Coordinators/Supervisors will attend an annual Supervisor's Summit in which compliance--fiscal and programmatic--procedures will be covered. The Summit will also serve as an opportunity to share best practices, brainstorm for continuous improvement and program development ideas, and build an esprit de corps among our site. Experienced Coordinators/Supervisors will be asked to present various topics of learning for the first-time supervisors.

Staff will be available to provide technical assistance upon a phone call or e-mail, and a follow up communication will be sent to the Supervisory Team to clarify issues. The routine conference calls with supervisory staff will also provide a forum for technical assistance. When necessary, a site visit from AFOP staff will be arranged.

AFOP selected the eleven operating sites based on their financial and organizational capacity to support one or more AmeriCorps members. Each site is required to identify a Site Coordinator and appropriate Site Supervisors that are committed to delivering health and safety outreach to farmworkers, and are

### **Narratives**

able to devote sufficient time to supervising their member(s). Each of the sites is unique in their menu of program activities and has demonstrated their ability to address their farmworker / agricultural community needs. Each site will agree to provide a financial match per member, as well as in-kind contributions.

While the operating sites are located in rural communities throughout the U.S., AFOP will promote the overall mission for the SAFE Program by facilitating routine conference calls, involving Site Coordinators/Supervisors in member development and program development activities, and maintaining a communications network among the sites.

AFOP's governing body is a 52- member Board of Directors. There are two key committees within the Board that provide direction and support for the Health and Safety Unit-- the Program Oversight Committee and the Health and Safety Committee. Each SAFE Program operating site has representation on the AFOP Board of Directors, which will receive quarterly progress reports on the AmeriCorps program. Site Coordinators and Supervisors will be recognized at the annual AFOP Conference, and their respective site accomplishments will be highlighted in AFOP publications.

The Program Oversight Committee and the Health and Safety Committee will monitor the SAFE Program and give direction for improvement. These Board Committees will conduct an annual survey of the operating site personnel and AmeriCorps members to determine strengths and weaknesses of the project. Based on their recommendations, AFOP staff will implement a continuous improvement plan.

AFOP undergoes an annual compliance audit, conducted by a third party auditing firm. The results are reported to the Board of Directors and corrective actions are implemented.

**Narratives** 

Volunteer Generation and Support:

AFOP has utilized unpaid interns from area graduate schools to increase the reach of its services and conduct specific research topics. Volunteers from AFOP member organizations are recruited each year to assist with the management of the AFOP National Conference.

Cadres of adult and youth volunteers are being recruited in Michigan, Texas, North Carolina and California to promote the interests of farmworker youth. This is part of AFOP's Children in the Fields campaign. Our AmeriCorps members assigned to North Carolina and California will work closely with Children in the Fields staff in those states in collaboration on recruiting volunteers and coordinating special events. AmeriCorps members will participate only in awareness building activities, and not allowed to participate in any legislative activities.

Organizational and Community Leadership

AFOP is recognized as a leader within the farmworker community with respect to advocacy for organizations that support migrant farmworker programs. As an organization, AFOP is active in providing expertise and resources to the network of farmworker advocacy groups such as Western Alliance of Farmworker Advocates, Delta Association for Rural Initiatives, Eastern Alliance of Farmworker Advocates, the Central Workforce Alliance and the Rocky Mountain/Hawaii Coalition.

AFOP participates in The Workforce Alliance, the group representing workforce development partners, and the Coalition on Human Needs.

Our Executive Director serves on the Board of Directors of the East Coast Migrant Head Start Project, and chairs the Domestic Issues Committee of the Child Labor Coalition. He also serves on the National

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**Narratives** 

Farmworker Alliance Steering Committee.

Health and Safety Unit staff at AFOP belongs to the American Association of Pesticide Safety Educators and participate in the Federal Inter-Agency Working Group on Migrant and Seasonal Farmworkers. Staff members also contribute to the EPA Working Group to amend the Worker Protection Standard. AFOP is an affiliate of the Pesticide Action Network of North America and Beyond Pesticides which are two national groups that advocate for responsible use of pesticides. We are an affiliate of the North Carolina Farmworker Advocacy Network. AFOP is also a participant in the EPA Bi-National Consortium for Pesticide Education, as well as the Beyond Translation Working Group.

We have jointly operated projects with Student Action with Farmworkers and Farmworker Justice.

AFOP staff has lent technical assistance and resources to the Healthy Homes Initiative and the EPA's

Beyond Translation Project. AFOP has a working relationship with the Hispanic Communications

Network, which has re-designed our website, provides technical support for its operation, and has worked with us to air a series of EPA-approved public service announcements.

AFOP is routinely called upon to speak to community groups and conferences about migrant farmworker issues, and we receive weekly requests for our publications and advocacy materials. We have been invited to present at the Western Alliance of Farmworker Advocates, National Migrant and Seasonal Headstart national conference, Illinois Migrant Council conference, Central Workforce Alliance meeting, and Rocky Mountain HI annual meetings.

Collaboration:

AFOP continually seeks to collaborate with organizations on two levels. At the first level, AFOP partners

### **Narratives**

with other national and regional farmworker advocacy groups. For example, we co-sponsored a group of summer interns and their training retreat with the Student Action with Farmworkers (SAF). The SAF interns were placed at a variety of community based organizations that provide services to migrant farmworkers--health clinics, legal services, Head Start, and the Interfaith Migrant Ministry. This project enabled AFOP and SAF to expand our reach into the migrant community.

A current and ongoing project is an effort between AFOP and Farmworker Justice to reach out to the grower/producer community to increase awareness of pesticide hazards and their legal obligations under EPA and OSHA. Together, we are interviewing and convening dialogue meetings with growers, advocates, policy enforcement agencies and agricultural researchers in the Southeast region of the U.S. to open a serious dialogue about pesticide use and hazards to the community as a whole.

On the second level, AFOP member organizations collaborate with fellow community organizations in important ways. Some sites work together with their community and faith based groups to sponsor health fairs, food/clothing banks, holiday events for children and families, as well as Farmworker Appreciation Days and festival events.

Many AFOP member organizations collaborate with the Cooperative Extension Services and Departments of Agriculture to work with growers/producers and to jointly sponsor pesticide safety education projects. For example, in Virginia and Indiana, the agency partnered with the Department of Agriculture to fund a dedicated position to provide pesticide safety education. This type of partnership has increased the capacity of the organization to provide services, and has enabled the Agricultural Department to fulfill their Worker Protection Standard compliance obligations--while providing growers with no-cost services and farmworkers with critical health and safety information. AFOP fully supports these enterprises by encouraging the model to be replicated in other locales.

### **Narratives**

Community Stakeholder support varies from site to site, but their non-financial support is critical to the success of our program. Examples of non-financial support include health and safety printed materials, donations of health and hygiene samples (soaps, sunscreen, toothbrushes), the use of meeting room space for trainings, (church halls, civic clubs, hotel banquet facilities), donation or loan of computer and audio-visual equipment, scholarships to member development activities and mobile clinic outreach vans.

Our host agency organizations contribute a monetary match for each member, in addition to in-kind contributions. The in-kind contributions now include expenses for background checks, Red Cross first aid and CPR training, increased mileage reimbursements and/or the lease of a vehicle, member incentives and awards, training tools and equipment, computers and internet access, in addition to the usual office space, supervisor salaries, telephone and office equipment expenses. The in-kind contribution for supervisory staff will increase, as our expectations have increased the role of the Site Coordinator/Supervisor.

### Cost Effectiveness and Budget Adequacy

The budget for this project is adequate to support the activities we have described. The major expenses will be to provide adequate training and member support, in terms of an intensive orientation week, providing the living allowance for members and to provide resources and materials for them to conduct their trainings in the field. The budget also supports a three-person management team to implement, monitor and lead program. The cost per MSY is \$12,423, which is below the maximum allowable cost. Considering that our AmeriCorps members will reach well over 18,000 farmworkers and community members in their areas and recruit more than 400 volunteers (including 140 Farmworker Youth Council members), we believe the return on investment will be realized in big ways-- social and economic benefits of having healthier, safer farmworkers and farmworker children, increased awareness throughout the community of the hazards of pesticides, improved grower compliance and economic

### **Narratives**

incentives with the Worker Protection Standard and community involvement from diverse stakeholders

### **Evaluation Summary or Plan**

With the startup year in 2010, AFOP staff has developed a number of monitoring and evaluation tools that will be used during the 2011 program year. We now have an updated Supervisor Manual and Member Manual, as well as processes in place to evaluate member progress and data collection systems for overall program evaluation. We are in the process of developing an AFOP AmeriCorps SAFE manual specifically for staff, which will be a comprehensive reference for all things related to our program. At mid-term of each program year, AFOP will review its Administrative Processes to ensure compliance with AmeriCorps regulations, as well as our internal processes. This review will be conducted by the Program Director, and will involve a member file check, an examination of the accuracy and timeliness of reports (including Member Time and Activity Reports), and an appraisal of the effectiveness of the procedures. Staff will use the results of this review to make corrections and implement a continuous improvement plan for specific problem areas. This review will take place once again at the end of the program year.

Program management will be monitored on an on-going basis, with quarterly progress reports submitted to the AmeriCorps Program Officer, AFOP Executive Director and the appropriate AFOP Board Committees (Oversight and Health and Safety). The quarterly reports will be structured to report on pre-determined indicators of success, such as meeting recruitment goals, member retention, completion of scheduled conference calls and online training events, and members' progress toward numerical training/program goals. Results from site surveys and member satisfaction surveys will be included in these reports. A narrative format will be used to discuss strengths, weaknesses and corrective action plans.

Program effectiveness will be evaluated at the end of each program year. AFOP will gather data from Member Satisfaction Surveys, Supervisor Satisfaction Surveys, individual interviews with randomly selected members/supervisors, results of training pre/post test results, qualitative and quantitative data

**Narratives** 

collected from members' training event summaries and analysis of members' and sites' ability to achieve

their goals. The Program Effectiveness evaluation will be shared with appropriate CNCS staff, AFOP

Board Members and the Operating Site Coordinators/Supervisors. We will invite these stakeholders to

offer commentary and recommendations that will then be taken under consideration for fine-tuning the

program.

Amendment Justification

Not applicable. We are not requesting an amendment to the grant.

**Clarification Summary** 

1. Budget revision to reflect \$283,660.00, with the following notations:

-- Staff levels were increased. In the original continuation proposal our EPA funding was pending, and

we did not want to commit staff until we were 100% certain of the funding situation. The funding has

been approved, and we are now able to resume our staffing levels. In fact, our Health and Safety team

has expanded by two persons-- another support person and a second manager (both of these are funded

100% by OSHA and EPA projects)

\*\* By adding two additional staff people to the team, who are devoted exclusively to our other EPA

projects and OSHA project, our AmeriCorps staff are now dedicated solely to AmeriCorps.

--In the original proposal we were not able to pinpoint exact costs for workers compensation or health

insurance for members, so we used an estimate of 24%. Now that the program has been operational for

six months, we have accurate costs, which are much lower than 24%.

-- The reduced member benefits costs allowed us to allocate funds for other member support items, such

as attendance at our AFOP Regional Pesticide Training Conference (for 14 members), and to provide day

# **Narratives**

of service support funds for each site (for flyers, tools, materials) for service activities around Cesar Chavez Day.
2. Staffing levels. See notation above.
3. Criminal history costs for staff are included in the budget. Our sites pay for criminal history costs for their members and staff.
4. Source of match has been entered into the budget form.
5. Graduation costs are not included. The End of Service/Life After AmeriCorps conference for members is included.
6., 7. These budget items have been moved to the appropriate section.
8. Orientation costs are for 18 members; budget reflects costs for 18.
9. FICA/Worker's Compensation has been separated out, with caluculations.
10. Indirect cost rate agreement has been forwarded to our CNCS grants officer.
Programmatic Clarifications:

### **Narratives**

1. The cost/MSY is now higher than last year's grant due to increased travel costs (increased cost of plane tickets, charges for bags, increased hotel costs) increases in member health insurance costs, the increased living allowance for members, and increased staff salaries/benefits.

### 2. Consultations with State Commissions:

- a. Letters of introduction, along with a packet of information about AFOP, the Farmworker Health & Safety Alliance, and our projects will be sent to each State Commission. Included in the letter/ packet will be the job description for our members, contact information for the local sites, as well as an indication as to how many members will be active in their respective states.
- b. Our site coordinators/supervisors will contact the State Commission to introduce themselves and initiate potential partnerships.
- c. AFOP site visits will include a face-to-face meeting with State Commission staff.
- d. AFOP staff and our local site coordinators/supervisors will consult with Commissions on collaborations for member development and training, special event planning and resources for members.

Clarifications for 2011-2012 Continuation Application:

Budget clarifications:

We have adjusted the budget to include costs for staff criminal history checks.

### **Narratives**

We have reconciled the calculations for travel expenses for staff and members.

The reason do not have all 28 members attend the End of Service Conference is because our summer and half-term members complete their service in September. The End of Service is held in mid-December and those members have either returned to school or found employment which makes it impossible for them to return. We provide them with individual phone consultations and packets of information about life after Americorps.

The End of Service Awards are for recognition of outstanding members for performance, attitude, spirit of community service and team work.

Programmatic clarification items:

1. The addition of the children's health/take home exposure goal complements the pesticide safety education goal in that the curriculum for the pesticide safety training touches lightly upon children's health risks to pesticide exposure through take-home exposure. The additional curriculum is an indepth training that expands and deepens the understanding of those two messages from the pesticide safety training. Being able to offer one or both of these trainings greatly enhances our member's outreach capacity by offering flexibility to customize a training event based on the needs of the particular audience. In most cases, the pesticide safety training will open the door to opportunities to provide take-home exposure training and vice versa. Additionally, our members have developed strong relationships with their local Migrant and Seasonal Head Start Programs and Migrant Education Programs in which they can readily access hundreds of farmworker families in which to offer the take home exposure training. By adding this goal, we are able to broaden our impact on the farmworker community by offering a course that deepens their knowledge and understanding of how to protect not

### **Narratives**

only themselves but their families as well from the harm of pesticides.

2. We have three instruments that measure our impact. The first is a simple sign-in attendance sheet that allows us to track the number of farmworkers who receive the pesticide safety training. The roster serves a dual purpose; a copy of this roster is provided to the employer so he/she has documentation that they have trained their workers in the event of an EPA inspection.

The second tool is a Training Event Summary that members complete after every single training session they provide. For example, if a member conducts three sessions in a single day, they complete three seperate Training Event Summaries. This tool collects demographic data and informs us about the conditions and quality of the training.

The third instrument is a Pre/Post test that is administered before the trainer begins and immediately following the presentation. The pre/post test is a 12 question true/false/don't know pen and paper inquiry that measures knowledge about each of the 11 key messages from the training, plus an additional general safety question. The test is available in Spanish and English. The trainer reads the instructions and the questions out loud, in both languages (if there are English-only speakers) and repeats each question at least twice, or as many times as necessary to ensure understanding of the question.

Sensitivity to low literacy levels and language barriers is imperative, and often the trainer will have a community volunteer or other trainer assist those who have difficulty reading. In the occasional instance when a farmworker speaks neither Spanish nor English (perhaps Creole, or Hmong) the translator will assist with the pre/post test. The trainer will grade the tests later at their office and send the pre/post test with the completed scores to AFOP. AFOP staff enters the scores for each question and the total number correct into a database. From this database we are able to extrapolate the aggregate pre/post test totals as well as scores from the individual questions.

### **Narratives**

While it does provide us with data on knowledge transfer, the pre/post test method poses some challenges. Ideally, we want pre/post tests conducted on every farmworker trained on the pesticide safety curriculum. Certain realities about the audience and the conditions under which they work and live make it impossible to achieve 100% pre/post test participation. The first challenge is that the training is most often conducted at the jobsite, with the permission or authorization of the farm owner or manager. Crop harvesting is a time-critical endeavor that puts the management under extreme pressure to spend as little time as possible in non-harvesting activity. The pesticide safety training requires 45-60 minutes to complete. The pre/post test adds an additional 30-40 minutes to that time frame. The majority of farm managers will not allow workers to be away from their work for that amount of time, forcing our members to choose between not providing farmworkers with this potentially life-saving information, or conducting the training without the pre/post test. Other hindrances stand in the way of conducting the pre/post test, including the conditions under which the trainers give their presentations-- often in muddy lettuce fields, or in a shade-less tomato field under 98 degree heat, pre-dawn or post-dusk with little light, or trying to hold the attention of farmworkers during their lunch break or close to their early bedtimes (workers often must rise at 3:30 a.m. to be in the fields by 4:30 a.m. to avoid heat).

In spite of these barriers, our members strive to give the pre/post test to at least 20% of the total farmworkers trained. Some are able to do more because they may have more ideal training settings available, such as a classroom in a high school or a meeting room at the VFW. We encourage them to do as many as they possibly can.

Follow up with the trained farmworkers in the days and weeks after their training is impossible. The nature of their work is transient. Farmworkers are never in one place for long, as they must move to the

### **Narratives**

next crop, and their housing at the next stop is as unpredictable for them as it would be for our AmeriCorps members. Their work is also unstable-- there is extremely high turnover-- a worker who was trained today could be fired or laid off tomorrow, or they have moved on to another opportunity or returned to their family. This makes observing for behavior change impossible.

For the 2011-2012 program year we will implement a complementary evaluation process that will involve focus groups and interviews with farmworkers and their employers. Data collected from these sessions should provide us with information about how the training is conducted, how it can be improved, what changes in behavior they have engaged in or observed.

3. Criminal history checks, including the state repositories, FBI and National Sex Offender Registry will be conducted on all of the covered individuals as required in the regulations. We have revised the budget to include the costs for grant-funded staff. Costs for the criminal history checks on operating site staff will be covered as an in-kind contribution toward their match.

### Additional clarification:

- 1. The End of Service awards are 6 trophies @ \$20 each and 28 certificates of completion @ \$30 to print.
- 2. The communications and email costs are for the SAFE AmeriCorps grant only.
- 3. All of the Less-than-Full-time members will serve in a full-time capacity (40 hours per week for the duration of their term), making them eligible for health insurance.
- 4. Unemployment and Workers Compensation costs have been changed in the budget narrative to

### **Narratives**

reflect two separate line items.

- 5. Unemployment is required in each of the states where our members serve.
- 6. Calculations for the Workers Compensation are shown in the budget narrative.
- 7. EPA allows its funds to be used as a match for this AmeriCorps grant.
- 8. The Pre/Post test has been added as an instrument for the intermediate outcome in the Performance Measure section.

### **Continuation Changes**

Due to the nature of the seasonal and migratory nature of our target population, it is necessary for our member's program year to run from January through December. This allows our members to be most effective during the peak harvest times, when the majority of farmworkers are in their communities. At the time of submission of this continuation proposal, our 2010 members have only just been enrolled. Given this situation, we do not foresee making any changes to the program for 2011, with the exception of:

- 1. The location of the member orientation and the end of service graduation conference will change.

  Those locations have yet to be determined, and will be based upon availability of facitilities, costs and travel logistics. We plan to have the end of service conference in conjunction with the AFOP National Conference again in 2011, however, that location has not been announced.
- 2. We will develop clarity and specific descriptions of the desired outcomes and activities for the farmworker youth councils. As our 2010 members engage in the recruitment and implementation of

**Narratives** 

this part of their service, we will gain a greater insight as to how these volunteer youth can best serve

their communities.

3. In 2011, our staff will have a full year of managing the program under their belts, and will have

developed the knowledge base, skills, systems and expertise in the program. More time will be available

for program and member development, as we will not be engaged in start-up activities during the second

year of this grant.

For 2001-2012 Program Year:

For program year 2011-2012, the SAFE AmeriCorps program will remain fundamentally the same, with

a few continuous improvement changes to be made with regard to program management, member

retention and program development.

Request for additional operating state:

We are requesting to add Indiana as one of the states in which we will operate, as they have requested

and demonstrated a need for a 1700 hour member. The need for an AmeriCorps member to be placed at

Training Resources Corporation (TRC) is evidenced by two facts: TRC employed a pesticide safety

educator up until October, 2009. This position was funded 100% by the Indiana State Chemist's Office.

The funding for that position was cut entirely with no hope of that funding being restored, in spite of the

need. There is not a single person in Indiana dedicated to providing pesticide safety education to

migrant farmworkers. The person who occupied that position was able to reach over 1800 farmworkers

each year, providing them with access to vital health information about how to protect themselves in the

tomato, strawberry and cornfields of Indiana. An AmeriCorps member would not only fill that gap, but

would also provide other health training such as heat stress prevention and children's health

information along with direct services and volunteer recruitment. Indiana is a key agricultural state that

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Page 31

### **Narratives**

is part of the Midwest migrant stream--migrants move along a trail from Texas to Michigan each season, following the harvesting jobs. Indiana is a stop along that path. We are not requesting additional MSY's, as we will move a slot from one of our other operating sites that can no longer support multiple members.

# Additional member goals:

Adjustments to the individual member goals have been made to include 200 farmworker parents to receive children's health training and heat exhaustion/heat stroke prevention training to 100 farmworkers. For six month and summer members, those goals will be 100/50 and 50/25, respectively. AFOP recently launched its Project LEAF curriculum, which is a specially designed health education for farmworker parents and caregivers, to train them on household hazards of pesticide exposure and how to prevent their children from exposure to these chemicals that can cause severe health problems (asthma, developmental problems, learning disabilities, leukemia and other cancers). We are requiring our SAFE AmeriCorps members to reach into the farmworker community and train a minimum of 200 parents/caregivers. For 900 and 450 hour members, the requirement will be 100 and 50 parents, respectively.

We are also increasing the number of pre- and post-test questionnaires to be collected from 90 for our 1700 hour members and 45 and 20 for the half hear and summer members.

Other goals for our members remain the same--partnership building, direct services, referrals, and volunteer recruitment. Each member will also be required to plan, organize and execute three special events/days of service for Farmworker Awareness Week, AmeriCorps Week, and Farmworker Health and Safety Week.

Program management continuous improvement:

Program management improvements will be targeted toward focused operating site management, building internal controls, and strengthening staff capacity. During our first year of operation, we

### **Narratives**

recognized that our emphasis on member development was misplaced and took time away from developing our operating sites' capacity to manage their members and the program at the site level. In 2010-2011 we are implementing a site development strategy that will assess individual site performance and ability to complete site-specific goals. This assessment will allow us to identify problem areas and mobilize a rapid response to implement corrective action with the site. It will also allow us to prioritize, in a more focused manner, which sites need a monitoring or corrective action site visit, and which sites need remedial work with supervisors on program requirements, regulations and compliance issues. For 2011-2012, we will require our operating sites to undergo an annual performance review, and those who do poorly will be either placed in probationary status, or removed from the program. Probationary status is not intended to be punitive, but rather an opportunity for the operating site staff to work with AFOP to become a high-performing site. Performance will be measured on member recruitment, retention, member development and goal attainment, regulatory compliance, ability to follow procedures, responsiveness to members and AFOP staff, site-specific internal controls and impact on their community.

Opposite those who need attention, the sites that are strong performers will be recognized and rewarded for their efforts. The highest performing sites will be recognized in the AFOP newsletter, on the website, and at the AFOP National Conference. A single Outstanding SAFE AmeriCorps Operating Site award will be given at the AFOP National Conference. A single Outstanding SAFE AmeriCorps supervisor will also be awarded.

Based on recommendations from a technical assistance and training site visit and the AmeriCorps

Financial Management Institute, AFOP is developing internal controls and processes that will be
outlined in an Operations Manual. These controls and processes will bring clarity and efficiency to our
efforts toward program management.

Staff capacity has been improved by re-organizing the team and shifting roles and responsibilities to a more balanced and efficient operation. The Program Manager position has been refocused toward

# **Narratives**

operating site management. Member support and training has been separated out from the former Program Manager position and is now the responsibility of the Program Associate. The former Administrative Assistant position has been elevated to Program Coordinator, which gives that person greater authority to manage the paperwork flow, including enrollments, time and activity reports, evaluation and data collection, and member exits. A second Program Associate, assigned to Communications and Publications for the AFOP Health and Safety Department, will devote a small portion of their time toward promoting the SAFE/ AmeriCorps program and assisting members with promoting their special events.

# Improving retention rate:

AFOP has designed a retention rate improvement plan that will address the program management issues related to retention. Operating sites will be evaluated on their individual retention rates, and failure to retain members will lead to probationary status and possible discontinuation of the program with their organization. AFOP has a number of potential operating sites that are wait-listed to join the SAFE/AmeriCorps program. Existing operating sites no longer have the luxury of taking their status for granted. Additionally, we are requiring that all operating sites have coordinators and supervisors who are fully trained by AFOP prior to accepting the supervisory role. This ensures that there is clear understanding of the site roles, responsibilities and contractual obligations at the operating site level, as well as an understanding of the goals each SAFE AmeriCorps member must complete. AFOP provides each site with technical assistance on how to help members reach their goals. AFOP will facilitate close communication with the sites on an individual basis through routine telephone contact and when possible through site visits. We will also implement a series of monthly webinars for the collective operating site staff. These webinars will address topics such as handling the difficult member, finding resources for your members, working with your State Commission, mentoring and supporting members, and round-table discussions to share best practices and troubleshoot issues that impact member

### **Narratives**

retention.

AFOP will offer a paid internship to a member who has completed at least one full term of service. The internship will be located at our headquarters in Washington, D.C. The intern will serve as a mentor to our active members and alumnae, offering practical guidance to completing their service successfully, seeking resources for members, and assisting members with planning their special projects/days of service. The intern will also take on a special project of their own, to be determined by their career interests and the needs of the program. By having a former SAFE AmeriCorps member in this role, we believe the program will have a valuable resource with a member-centric perspective.

We will convene a Member Retention Working Group among our operating site personnel to explore how to improve recruitment strategies and make recommendations for retention improvement. AFOP staff will facilitate the group and provide input from what we learn from other National Direct programs, State Commissions and the AmeriCorps National Conference. The group will present their recommendations to the Site Supervisor's Summit in October, 2011, prior to the recruitment season for the 2011-2012 program year.

# Consulting with State Commissions:

Our Program Manager contacted each State Commission and completed the forms/processes they requested. We will update the State Commissions with contact information of our operating sites and members. We have invited California State Commission staff to attend our member orientation at the National Chavez Center in Tehachapi, California, and requested that they lead the swearing in ceremony. All of the State Commissions are on our mailing list and receive our quarterly newsletter, as well as invitations to our events. We have recently developed a site visit protocol which includes a requirement of staff to meet with the State Commission staff when we conduct a site visit for any of our Health and Safety Team programs.

# **Performance Measures**

SAA Characteristics  AmeriCorps Member Population - None	x Geographic Focus - Rural			
Geographic Focus - Urban	Encore Program			
Priority Areas				
Education	x Healthy Futures			
Selected for National Measure	Selected for National Measure			
Environmental Stewardship	Veterans and Military Familie			
Selected for National Measure	Selected for National Measure			
Economic Opportunity	Other			
Selected for National Measure	Selected for National Measure			
Grand Total of all MSYs entered for all Price	ority Areas 21.82			
Service Categories				
Health Education		Primary X	Secondary	
Farmworkers	s learn pesticide safety technique	S		
Service Category: Health Education				
Measure Category: Needs and Service Activ	vities			
• • • • • • • • • • • • • • • • • • • •				
Strategy to Achieve Results				
Briefly describe how you will achieve this r Memberrs will go into fields and labor ca		w-literacy pest	icide safety	
training for migrant and seasonal farmworkers. The training includes the dangers of pesticide				
exposure, how exposure occurs, how to p	protect oneself and their familie	S.		
Results				
Result: Output				
Each member will train a minimum of 60	00 farmworkers (1700 hr. mem	bers)or 300 (9	00 hr.	
members) or 150 (450 hr. members) for a total of at least 13,050 farmworkers.				
Indicator: beneficiaries				
Target: Migrant and seasonal farmw	orkers			
Target Value: 13050				

Instruments: Training sign-in rosters

PM Statement: Through extensive outreach efforts, members will contact 13,050 farmworkers to conduct pesticide

training for, either individually or in groups.

Prev. Yrs. Data

# **Result: Intermediate Outcome**

Increased knowledge and awareness among 80% of the total migrant farmworkers who are trained on

#### **Result: Intermediate Outcome**

pesticide safety.

Indicator: Increase in knowledge or skills

Target: Migrant and seasonal farmworkers

Target Value: 80%

Instruments: Pre and post tests to measure knowledge transfer. Number of trainings conducted, materials

handed out to farmworkers, and training event summaries that are completed by each member

after each training session.

PM Statement: At least 10,440 (80%) of farmworkers trained will be more aware of the dangers on their job, and

learn how to protect themselves from serious pesticide poisoning.

Prev. Yrs. Data

# Farmworkers will learn Heat Stress prevention strategies

Service Category: Health Education

Measure Category: Not Applicable

# **Strategy to Achieve Results**

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

# **Subapplicants**

<u>ID</u>	<u>Organization</u>		Amount Requested	Amount Approved	# FTEs Requested	# FTEs Approved	<u>Status</u>
		Totals:	\$0	\$0	0.00	0.00	-

# **Required Documents**

Document Name	<u>Status</u>
Evaluation	Not Applicable
Federally Approved Indirect Cost Agreement	Sent
Labor Union Concurrence	Not Applicable